

Downtown Marysville Marketing Plan

Funded through the
City's Community
Development Block
Grant Program

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**DOWNTOWN MARYSVILLE MARKETING PLAN WAS FUNDED THROUGH A
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EXECUTIVE SUMMARY

In May of 2005, the City of Marysville initiated the process of developing a Marysville Downtown Marketing Plan. The planning process was focused on developing a marketing strategy that would help promote downtown as a *regional cultural and entertainment destination* and identify key objectives to help the business community leverage their resources and efforts. In collaboration with L.L. Consulting, downtown revitalization and marketing consultants and branding consultants Seventh Surface, the City engaged in a 10-month process to solidify a marketing strategy for downtown Marysville that also included the creation of several visual concepts to help “brand” downtown. The scope of work included a kick-off event, a series of one-on-one and focus group interviews, a shopper intercept survey, a series of meetings with the steering committee and numerous staff and team meetings. From the feedback gathered through these various processes, seven strategic goals were developed as the framework for the Plan as well as three visual concepts for review and refinement. The consultants then organized the various programs, ideas and efforts already supported and recommended additional programs for successfully marketing the downtown through a focused plan of action. The Plan includes a variety of guiding objectives as well as specific strategies for creating enhanced economic activity in the downtown and creating positive energy. An implementation matrix, which included primary responsibilities, timelines and estimated costs, was developed to assist with the implementation of the various objectives and strategies recommended within the Marketing Plan. In addition consultants compiled a list of potential funding sources for consideration. A draft of the Marketing Plan as well as several revisions of the visual concepts was presented to the City and Steering Committee for comment and feedback. After several revisions, the final Marketing Plan and Visual Concept Design was presented to the City Council for final approval. For the purpose of the Executive Summary, below is a recap of the goals, objectives and identified strategies outlined in the final Marketing Plan:

GOAL 1: INCREASE AWARENESS OF DOWNTOWN AS A VISITOR'S DESTINATION.

Objective 1.1 Showcase the history to expand cultural and heritage tourism.

- *Improve the Self-Guided Walking Tour*
- **Implement a Windows on History promotion**
- *Expand the Web site to showcase Maryville's history*
- *Install historical plaques*
- *Expand the existing murals*
- *Offer information/tours to travel writers*
- *Leverage Chinatown*
- *Install a set of banners that showcase downtown's history.*

Objective 1.2 Foster a "visitor friendly" environment.

- *Develop a training program to help educate business owners and employees about the various aspects of downtown Marysville including its history, events and attractions.*
- *Have Downtown Marysville business owners "adopt" a local attraction.*
- *Implement "The Most Visitor Friendly Business of the Quarter" Award.*
- *Create a "visitor center" location in the Downtown core.*

Objective 1.3 Establish a Yuba-Sutter Conference and Visitors Bureau (long term).

GOAL 2: IMPROVE THE IMAGE OR COMMUNITY PERCEPTION OF DOWNTOWN

Objective 2.1 Improve the presentation of empty storefronts.

- *Work with willing property owners to encourage them to clean up their storefronts.*
- *Work with willing property owners to ensure that contact information regarding availability of their buildings is accurate, clearly posted and positive in nature*
- *Adopt a window program.*

Objective 2.2 Keep Downtown in pristine condition.

- *Conduct quarterly walk around in Downtown.*
- *Hold a downtown clean-up event.*
- *Adopt a Planter Program.*

Objective 2.3 Create positive media stories to enhance Downtown's image.

- *Distribute regular press releases about Downtown and/or employee personalities and accomplishments.*
- *Publish a bi-yearly media tab specific for Downtown*
- *Consider a downtown Maryville- "History in the Making" Weekly Column and Radio Spot.*

Objective 2.4 Expand the banner program and other outdoor décor.

- *Continue to expand upon the existing banner program*
- *Existing outdoor décor in pristine condition*
- *Install white lights in Downtown trees.*

Objective 2.5 Improve the perception regarding parking.

- *Improve and promote the general condition of the parking lots*
- *Promote the lots to downtown businesses*
- *Update and publish as needed parking brochure/literature*
- *Better directional signage to parking lots*

Objective 2.6 Continue to encourage improvements to facades, storefronts and buildings.

- **Implement a façade improvement program**
- **Aggressively promote the façade improvement program**
- **Implement a program to showcase and celebrate the final improvements or projects.**

GOAL 3: STRENGTHEN EXISTING BUSINESSES AND RECRUIT NEW ONES TO DEVELOP A VIABLE ECONOMIC BASE IN DOWNTOWN.

Objective 3.1 Strengthen the existing business base through an active retention program.

- Foster consistent dialog with downtown businesses
- Conduct small business assistance and education.

Objective 3.2 Implement a recruitment strategy to attract new businesses.

- Continue to strengthen the activities of the newly formed Business Development Committee or Task Force.
- Create a business development brochure specific for marketing downtown business opportunities.
- Develop a new business welcome start up kit.
- Develop an incentive program specific for Downtown (long term).

Objective 3.3 Promote vacancies and opportunities.

Objective 3.4 Implement an outreach program with property owners to help gain their support.

- Maintain an accurate database of all Downtown property owners.
- Form a Property Owner Committee
- Create and distribute a property owner “news flash
- Host a Downtown property owner brown bag lunch.
- Implement a formal recognition program to honor improvements being made by property owners.

GOAL 4: CONSISTENTLY PROMOTE DOWNTOWN TO ATTRACT CONSUMERS TO ENHANCE ECONOMIC ACTIVITY.

Objective 4.1 Develop a twelve-month calendar of smaller scaled events to create incentives to come to Downtown.

Objective 4.2 Produce one brochure that is comprehensive, quality and unified in its message and aggressively distribute it to a variety of outlets.

Objective 4.3 Enhance the website to be the central point of information.

Objective 4.4 Create promotions to help attract or draw day workers into Downtown on a regular consistent basis.

- Let's Do Lunch Poster
- Customer Appreciation Month.
- Distribute Downtown Business Directories to all key employers.
- Encourage restaurants to offer two for one lunches and market to key employers.
- Help businesses create and support “Bounce back” promotions among themselves.

Objective 4.5 **Develop a series of promotional and advertising venues targeted directly to reach the new residents moving into the region.**

- *Bi-yearly Direct Mail piece to new residents.*
- *Host a “Walkabout Downtown” Event.*
- *Develop a “move-in” coupon book or package for new residents.*
- *Make sure that the Downtown Marysville Business Directory and Calendar of Events are included in relocation packets, visitor packets, racks, subdivision sales offices and other key places.*

Objective 4.6 **Continue to support and expand clustered/cooperative advertising programs.**

Objective 4.7 **Expand hours that Downtown is open.**

- *Open Sunday Campaign*
- *Cluster/Cooperative advertising showcasing all of the businesses and other venues that are open on Sunday.*
- *Business to business education or awareness of how to make the shift and the potential value of opening on Sunday.*
- *Plan several of the “mini” events specifically on Sunday to help attract consumers to the area and patronize those businesses that are committed to being open on Sunday.*

GOAL 5: IMPROVE DOWNTOWN’S VISIBILITY

Objective 5.1 **Improve existing gateway signage.**

Objective 5.2 **Install directional signage to guide people into and through Downtown.**

- *Parking lots*
- *Signage to areas of interest (such as Chinatown, Bok Kai Temple, Ellis Lake, Mary Aaron Memorial Museum)*
- *Kiosks*

Objective 5.3 **Work with businesses to improve their overall physical presentation.**

- *Develop and distribute to all downtown businesses a 12 months Window Display Calendar.*
- *Offer Visual Merchandising Assistance.*
- *Blade Signage*
- *Rear entrance demonstration project.*

GOAL 6: BUILD A STRONGER BUSINESS NETWORK

Objective 6.1 **Enhance communications between businesses.**

- *Change the name of the BID organization to the Marysville Downtown Association.*
- *Create a consistent image in all communication venues.*
- *Compile an accurate database of all Downtown businesses*
- *Publish regular BID newsletters*
- *Investigate the feasibility of Association e-mail bulletins.*
- *Hold regular “membership” meetings or community forums.*
- *Establish a “block captain or ambassador” program to maximize outreach efforts.*

Objective 6.2 **Educate businesses about the Business Improvement District**

- *Prepare a brochure or marketing piece about the BID.*

- Implement a “new business welcome program”.
- Produce an annual report.

Objective 6.3 Improve communications between the City and Downtown businesses.

- **Appoint a City Council member to act as a liaison to the BID organization.**
- **Make sure that all City Council members and key staff receive the BID newsletter and have the BID provide quarterly updates to the City Council.**
- **Assign City staff to participate on the various Downtown committees.**
- **Each year, hold a work session between the BID and the City Council to review accomplishments, discuss priorities and address any issues or needs.**
- **Offer to contribute an article for the BID newsletter and if the City has a regular communication piece, solicit an article from the BID regarding upcoming programs or activities.**

Objective 6.4 Strengthen relationships with other organizations.

- Provide articles about what is happening downtown for other organizations’ newsletters.
- Invite representatives from other organizations to the quarterly downtown forum.
- Appoint representatives from the BID to participate on other organizations’ committees.
- Give presentations on what the BID is doing and how they are progressing to other organizations’ Board and/or Committee meetings.

GOAL 7: IMRPOV THE ORGANIZATIONAL ACTIVITY AND OPERATIONS WITHIN THE DOWNTOWN BUISNESS COMMUNITY

Objective 7.1 Hire a Downtown Coordinator.

Objective 7.2 Increase funding base.

- Hold Fund Raising Events
- Pursuing Sponsorship/Advertising Opportunities
- Researching and applying for grants
- Implementing a Property Based Improvement District

Objective 7.3 Improve the organizational structure.

- Re-structure the BID to establish a broader based downtown organization
- Adopt the Main Street Four Point Approach to leverage volunteers and focus
- Provide technical assistance to help solidify the new organizational structure,

• **Objective 7.4** Expand knowledge of downtown development and management.

- Joining the California Downtown Association (CDA) and attend the annual conference and other related networking opportunities CDA offers.
- Conducting quarterly field trips to visit other downtown organizations, tour their community and meet with key stakeholders and partners.

INTRODUCTION

Downtown Marysville is a traditional business district that is rich in history and character. Throughout the years, downtown Marysville has been a thriving commercial core for the community. However, the downtown, like many traditional business districts, has struggled to compete with nearby malls in the regional area including Yuba City, Roseville and Sacramento. The development of these larger regional and commercial chain-operated centers has drawn retail uses away from downtown Marysville, making it harder for the local business community to compete and survive. In addition, the demographics of the area have changed over the years, creating a need to attract different types of retail and commercial uses for new resident in this growing region. In August of 2004, The City of Marysville adopted the *Downtown Economic Development Strategic Plan* as a tool to help revitalize Marysville's downtown commercial core and help with "reinventing itself". The *Strategic Plan* set forth a vision for the preferred future of downtown Marysville and outlined a set of logical steps to achieve it. One of the

objectives identified within the plan was the need to market and promote downtown to the local and regional community as a *regional cultural and entertainment destination*.

In May of 2005, the City of Marysville initiated the process of developing a Marysville Downtown Marketing Plan. The planning process was focused on developing a marketing strategy that would help promote downtown as a *regional cultural and entertainment destination* and identify key objectives to help the business community leverage their resources and efforts. In collaboration with L.L. Consulting, downtown revitalization and marketing consultants and branding consultants Seventh Surface, the City engaged in a 10-month process to solidify a marketing strategy for downtown Marysville that also included the creation of some visual concepts to help "brand" downtown as a *regional cultural and entertainment destination*.

PURPOSE

Attempting to "reinvent itself" and become a *regional cultural and entertainment*

destination is not an easy task for a community. However downtown Marysville has a number of promotions and marketing efforts already focused at this vision. This plan has organized the various programs, ideas and efforts already supported and recommended additional programs for successfully marketing the downtown through a focused plan of action. It provides general guiding objectives as well as specific strategies for creating enhanced economic activity in the downtown and creating positive energy. It should be used

as a living document that will evolve as the community becomes involved in the process and is intended to be a roadmap or tool. The Marketing Plan is just one piece of a very complex puzzle to assist downtown Marysville with “reinventing itself” and positioning itself as a *regional cultural and entertainment destination*. There is still much work to do and it will take the entire community of Marysville to rally around its downtown to help move it forward to achieve its vision.

SCOPE OF WORK

The consulting team worked closely with the Downtown Steering Committee comprised of community stakeholders including City representatives, property and business owners, residents, and private and public regional agencies. The process included a kick-off event, a series of one-on-one and focus group

interviews, a shopper intercept survey, a series of meetings with the steering committee and numerous staff and team meetings during each phase of the project. The specific tasks undertaken as part of the scope included the following:

➤ **TASK ONE: PROJECT INITIATION & SWOT ANALYSIS**

The first phase of the project involves the consulting team becoming acquainted with the key stakeholders, the downtown project area and the various promotional and marketing efforts currently being supported by the community to market downtown.

Task 1.1 Hosted a Kick-Off Event: Consultants held a kick off event with the Marysville BID, the Downtown Steering Committee and the City to provide an overview of the process that would be used to develop the Marketing Plan as well as receive feedback from the stakeholders regarding their perception of downtown’s strengths, weaknesses and opportunities.

Task 1.2 Evaluation of Current Marketing and Promotional Activities: Over a three day period, consultants met individually with the various entities who have in the past and/or are currently supporting or hosting a promotion, special event and/or marketing activity targeted at attracting consumers – either locals or visitors – to downtown Marysville. The objectives of these interviews were to assess the effectiveness of the various programs, ask for feedback regarding the strengths and weaknesses of downtown and help define *regional cultural and entertainment destination*. In addition to these interviews, a survey was mailed to **ALL** the business owners within the Downtown Marysville Business Improvement District.

Task 1.3 SWOT Analysis: Using the information gathered through the one-on-one interviews, the BID survey and a thorough physical assessment, consultants conducted a Strengths, Weaknesses, Opportunities and Threat (SWOT) Analysis of Downtown Marysville.

Note: Refer to Appendix for summary of SWOT analysis and survey results.

➤ **TASK TWO: DEVELOPMENT OF DOWNTOWN MARYSVILLE’S THEME**

The second phase of the project was focused at developing a creative and appropriate visual marketing image, logo or brand as well as a *theme* for downtown Marysville. To facilitate this process, consultants used the following methods:

Task 2.1 Intercept Survey: Consultants conducted an intercept survey with downtown shoppers and visitors targeted at assessing “an outsider’s” perception of downtown. The intercept survey was conducted in three separate locations including downtown Marysville, Plumas Street in downtown Yuba City and at the Yuba Sutter Mall.

Note: Refer to Appendix for a summary of the responses gathered through the intercept survey.

Task 2.2 Development of Marketing Images/Theme: Using the information from the SWOT analysis, the intercept surveys and the one-on-one interviews, the consulting team prepared and presented three visual concepts for review and refinement.

➤ **TASK THREE: PREPARATION OF FINAL MARKETING PLAN**

Using the information gathered through Task One and Two, the feedback gathered from the key stakeholders throughout the process and the information provided in the *Downtown Economic Development Strategic Plan*, consultants prepared a rough draft of the Marketing Plan, which was presented to the Downtown Steering Committee for review in May of 2006. A final plan was presented to the City Council for review and final adoption in June of 2006.

➤ **TASK FOUR: PREPARATION OF MARKETING COLLATERAL**

The final phase of the Marketing Plan involved the development and design of two marketing collateral pieces to help support the implementation of the Plan.

VISION AND STRATEGIC GOALS

As part of the Downtown Economic Development Strategic Planning Process a Community Vision was created of how Downtown Marysville is desired to unfold in the future. For a point of reference, below is the Vision Statement as it was presented in the Downtown Economic Development Strategic Plan.

Economic Development Community

Vision: *Downtown Marysville celebrates its historic character, provides a unique sense of place and reflects the needs of both local residents and visitors.*

Downtown is active throughout the day and evening with a wealth of cultural venues and entertainment activities, including museums, street fairs, musical performances, historic tours, movie theaters, restaurants and cafes. A comprehensive signage and way finding program draws visitors to the area and makes the downtown hub easy to navigate.

Interpretive signage showcases Marysville's historic assets, while directional signage assists patrons in locating key destinations, such as places to shop, eat and conveniently park.

Attractive tree-lined streets, well-defined sidewalks, angled parking and calmed traffic

make the area a pleasant place to walk and bike. Trail linkages and pedestrian-friendly streetscape connections to Ellis Lake, the Levee trail and pocket parks ensure convenient access to nearby open space.

Mixed uses in the Downtown support 24-hour vitality through the area. New Downtown housing for professionals, families and seniors creates a true "neighborhood ambiance". A strong core of civic and hospital-related uses supports meaningful employment opportunities for Marysville residents and strengthens the civic presence in the Downtown.

People who live and work in downtown take pride in their community and actively participate in decision-making efforts to shape the City's future.¹



¹ *Downtown Marysville Economic Development Strategic Plan pg. 35*

Strategic Goals

From the feedback gathered through the focus group interviews, the intercept surveys, and discussions with members of the business community, including business and property owners, community leaders and supporting partners downtown's strengths, weaknesses, opportunities and barriers were identified. Below is a summary of the key findings.

<u>STRENGTHS</u>	<u>WEAKNESSES</u>
<ul style="list-style-type: none"> • History • Character of buildings & architecture • Small town feeling • Unique setting & streetscape • Special Features <ul style="list-style-type: none"> ○ Bok Kai Temple ○ Ellis Lake ○ Gold Sox Baseball team ○ Peach Festival ○ Gateway to outdoor activities • Employment base • High car traffic • Proximity to Yuba City • Business Improvement District 	<ul style="list-style-type: none"> • High vacancy rate • Condition of buildings • Lack of activity <ul style="list-style-type: none"> ○ Little to bring you back to downtown ○ Nothing for families to do • Weak business mix & operations <ul style="list-style-type: none"> ○ Businesses close at 5:00 p.m. ○ Businesses not open on Sunday ○ No anchor/destination business • Downtown Management <ul style="list-style-type: none"> ○ Bid only volunteer based ○ Bid grosses only \$18,000/year ○ Lack of central coordination ○ Lack of unified voice or vision ○ No communication ○ No paid downtown coordinator ○ Not cohesive in marketing efforts • Absent/apathetic property owners • Parking • Signage is weak or non existent
<u>OPPORTUNITIES</u>	<u>THREATS</u>
<ul style="list-style-type: none"> • Growth in surrounding communities <ul style="list-style-type: none"> ○ Shift in demographics • Business recruitment <ul style="list-style-type: none"> ○ Potential to attract franchises • Implement more activities/promotions <ul style="list-style-type: none"> ○ More events held in downtown ○ Set up tourist things ○ Destination for day trips ○ Public Art – murals • Consistent style/theme • Better signage directing people off of the Highways • Increase funding base • Visitor Center in Downtown • Better Managed Parking 	<ul style="list-style-type: none"> • Apathy • Limited resources • Unwillingness to change • Change in leadership • Downtown not a priority • Flood • Land locked-can't grow • Parking

The following seven strategic goals were developed as the framework for the Marketing Plan:

Goal 1: Increase awareness of downtown as a visitor's destination.

Goal 2: Improve the image or community perception of downtown.

Goal 3: Strengthen existing businesses and recruit new ones to develop a viable economic base in downtown.

Goal 4: Consistently promote downtown to attract consumers to enhance economic activity.

Goal 5: Improve downtown's visibility

Goal 6: Build a stronger business network

Goal 7: Improve organizational activity and operations within the downtown business community.

One of downtown's strongest asset is its history and its cultural roots. Goal 1 reflects downtown's opportunity to leverage its history and its many cultural ties to attract visitors. The second goal is focused at improving the image or community perception of downtown. Over and over individuals indicated that the vacant buildings, empty storefronts and overall condition of downtown left them with a weak perception of downtown's viability. The majority of the individuals interviewed through the intercept surveys and one-on-one interviews expressed concern with downtown's weak business mix and the number of vacancies. Goal 3 is targeted at strengthening downtown's overall economic base. From the feedback collected through the intercept survey and the day worker questionnaire, people indicated that they enjoyed and often attended the events held in downtown but there needed to be additional activities and promotions to bring them back on a more regular basis. In addition, many of the businesses we interviewed indicated that they needed more foot traffic to support their businesses. Goal 4 is focused at addressing both of these concerns. Consultants felt that improving downtown's visibility (Goal 5) must be a priority to help draw visitors to downtown and anchor the area as a destination. The final two goals are a direct result of the top three weaknesses shared through the focus group interviews and the business survey as well as from the consultants' understanding of downtown management

GOAL1: INCREASE AWARENESS OF DOWNTOWN AS A VISITOR'S DESTINATION

Objective 1.1 Showcase the history to expand cultural and heritage tourism.

Cultural and heritage tourism is defined as visits by persons from **outside** the community who are motivated by interest in historical, artistic, or lifestyle/heritage offerings of a community or region. Cultural and heritage tourism is a growing economic sector in California and downtown Marysville is positioned to capitalize on this trend. According to the 1999 California Heritage Tourism Report:

- Heritage tourism, which includes visiting historic sites, museums and plays, national and state parks and festivals and craft fairs, is growing in popularity.
- California attracted 62.8 million Heritage travelers in 1999.
- 81.4% of Heritage travelers were primarily California residents.
- Typical California Heritage traveler was 42.7 years of age earned an average annual household income of \$61,200 and was white collar professional.
- Highest share of California Heritage travelers visited the state for a Special Event (27%), Getaway weekend (22%), visit friends and relatives (21%) and general vacation (19%).
- The average California Heritage traveler stayed 2.4 days.

Cultural and Heritage Tourism is more than historic buildings; it is the entire history of the community, its events, its people and its “culture.” Downtown will need to broaden its image from an interesting collection of historic buildings to include interesting things that happened in the area and the interesting people that caused them. Suggested strategies to showcase downtown’s history and attract the cultural and heritage tourist include:

- **Improve the Self-Guided Walking Tour Collateral** – The BID should work with the historical society to upgrade/improve/print the current marketing piece on downtown historical buildings, history and places to a full-color brochure with map and suggestions on how to walk the self-guided tour. Identify historic and cultural landmarks. Research grant opportunities to fund the writing, printing and professional photography for this brochure. Distribute these brochures to city office, hotels, Chamber, visitor centers, etc.
- **Windows on History - Historical pictures and brief history of the various buildings and businesses are enlarged and placed in the windows of the corresponding locations. A brochure is created with all of the “Windows on History” locations and used to help guide individuals throughout downtown. Coordinate this type of event with National**

Preservation Week (typically in May) as well as add additional events or venues as appropriate (such as docent led tours, special musical venues, historical storytelling, etc.)

- **Web site page** – Include a downloadable PDF file of the self-guided walking tour from the downtown Web site; include a Web site page on downtown Marysville’s history.
- **Plaques** – Consider a partnership with the local historical society to work with downtown property owners to place plaques on their buildings describing the building’s history.

- **Murals** –

- ≈ **Inventory existing murals downtown** and have a local history writer compose an article or brochure on the significance of each mural. Place information on Web site; submit information to local and regional newspapers and travel writers.



Exeter, CA mural

- ≈ **Add another mural to the inventory (long term).** Murals are excellent venues to showcase a community’s history and attract visitors. However, murals must always accurately depict the historical event and be painted by a professional muralist. The City should create mural guidelines to ensure quality.

- **Outreach to Schools** – work with historical society to put together a program about Marysville’s history for students when they study local California history. Proclaim local history month. Arrange for tours of the Chinese District/Museum for students. This exposure to downtown’s history to local students will be passed along to parents, who will be exposed to downtown through their children.
- **Outreach to Community** – Local service clubs and community groups are interested in local history. Arrange to train volunteers (from both the downtown association and the historical society) to speak on downtown Marysville’s history. Consider a monthly article in the local newspaper about downtown history.
- **Offer information/tours to travel writers** – When upgraded self-guided walking tour brochures are completed, contact travel writers with information on the area Downtown Marysville history. Distribute pertinent information to regional tourism groups.

- **Chinatown** – As Chinatown represents an important piece of Marysville’s history; it should be included in all marketing pieces, tours, stories and promotions. Work with members of the Chinese American Museum of Northern California to promote Chinatown history.
- **Banners** – Consider additional street banners promoting downtown Marysville’s history. (See Objective 2.4)

Objective 1.2 Foster a “visitor friendly” environment.

It will be key to downtown’s vision as a *regional cultural and entertainment destination* that the local business community and visitor points of interest foster a “visitor friendly” environment not only in marketing collateral ,but primarily in how a visitor is greeted, treated and followed up with. Downtown business owners and their frontline employees are not just cashiers, stockers, wait people, front desk personnel or gas station attendants. They are key sales people for the community. In addition to making sales for the business, they should also know about and be able to “sell” events, attractions, the downtown area and the community in general. Downtown Marysville must make visitors feel welcomed and comfortable so that they enjoy their experience, want to spread the news and return again. Strategies to achieve this objective include:

- **Develop a training program to help educate business owners and employees about the various aspects of downtown Marysville including its history, events and attractions.**
 - ≈ Training should be offered on a quarterly basis and provide a comprehensive overview of all the areas that a visitor may want to know.
 - ≈ Sample brochures and marketing collateral should be reviewed with trainees.
 - ≈ A “cheat sheet” of key contacts, phone numbers and addresses should be created and distributed to all trainees.
 - ≈ Consider taking trainees on a walking and driving tour of the area to help familiarize them with the key points of interest and develop a sense of direction to help guide visitors to the specific areas.

≈ Businesses and related non-profit organizations that support visitor related activities and attractions should make this training program a mandate for all of their frontline employees. Support on going education in the BID newsletter.

- **Have Downtown Marysville business owners “adopt” a local attraction.** Encourage individual businesses to “adopt” an attraction, such as the Bok Kai Temple or the Mary Aaron Memorial Museum and become very knowledgeable about it and do everything they can to promote it. As visitors enter various stores, they’ll find that each promotes a different attraction. By adopting one attraction, the staff can really get to know it, and can better promote it as a “must see” thing to do while visiting the community.
- **Implement “The Most Visitor Friendly Business of the Quarter” Award.** Develop an award program to recognize those businesses and staff that go out of their way to make visitors feel welcomed. Reward them with a full catered lunch or breakfast, send a press release to the local media and have the City publicly recognize them during a Council meeting.
- **Create a “visitor center” location in the Downtown core.** Currently the Chamber of Commerce functions as the area’s visitor center, however, the Chamber’s location is outside of the downtown’s core. Downtown needs a centrally located place that is open seven days a week to function as a visitor’s center to distribute collateral, greet visitors and promote the various venues. Efforts by the City, Chamber, BID, and arts, cultural and historical organizations should address this issue and explore various options accordingly.

Objective 1.3 Establish a Yuba-Sutter Conference and Visitors Bureau (long term).

Explore the potential to cooperate with the Yuba Sutter Chamber of Commerce, the Arts Council, City and County jurisdiction, lodging establishments and other key visitor destinations (i.e. Sleep Train Amphitheater) to establish a Yuba-Sutter Convention and Visitors Bureau. There is an untapped potential to market the region to tour groups, cultural and heritage tourists, corporate groups, small conferences, and the like. The region will be more successful in this very competitive market if all forces combine and promote the regions’ facilities, marketing efforts, attractions, historic downtown districts, outdoor amenities and organizational skills.



www.yolocvb.org

GOAL 2: IMPROVE THE IMAGE OR COMMUNITY PERCEPTION OF DOWNTOWN

A community's overall image is key to its success in the competitive marketplace and achieving its brand or vision. Throughout the focus group interviews and intercept surveys, respondents remarked about how much they liked downtown's historic character, its small town charm, the pedestrian scale of the area and the arches. However many respondents also commented that downtown looked "unkept", there were a lot of empty storefronts, they did not feel safe after dark and that buildings and facades needed repair creating a negative impression that can often keep a community from reaching its full potential or vision. The overall image of downtown must be turned around and improved if it truly is committed to reinventing itself as a *regional cultural and entertainment destination*.

Objective 2.1 Improve the presentation of empty storefronts.

There are a number of empty storefronts in the heart of the downtown district as well as the surrounding streets, which are very dirty and often cluttered with old merchandise and debris. These empty storefronts are often the first impression that a visitor or shopper has regarding downtown and its overall sense of pride. In addition, the community is missing an opportunity to market these available storefronts to potential investors. Efforts need to be centered on improving the storefronts as much as possible to improve the image that downtown cares about and is proud of its historic district as well as help "sell" downtown's economic opportunities. Several recommendations for consideration include:

- **Work with willing property owners to encourage them to clean up their storefronts.** Meet one-on-one with property owners to encourage them to remove old signs, products and junk from vacant buildings and especially from in front of vacant windows (including second and third floor windows). Take before and after pictures and incorporate them in the BID newsletter to recognize those who have made the effort. Create a list of local companies or resources to assist with window cleaning, awning repair, removal of junk or debris, painting, etc.
- **Work with willing property owners to ensure that contact information regarding availability of their buildings is accurate, clearly posted and positive in nature.** Many of the vacant buildings in downtown have no information regarding availability and if there is information, it is often hard to see and/or not professionally written. To help promote and market the "opportunities" available in downtown as well as support a more positive image, consider offering some guidelines or suggestions of how to better post information about their buildings. Consider offering some type of generic signage that property owners could place in their windows, which they could fill, in the contact information such as "*Downtown*

Marysville – History in the Making. If interested in this site, please contact insert name of property owners and contact information.

- **Adopt a window program.** Each month, adopt a window and build a display to promote community events, other downtown businesses, redevelopment projects, etc. Although some property owners are not as willing to have their windows cleaned and a display built, work with those who are willing and again recognize them in the BID newsletter and at the City Council meeting.

Objective 2.2 Keep Downtown in pristine condition.

The community has made great strides in helping keep downtown in pristine condition. Many respondents commented that downtown is cleaner and safer than in years past. However due to the fact that many of downtown's buildings as well as infrastructure are older or "historic", efforts need to be stepped up to keep downtown as clean and pristine as possible. The BID needs to continue to work with the City staff to plan and coordinate a regular program of cleanliness and explain the program to business and property owners and the community in general. Several recommendations for strategies include:

- **Conduct quarterly walk around in Downtown.** On a quarterly basis, have the BID along with the City Public Works representative conduct a thorough assessment of the state of condition of the overall cleanliness of downtown and condition of all public amenities. Create a checklist and forward any issues or concerns to the appropriate agency, property owner or business owners.
- **Hold a downtown clean-up event.** On a bi-yearly basis, the BID in partnership with the City should host a Downtown Clean-up event (April and October). Consider holding one clean up day in late October (fourth Saturday of the month) event in conjunction with USA Weekend's Make a Difference Day (see <http://www.makeadifferenceday.com/>). Have Downtown business and property owners, local youth, city staff, civic organizations and residents participate in activities such as:
 - ≈ Painting or cleaning the public right-of-ways (bus stops, etc)
 - ≈ Cleaning the exteriors of businesses, including awnings
 - ≈ Sweeping and washing down the grime on the sidewalk
 - ≈ Washing windows
 - ≈ Making repairs, removing weeds
 - ≈ Plant planter boxes (work with local Garden Club)
 - ≈ Remove graffiti, stickers, pick up trash

- ≈ Celebrate with food (donuts and coffee)
- ≈ Supply brooms, watering buckets, gloves, garbage bags, etc

- **Adopt a Planter Program.** Ask businesses to “adopt” the planter in front of their storefronts



and keep them well planted and watered. Contact the local garden club and ask if they are interested in “adopting” several of the planters. Once a quarter, have the BID purchase flowers and have the garden club and the business owners refresh the planters. Create signs to place in the planter boxes “This planter adopted by **Name of Business.**”

- **Graffiti removal –.** Graffiti in downtown is not overly excessive however it is important that business and property owners continue to take a pro-active stance on graffiti and remove it quickly from their buildings. Research shows that leaving graffiti results in more graffiti, vandalism, and crime in suburban and urban communities. Here are some graffiti crime prevention tips for businesses and property owners to consider:

- ≈ Report graffiti immediately to the Marysville Police Department
- ≈ Document graffiti by taking a photo before it is removed. Photos will assist law enforcement in their investigation.
- ≈ Control access by adding or improving lighting around buildings to promote natural surveillance.
- ≈ Limit access to roof by moving dumpsters and covering drainpipes to prevent vandals from scaling them.
- ≈ Graffiti can be removed by painting over it (be sure that the paint matches the current paint used) or cleaning solvents (including environmentally-friendly soy-based products). The BID could assist in graffiti removal by having on hand cleaning materials that can be lent to downtown businesses

- ≈ **Publish written information to the business owners.** The BID should create and distribute a downtown Clean and Safe bulletin that lists the days when streets are cleaned, trash receptacles emptied, upcoming clean up days or walk arounds, phone numbers for window washers, companies that repair and clean awnings, phone numbers to call for graffiti or crime related issues and other related clean and safe information. The

bulletin should also be distributed to all property owners with a special section dedicated to the importance of keeping their empty storefronts clean, etc. The bulletin should also be included on the BID's website.

Objective 2.3 Create positive media stories to enhance Downtown's image.

Media generally tends to reinforce negative aspects of the downtown—vacancies, businesses closing, after-hour trouble, vandalism, etc. Efforts need to focus on actively identifying positive news stories and promoting them through a variety of media venues. Several strategies for consideration are:

- Distribute regular press releases about Downtown. **In addition to promoting the events, create and distribute regular press releases about:**
 - ≈ **New business openings, expansions and anniversaries**
 - ≈ **Profile unique business practices and products**
 - ≈ **Profile unique business owners, property owners, and/or employee personalities and accomplishments**
- Bi-yearly media tab specific for Downtown. **Back in April of 1999, the downtown business owners supported the creation and distribution of a tab that was specific to downtown. Supported by advertising, the tab included articles about specific downtown businesses, historic aspects of downtown, a calendar of events and a business directory. This tab should be re-activated, distributed at least twice a year and targeted for new residents and visitors. In addition to the items mentioned above, the tab should also include a parking map, historic points of interest, a page dedicated to new projects, showcasing key property owners as well as volunteers and highlighting supporting partners and art, cultural and historical organizations. The publication should include downtown's logo and tagline, be as professional as possible and emphasis downtown Marysville (not the BID).**
- Downtown Maryville- **"History in the Making" Weekly** Column and Radio Spot. **Chambers of Commerce often have a weekly column or "five minute" radio spot to showcase what is happening related to the business community and Chamber activities. Work with local media including newspaper, radio and public cable access, to have a weekly spot that promotes "Downtown Marysville – History in the Making". Media can be hesitant if they believe that the weekly column or radio spots will be marketing specific downtown businesses so efforts will need to focus on what is new in downtown as a whole and**

general interest stories. This would include an update of new redevelopment projects, upcoming community events, volunteers of the week, art and cultural events, etc. If media is not cooperative and the Chamber or City already has a spot or column, discuss the possibilities of providing regular information to them to include in their broadcasts or columns.

Objective 2.4 **Expand the banner program and other outdoor décor.**

One of Downtown’s major strengths is its unique character and ambiance. Over and over individuals expressed that they liked the pedestrian scale of the area, the historic buildings, the arches and other public amenities including the banners on the light poles. Downtown should expand upon these amenities and add new outdoor décor to help improve its image.

- **Continue to expand upon the existing banner program.**

Continue to support and expand upon the seasonal banner program that is unique to downtown Marysville. Banners not only add interest to the streetscape but they can help promote the area and its unique character. Downtown should have at least four sets of banners that could be easily rotated throughout the year. One set should promote the Christmas holiday season. Other sets should include:



- ≈ Banners to promote the cultural and arts aspects of downtown. Consider having the banners created by children, high school or college art students. A common theme could be created with each student creating a different design. Although more expensive than the “generic” types, banners that are created by community members naturally foster more ownership and interest.
- ≈ Create a set of banners to highlight historical events or points of interest. Consider using the actual historical picture of the event, site or individuals to become the backdrop for the banners.
- ≈ One set of banners should reflect downtown’s logo and tagline.

- ≈ To help offset the cost of the banners, offer businesses or organizations the opportunity to “sponsor” a banner placing their name at the bottom on the banner.

- **Existing outdoor décor in pristine condition.** In addition to adding new outdoor décor, efforts should be focused at keeping existing amenities in excellent working order and in pristine condition. This would include:
 - ≈ Keeping the lights lit on the arches at all times.
 - ≈ Repairing all banner brackets and replacing any torn banners.
 - ≈ Maintaining planter boxes and keeping flowers fresh and planted.
 - ≈ Keeping trees trimmed, healthy and replacing any damaged or dead trees.
 - ≈ Having water fountains in working order.
 - ≈ Refurbishing holiday décor and replacing as needed.
 - ≈ Keeping trash receptacles and benches in clean and in good condition.

- **Install white lights in Downtown trees.** A very effective outdoor enhancement is having white lights strung in the trees that line downtown. Although a costly, longer-term project, the overall affect can be well worth the investment. Develop a plan that targets having white lights in all of the trees throughout downtown by the end of year three; starting with D street in year one, expanding to other streets in year two and three. Create a business sponsorship program to off set the cost of installation and maintenance.

Objective 2.5 Improve the perception regarding parking.

The perception of parking in most downtowns is that there isn’t enough. However, we find that is not usually the case; it is a matter of parking management, education and promotion that is lacking. Create a city/BID partnership to address improving the perception of available parking by implementing the following strategies:

- **Improve and promote the general condition of the parking lots; promote the lots to downtown businesses** – The City should ensure that the public parking spaces are well-maintained and lit; the BID should educate downtown workers about the importance of maintaining customer parking in front of their businesses and the availability of the free 10-hour spaces for downtown employees.

- **Parking brochure/literature** - the City and BID should coordinate an educational parking piece/brochure to increase the awareness of available parking aimed at employers/employees. This could include a start a “Customers Come First” program where businesses pledge not to park in front of their businesses.

- **Better directional signage to parking lots** – To assist shoppers and visitors with locating available parking directional signs showing parking lots should improved. Key locations for Parking Direction Signs has been identified as part of the Downtown Signage and Way finding Plan (Figure 5.3) in the Downtown Economic Development Strategic Plan.

Objective 2.6 Continue to encourage improvements to facades, storefronts and buildings.



Improving the physical aspects of the buildings, facades and storefronts must be a priority. However the process must be a public-private partnership with the City exploring incentives or funding mechanism to encourage improvements while the downtown organization should promote the tools available and celebrate the final improvements. Several strategies for consideration include:

- Implement a façade improvement program. **If not already available, the City should implement a façade improvement program for downtown businesses and property owners to access. The program should offer various levels of funding to assist simple paint and fix-it projects to more extensive rehabilitations of the building or storefront.**
- Aggressively promote the façade improvement program. **The BID in collaboration with the City should develop a simple brochure or “fact sheet” that outlines the process of accessing the façade improvement program and distribute it to all downtown businesses, property owners and investors using various outreach channels such as the new business welcome kit, the BID’s Web site, property owner meetings, brown bag lunches, one-on-one visits, etc. In addition a brief presentation on how to use the program, what type of projects can be funded and the overall process should be made at one of the quarterly membership or community forums.**
- Implement a program to showcase and celebrate the final improvements or projects. **Throughout the process, take before and after pictures of the projects and use them later in showcasing the projects including press releases, updates to the brochure, on**

the website, public presentations, recruitment slick, etc. Nominate the final projects for local, state and even national recognition and leverage the publicity accordingly. Install plaques on the building(s) recognizing the project's contribution to: "Downtown Marysville – *History in the Making*".



Storefront improvement, Exeter, CA

GOAL 3: STRENGTHEN EXISTING BUSINESSES AND RECRUIT NEW ONES TO DEVELOP A VIABLE ECONOMIC BASE IN DOWNTOWN.

Objective 3.1 Strengthen the existing business base through an active retention program.

Although recruiting key businesses to support the overall mix in downtown and solidifying the vision, as a *regional cultural and entertainment destination* is important, steps to retain the existing businesses must be a priority. Statistics show that it is by far more cost effective to retain an existing business than to attract a new one, although it is not always an easy process. Communities can offer an array of tools and programs targeted at business retention but only the business owner or manager can integrate the programs and make the necessary changes. Below are several programs that downtown Marysville should consider to implement to strengthen their existing business base:

- **Foster consistent dialog with downtown businesses.** One of the most effective tools for business retention is communication. This enables the local jurisdiction to identify businesses that are at risk of closing or leaving the area and to identify potential problems before they are irreversible. An open door policy or environment needs to be nurtured and local businesses need to know that there is interest in their problems and in keeping their

businesses in the area. Assessing businesses needs or issues can be accomplished through either direct interviews with key businesses or group meetings. The Business Development Task Force (see objective 3.2, next page) should be the lead group to meet with businesses and spur dialog.

- **Conduct small business assistance and education.** The environment for the small business owner is constantly changing and extremely competitive. On-going education is essential for the health of any business, however getting owners or managers to attend workshops or seminars can be difficult for “mom and pop” operations especially if they are not convinced the trainings will meet their needs. Instead of offering larger scaled workshops, work with the Yuba College Small Business Development Center (SBDC) and the Chamber of Commerce to offer the following business assistance programs.

- ≈ *One-on-one in-store consultations*

- ≈ *Secret Shopper Program*

- ≈ *Series of educational articles in the BID newsletter, on the web site and other related business communication networks.*

Objective 3.2 Implement a recruitment strategy to attract new businesses.

With the number of empty storefronts throughout the downtown area it is imperative that an aggressive recruitment effort be initiated. It is important to attract businesses that are compatible with the image or “brand” of downtown – *a regional cultural and entertainment destination*. It will be important to establish and maintain a critical mass of attractive compatible business in the “retail and entertainment core” (D Street) with non supportive uses (office and professional uses) encouraged to locate on the periphery. The recruitment effort should utilize all of the resources available to the City as well as leverage partnerships with the County and other economic development entities in the region. Several strategies for consideration include:

- **Continue to strengthen the activities of the newly formed Business Development Committee or Task Force.** The City currently does not have an economic development department or staff. As a result, the downtown business community has formed a Business Development committee or task force to focus on both attracting businesses to downtown as well as assisting with business retention. The Committee or Task Force consists of representatives from the City, Yuba College SBDC, the County, the Chamber, commercial real estate brokers and downtown business and property owners. As a grass roots committee, the task force has been meeting at least on a monthly basis to discuss leads,

contacts and other business recruitment efforts. These efforts should continue and expand to address the following:

- ≈ Develop a building inventory of all downtown properties including contact information, square footage, amenities, condition and a picture.
 - ≈ Maintain an accurate listing of all available vacancies in Downtown.
 - ≈ Review and update if needed any market studies, sales leakage and/or other related trade area reports.
 - ≈ Identify gaps in the business mixes.
 - ≈ Act as a point of contact for individuals interested in starting or expanding their business in downtown.
- **Create a business development brochure specific for marketing downtown business opportunities.** The business development brochure should be professional quality and include the downtown's logo and tagline. Specific details should include location of downtown, demographic information, incentives, testimonials, contact information and listing of opportunity sites (vacancies). The marketing brochure should be available to an array of distribution channels including the County, City, Yuba-Sutter Economic Development Corporation, Chamber of Commerce, BID, real estate professionals, property owners and local businesses as well as available via the BID's Web site.
 - **Develop a new business welcome start up kit.** The Business Development Committee or Task Force should develop a new business start-up kit that assists new entrepreneurs in establishing a business in downtown Marysville. The package should include a Doing Business in downtown Marysville brochure, information on the BID, SBDC resources and information, Chamber of Commerce application and other related information or data to help businesses start off on the right foot.
 - **Develop an incentive program specific for Downtown (long term).** The City should consider if there are any incentives that can be offered to new businesses that are considering moving into the area. This might include fast track permitting, reduced fees, technical assistance, façade improvement program, revolving loan program, etc.

Objective 3.3 Promote vacancies and opportunities.

It is very critical to make the region aware of the sales and leasing opportunities of downtown Marysville's buildings to be able to fill these vacancies and at the same time promote the vision of a *regional cultural and entertainment destination*. Some of the ways to promote the area are:

- **Web sites** – Market key downtown vacancies and opportunity sites by linking the BID site to other business development sites such as the County, Chamber of Commerce, Yuba-Sutter Economic Development Corporation and partnering real estate agencies.
- **PowerPoint Presentations** – Market the downtown real estate opportunities to real estate professionals, the County and the Yuba-Sutter Economic Development Corporation through public presentations and power point shows.
- **Familiarization tour** – Invite key players to a luncheon with a presentation and walking tour of downtown’s real estate opportunities.
- **Monthly update on sale and leasing opportunities** – This list can be distributed countywide by mail or e-mail.

Objective 3.4 Implement an outreach program with property owners to help gain their support.

It will be critical to the overall success of downtown to gain the support of the various downtown property owners and have them buy-in to the overall vision of a *regional cultural and entertainment destination*. Implementing a variety of communication networks and outreach programs for property owners will be key to this process, including the following strategies:

- **Maintain an accurate database of all Downtown property owners.** The database should include contact information; email addresses, properties they own, notes on future plans with the property and etc. Use the database to mail business newsletters, invitations to upcoming community meetings or forums and basically keeping property owners in the loop of what is happening in downtown.
- **Form a Property Owner Committee.** Often it is much more effective to have peers talk to peers. By forming a committee comprising strictly of property owners, the idea is to have a core group that can assist with supporting key strategies in the Downtown Economic Strategy, be used as an advisory body when needed and apply pressure to other property owners to attend a meeting or support a program.
- **Create and distribute a property owner “news flash”.** Within the regular “BID” or downtown newsletter, periodically (about twice a year) have a special, one page downtown Property Owner newsflash that covers specific issues and needs related to downtown properties including current listing of vacancies, properties that were recently leased, new

programs or incentives of interest to owners, educational pieces on the importance of keeping properties clean and pristine and upcoming meetings.

- **Host a Downtown property owner brown bag lunch.** These informal brown bag lunches should be held on a quarterly basis and be targeted to gather feedback from property owners regarding their current needs or issues facing the leasing, improving or selling of their properties. Periodically consider having a guest speaker to discuss such topics as historic tax credits, American's with Disabilities Act, financing available for rehabilitations, fire and safety regulations and etc. In addition, always offer a tour of downtown to showcase new businesses opening, new redevelopment projects and improvements being made to local properties and buildings.
- **Implement a formal recognition program to honor improvements being made by property owners.** The City should implement a formal awards program that showcases key downtown improvements and honors those property owners accordingly. The "Downtown Marysville – *History in the Making*" Award should be presented at a City Council meeting with a formal plaque given to the honoree. A press release should be created and distributed to local, regional and even State agencies about the improvements, the level of investment and the owners responsible for investing in downtown.

GOAL 4: CONSISTENTLY PROMOTE DOWNTOWN TO ATTRACT CONSUMERS TO ENHANCE ECONOMIC ACTIVITY.

It is critical for the downtown to have an aggressive, consistent and on-going calendar of promotions and advertising venues targeted at attracting consumers, both local and visitors, to downtown. A common response throughout the focus group interviews and intercept surveys was that there is not enough activity in downtown. Although the BID sponsors a few events, there are not enough regularly scheduled "mini" events to keep a steady stream of consumers visiting and shopping in downtown. With the growing number of new residents moving to the area, efforts to attract them will need to be expanded. In addition, continuing to reach the Downtown day worker market must be strengthened. It is important that as the downtown repositions itself as a *regional cultural and entertainment destination*, a focused effort will need to be made to have downtown businesses increase economic opportunities by expanding their business operations by being open on Saturday and Sunday in addition to extending hours during the week. The downtown is already competing with the regional malls and other Downtown commercial districts that clearly understand that businesses **must be open when consumers want to shop and visit the area.**

Objective 4.1 Develop a twelve-month calendar of smaller scaled events to create incentives to come to Downtown.

People need a reason or “incentive” to come to downtown. Communities across the Nation have found that hosting an event is a viable way to attract consumers and visitors to downtown. While it takes time to create a monthly calendar of events, Downtown Marysville already hosts successful events. Building on these events, a series of smaller or “mini” events need to be added to continue to create that additional “reason” to come to downtown and create additional foot traffic to spur economic activity. While it would be ideal to hold a promotional event each month, because of the lack of resources for advertising and promotion of each event (and the lack of paid personnel to coordinate the events), we recommend starting with six promotional events for the first year; nine for the second year and a monthly event for the third year. Not all of the proposed events should be closed street events but rather promotions that are marketed using a theme to draw people downtown and visit the various venues (such as Flag Day or Downtown Trick or Treat.).

Downtown retailers will bear some of the costs of these promotional events by providing materials within their stores. We further recommend working with the local newspaper to coordinate joint advertising for the events. A full-page ad, with a heading about the event and event details, and ads below for retailers, promoting in-store specials would help bring attention to the event itself and show a coordinated effort for the business district. Service and professional businesses should show their support for the event through window displays, advertising and sponsorship. For example, a local bank could fund the materials necessary for a kite-flying day.

In addition to the monthly “mini” events, over the **next three years** two larger scaled “art and cultural” based events should be added to balance the California Peach Festival, the Bok Kai Festival and the Hot Rod Jamboree, the three biggest annual downtown events. In addition efforts should focus on strengthening the Bok Kai Festival as a key cultural draw. Sample ideas for a yearly calendar might include (larger scaled events are bolded):

- **Further Information/Examples of Promotional Events**

- ≈ **Kite Flying Day** – Hold a downtown promotion in which merchants provide the basic ingredients of a kite – paper, string and masking tape – and later display photographs of kites made.
- ≈ **Downtown Trick or Treat** – This type of event, done in many communities, provides a safe alternative or addition to residential trick-or-treating. Downtown businesses sign up to be part of the trick-or-treat festivities for Halloween. (If Halloween falls on a weekend – consider holding the event on a Friday). Both retailers and service/professional businesses provide candy for children under 12. Consider having a local photographer take pictures of children in costume for a minimal fee with the set up in the downtown pocket park. Have a local business sponsor trick-or-treat bags with their name on it or a tear off coupon for future use. Hold a costume contest during the event.
- ≈ **Step Back In Time Days** – A festival with gold panning, arts and crafts, music and themed around the history of Marysville. The event could also include an Antique and Collectible Faire. The local historical society could be brought in to portray significant people in Marysville history. Miner/pro prospector costumes. Tours of significant buildings with background on their history. Historic homes tour. Windows on History.

Month	Ideas
January	National Hobby Month; Gold Discovered in California
February	Victorian/Old-Fashioned Valentine’s Day; President’s Day Sale
March	Kite Flying Day, Bok Kai Festival
April	Spring Fling Sidewalk Sale, Art, Music and Culinary Extravaganza
May	Armed Forces Day (third Saturday in May); Mother’s Day; Baseball promotion with the Gold Sox, Windows on History
June	Flag Day; Hot Rod Jamboree
July	Fourth of July; National Ice Cream Month, California Peach Festival
August	Chili Cook-off, Jazz in the Park
September	National Dog Week; Step Back In Time Days
October	Downtown Trick-or-Treat, Customer Appreciation Month
November	American Indian Heritage Month; Veterans’ Day
December	Old-Fashioned Christmas and Parade

- **Promotional Event Categories**

Knowing the categories of promotional events will give a better understanding to downtown retailers about what to expect.

- ≈ **Retail** (otherwise known as sales promotions) – These types of events typically bring immediate results in terms of drawing increased traffic into stores. Examples of such events include sidewalk sales or holiday promotions in which customers actually visit participating stores – and may make a purchase while there.
- ≈ **Piggyback** – Events that fall into this category are usually held as spin-offs to larger ones happening locally (such as in-store promotions during the Peach Festival).
- ≈ **Sponsorship** – The benefits of these types of events are usually seen over time. Rather than drawing people into stores on the day they are held, these events expose people to the excitement of the downtown, which usually brings them back. The BID does not produce these events, although they may be a sponsor (for example: Peach Festival).
- ≈ **Image building** – These types of events are intended to enhance the downtown, and similar to sponsorship events, merely expose attendees to downtown in the hope that they will return in the future (for example: Halloween trick-or-treat.)

- **Planning for Events**

Some events take a year to be planned properly. Other events can be planned and executed in between two to four months. A committed group of volunteers is needed for the Promotions/Events Committee. These volunteers should be willing to commit between four to eight hours per month working on the committee. Volunteers should come from a wide variety of businesses and community members who are committed to improving and promoting downtown Marysville. A call for community volunteers should be initiated by the BID to further community/business partnerships, bring in fresh ideas and to prevent “burn-out” from existing volunteers.

Because volunteers are currently planning the events and are also running their businesses, a serious commitment will need to be made by event volunteers regarding each event. There is

no room for “forgetting” to do an assignment, as it will put an undue burden on the other event committee members, and may lead to the demise of the event.

The BID should note that they should not hold an event just for the sake of doing one. If there is not enough time to properly execute the event, don’t do it at all. An events checklist (see sample) should be used as a basic guideline for successfully executing events including timelines, advertising, press releases, Web site promotion, etc.



Bok Kai Festival, Marysville, CA



Peach Festival, Marysville,

• **Sample Events Task and Timeline Checklist**

Event Task	Timeline
Decide on Theme/Type of Event/ What the event will entail; who the target market is for the event (kids/families, young adults, retired persons, Veterans, visitors, day workers, etc.)	9-12 months before major event; 2-3 months before minor promotion/ event
Make work plan and budget for event; assign tasks; appoint event chair as coordinator	9-12 months before major event; 2-3 months before minor promotion/ event
Send out notices/talk to individual businesses/set deadline for participation	3-4 months before major event; 1-2 months for minor promotion/event
Gauge participation in the event; have committee members make personal contact with downtown businesses	2-3 months before major event; 6-8 weeks for minor promotion/event
Secure sponsors for the event to defray costs	4-6 months before major event; 2-3 months for minor promotion/event
Arrange for paid advertising; encourage downtown businesses to co-op advertise on the event page with the event to promote their business and any special event or promotion held in their store in conjunction with the event	1-2 months before major event; 2-4 weeks for minor promotion/event
Promote event on Web Site	9-12 months before major event; 2-3 months before minor promotion/ event
Arrange for design of high-quality marketing materials (posters, flyers, table tents, etc.) to promote the event	2-3 months before major event; 1-2 months for minor promotion/event
Arrange for distribution of marketing pieces; arrange direct mail, if applicable	1-2 months before major event; 2-4 weeks for minor promotion/event
Make last minute assignments	1 week before event

Objective 4.2 **Produce one brochure that is comprehensive, quality and unified in its message and aggressively distribute it to a variety of outlets.**

As Downtown Marysville begins to **brand** itself as a *regional cultural and entertainment destination* it will be imperative that any marketing collateral that is used to support the brand and attract consumers to downtown must be aligned with this vision. Conveying the **brand** to the target markets will require multiple paths delivering a consistent message. Consultants assessed the various marketing collateral currently used to promote downtown throughout the region and at this point recommend that one quality, comprehensive, professional brochure be created to leverage resources and have the highest impact. **Note: Refer to the Appendix for the recap of the marketing collateral assessment.** Overtime, as resources become available, additional marketing collateral should be considered. The following should be considered in the development of the new brochure:

- Unified logo and tagline.

- Promote **Downtown Marysville** and move away from identifying the area or businesses as the Business Improvement District (BID). The BID has no relevancy or meaning to the consumer and can actually confuse him or her thus creating a negative response to visiting downtown versus generating interest.

- Contents of the brochure should include:
 - A map of downtown indicating the location of all businesses, parking areas and other key points of interest.

 - An accurate, up to date business listing of all businesses and the types of services they provide. Highlight cultural and entertainment businesses.

 - Listing of annual downtown events.

 - Brief background on the history of downtown as well as its exciting future.

 - A brief description of things to do while visiting downtown (self-guided historic walking tour, murals, Chinatown, etc.).

- Contact information including phone number and website for additional information.
- Format of the brochure should be designed so that is suitable to fit in brochure racks, informational kiosks and as a promotional mailer. It should also be available to download at the BID and City's Web Site.
- Determine distribution plan, placing brochures in key places (City Hall, key downtown businesses, Chamber of Commerce, visitor's center, new subdivisions, real estate offices, etc.) where it will be visible to residents, visitors and employees.

Objective 4.3 *Enhance the website to be the central point of information.*

The Internet has changed the way people shop, obtains information on goods and services, and determines what the family plans should be for the weekend and their vacations. Consumers simply type in the area they want to visit, information they want to receive, or the activity they want to experience and instantly hundreds of listings are in front of them. It is critical that downtown position its Web presence to provide information to the consumer. The following should be considered regarding the downtown website:

- Incorporate downtown's logo and tagline.
- Make your downtown Directory, Calendar of Events, and other literature available for download as a PDF file.
- Invest in quality and keep the Web site current and up to date.
- Encourage local businesses to link to the site. Link from the BID's Web site to downtown businesses' Web sites.
- Establish mutual links with other key agencies or organizations to ensure that the greatest number of visitors sees your site.
- The Web site should be identified in all advertising and marketing materials.

- Use lots of photography especially activity shots.
- When the current City and BID's Web sites are updated, send out press releases about its' new look and functions in regional newspapers to drive people to the Web site.
- To stay in front of customers, ask them to sign up for an e-newsletter with upcoming events and special savings.

Objective 4.4 Create promotions to help attract or draw day workers into Downtown on a regular consistent basis.

Marysville has almost as many day workers as full time residents. Marysville's 2003 population was 12,512 persons, with a daytime workforce of 11,877 workers². Downtown must take advantage of its position as an employment center and capture additional spending from its daytime workforce. Several key promotions targeted directly to drawing the day worker into downtown should be a priority. Several recommendations for consideration are:

- **Let's Do Lunch Poster.** Sample menus of participating restaurants are incorporated into one large poster called "Let's Do Lunch in downtown Marysville" and are then distributed to key employers to put in **their lunchrooms**.
- **Customer Appreciation Month.** The concept here is to honor those who work and already patronize downtown businesses. Dedicate one entire month and offer a variety of discounts, incentives, awards and fun promotions to get downtown employees back into downtown.
 - ≈ Offer discounts or give away "Downtown bucks" to key customers.
 - ≈ Support the promotion by showcasing "Downtown Employers" in window displays.
 - ≈ Have staff wear buttons that say "*We Love Our Customers*"
 - ≈ Use Table Tents at the restaurants to promote the monthly event and the various discounts being offered.
 - ≈ Have restaurants create "Bring a fellow employee to lunch and get a free dessert as our way to say thank you."

² Downtown Marysville Economic Development Strategic Plan pg. 26

≈ Invite all downtown customers and employees to gather in a key location for a large photo shot. Distribute the photo and short story to key media venues for publicity purposes as well as display it throughout downtown shops and businesses. People love to come back and see themselves in print.

- **Distribute Downtown Business Directories to all key employers.**
- **Encourage restaurants to offer two for one lunches and market to key employers.**
- **Help businesses create and support “Bounce back” promotions among themselves.**
(I.e. Coffee shop can give away a coupon for a free sample of candy from the candy store.)

Objective 4.5 Develop a series of promotional and advertising venues targeted directly to reach the new residents moving into the region.

Marysville is located in the middle of one of the fast growing regions in California. It is estimated that over the next 10 years, the County will see an increase population of 52,000 new residents. Downtown must position itself now to capture both the consumer dollar as well as the interest of the resident to come downtown to shop. A series of direct mail, special promotions, mini events and other creative marketing efforts targeted directly to the new resident will help get the word out that downtown is a place to explore, visit and shop. Several recommendations are:

- **Bi-yearly Direct Mail piece to new residents.** Create an interesting, professional direct mail piece that acts as an invitation to come to downtown Marysville. Obtain the addresses and zip codes from a mail house service to target. Consider offering a discount coupon and make sure to list all of the upcoming events. To assist with offsetting the cost of the printing and mailing, consider offering downtown businesses the opportunity to either advertise or sponsor it and/or co-produce it with one of the arts, cultural or historical organizations.
- **Host a “Walkabout Downtown” Event.** Host an event that is focused at getting new residents (as well as existing residents that have not been downtown for a while) to come downtown and walk through the various businesses, restaurants and other attractions (i.e. China Town, Museum, Library, Arts Council, City Hall). Participants are invited to come downtown and visit the various venues throughout the day. Participating businesses provide visitors with a little gift or freebie and coupon inviting them to come back for future purchases.

In turn visitors get their passport to downtown “stamped” and when full they are eligible for the big “prize” or drawing.

- **Develop a “move-in” coupon book or package for new residents.** Create a downtown Marysville Coupon book that has discounts and incentives from participating businesses, as well as arts, cultural and historical venues. Work with realtors, homebuilders and mortgage and title companies to distribute the coupon book to the new resident. Consider signing up with the local “welcome wagon” or greeting service as another possible distribution channel for the coupon book.
- **Make sure that the Downtown Marysville Business Directory and Calendar of Events are included in relocation packets, visitor packets, racks, subdivision sales offices and other key places.**

Objective 4.6 Continue to support and expand clustered/cooperative advertising programs.

The downtown businesses that advertise on a regular basis should develop programs with their local advertising mediums (newspaper, radio, weekly/monthly direct mail advertising, etc.) to cluster their advertisements on the same page(s) with a heading promoting “Downtown Marysville – History in the Making”. Examples of this type of advertising include:

- **Newspaper – A quarterly insert in the local newspaper (arranged by them) that combines advertising, positive and informational editorial content (including upcoming events), photos and a listing of all downtown businesses. Overruns of this insert can be distributed at the Chamber, City Hall, Visitor Center, etc.**
- **Radio – Produce a “donut” commercial with a local radio station. The first 20 seconds of the commercial would talk about downtown Marysville and its shopping opportunities, history and/or upcoming special events; the next 30 seconds of the commercial is about a downtown business (the business would pay for this portion of the commercial) and the last 10 seconds would remind the radio listener (a call to action) to come to downtown for a special event or shopping/lunch, etc.**

- Cable TV – **Same idea as the above-mentioned radio donut commercial, only with positive film images of downtown Marysville, its stores, places to go, historical buildings, etc. and a cable TV commercial of a downtown business.**
- Coupon books/magazines – **Downtown businesses should cluster their ads together in a section of the coupon/book magazine and have a heading with “Downtown Marysville” in the branded font along with downtown’s logo and tagline.**
- Flyers available in downtown businesses – **Downtown businesses should cluster advertising about their businesses in high quality, professionally produced flyers to cross-promote each other’s business. These flyers should be placed in the advertised businesses, Chamber of Commerce, visitor centers, etc.**
- Movie slides **could be run in local movie theatres with different downtown businesses appearing on half of each slide; downtown Marysville’s logo, font and Web site address should appear on the other half of the slide. This should be kept simple as each slide only appears for seven seconds on the movie screen.**

Objective 4.7 Expand hours that Downtown is open.

If downtown is truly going to achieve its vision as a *regional cultural and entertainment destination*, there must be a concentrated effort focused at getting the majority of retail, entertainment based businesses, and all art, cultural and historical attractions open on Sunday. As with many traditional downtown business districts that are comprised of independently owned businesses, their biggest challenge or weaknesses is not being open when the consumer or visitor is available or wanting to come downtown to shop, stroll and visit. Many of the new residents work out of the area during the week and will be conducting their shopping, dining and entertainment based activities on the weekend. Downtown must be open to capture the “commuting” resident as well as the day or weekend visitor that is exploring the area. Several strategies that other communities have implemented to assist downtown cores to make this shift of being open seven days a week include:

- **Open Sunday Campaign.** Have business commit to being open on Sundays from 11 a.m. to 3:00 p.m. beginning Memorial Day and ending after Labor Day. Have businesses sign an agreement that they will make the commitment and encourage them to promote it within their own advertising and marketing venues. As a group, promote that downtown is open and list the businesses who are open on a variety of promotional or advertising venues such as a

display ad in the local media, press releases, on the Web site, flyers that businesses can give out to their customers, posted on bulletin boards, direct mailed to new residents, table tents in the restaurants, insert in visitor packets and etc.

- **Cluster/Cooperative advertising showcasing all of the businesses and other venues that are open on Sunday.**

- **Business to business education or awareness of how to make the shift and the potential value of opening on Sunday.** Have a series of educational articles in the business newsletter that explains how to make the shift to being open seven days a week, the financial outcomes and how to effectively promote it. Work with the Yuba College SBDC to provide the information or articles and offer to meet one-on-one with those businesses that may need assistance.

- **Plan several of the “mini” events specifically on Sunday to help attract consumers to the area and patronize those businesses that are committed to being open on Sunday.** Part of the perception that downtown Marysville will need to overcome is that “downtown” is closed on Sundays. To help counteract this perception, several “mini” events need to be planned for Sundays. This will help bring consumers downtown, which in turn businesses will need to capture. Help businesses understand that they will need to promote that they are open during the event by:
 - ≈ Hosting demonstrations or having entertainment in or in front of the stores.
 - ≈ Having their doors open and placing potted plants with balloons on them to attract attraction.
 - ≈ Capturing the names and email addresses of those individuals who come into their stores so that businesses can re-market back to them.
 - ≈ Having exciting window displays that support the event or promotion.



Sunday Morning in Fort Collins, CO

GOAL 5: IMPROVE DOWNTOWN'S VISIBILITY

Two major State highways intersect downtown Marysville—Highway 70 and Highway 20. According to the Downtown Economic Development Strategic Plan, “Highway 70/E Street represents an enormous economic opportunity for downtown Marysville. Over 70,000 cars per day travel through E Street, just one block from the historic D Street shopping area.”³. Capturing these potential consumers and directing them to downtown must be a priority to help support the other promotional and marketing activities implemented. Parallel to effective signage to help guide people to and through downtown, assisting businesses with improving their storefronts, window displays and general presence to improve downtown’s visibility should also be a priority.

Objective 5.1 Improve existing gateway signage.

- Gateway entrances provide the first hint about the character and quality of the people and businesses within a community. Roger A Brooks, in his book, The 25 Immutable Rules of Successful Tourism states: “As a visitor, if not recommended by someone, we make judgments based on appearance—it’s



the only guide we have. The first impression will ultimately result in either “*This looks like a nice place to stop*” or “*Let’s keep going while we look for something more appealing.*” Establishing powerful gateway treatments that attracts, welcomes and orients the highway visitor at all key entry locations is strongly recommended. Locations for the gateway entrances have been outlined in the Downtown Economic Development Strategic Plan, Figure 5.3 Downtown Signage and Way finding Plan.

Objective 5.2 Install directional signage to guide people into and through Downtown.

A coordinated way finding system to direct visitors into and around downtown is important so that visitors can find their way to shopping areas, parking lots, and places of interest. A complete layout of the way finding system for downtown is outlined in the Downtown Economic Development Strategic Plan, Figure 5.3 Downtown Signage and Way finding Plan.



Directional Signage, Casper, WY

³ *Downtown Marysville Economic Development Strategic Plan pg. 17*

- **Parking lots** – Directional signs from major streets showing long-term and short-term parking lots.
- **Signage to areas of interest (such as Chinatown, Bok Kai Temple, Ellis Lake, Mary Aaron Memorial Museum)**

Davis, CA kiosk



- **Kiosks** – A prefabricated or specially designed kiosk(s) that could also serve as an art piece should be installed in key downtown areas. The kiosk(s) should be pedestrian-scaled and include the downtown logo to further the area's branding. These kiosks should have a map of the entire downtown showing points of interest (Chinatown, murals,) landmarks (Ellis Lake, etc.) parking lots and a listing of downtown businesses. The kiosk(s) should include a place to put downtown brochures that the visitor

can walk away with. The listing of downtown businesses on the kiosks should be updated on a regular basis.

Objective 5.3 Work with businesses to improve their overall physical presentation.

As with empty storefronts, the displays, signage and overall exterior presentation of businesses also contribute to the visitor or shoppers' first impression of downtown. Business owners need to pay more attention to window displays and their impact on both the image of the district and their individual stores. Front entrances as well as rear entrances must be inviting and visually appealing. Finally the entire store (interior and exterior) should be kept as pristine as possible. Business owners need to sweep, vacuum and mop their businesses on a consistent basis. Awnings, carpets, rugs, blinds, curtains also need to be cleaned on a regular basis.

- **Develop and distribute to all downtown businesses (including service and professional based businesses) a 12 month Window Display Calendar.** Each month the calendar should suggest themes or ideas for window displays. Include tips of how to build and maintain exciting window displays, provide a list of resources available for such items as window cleaners, sources for materials and displays, books or publications, etc.
- **Offer Visual Merchandising Assistance.** Working with the Yuba College SBDC, offer one-on-one visual merchandising assistance to help businesses improve their window displays, in-store displays and overall visual presentation of their business.

- Blade Signage. **Blade or perpendicular signage needs to be encouraged under the awnings to assist with keeping pedestrians moving throughout the district. Not only does the signage assist with identifying the businesses with in the storefronts, it helps with creating interest and attention down the sidewalks. The BID should meet with the City to review current sign regulations and recommend acceptable and consistent designs for blade signage.**



Exeter, CA

Rear entrance demonstration project. To demonstrate the impact that improvements to the rear entrance of a building will have on the overall visual presence to both the business itself as well as Downtown as a whole, implement a “rear entrance demonstration project.” Choose a downtown business that ideally has a rear entrance facing a parking lot and offer to work with them to improve the visual aspects of the entrance. Improvements might include cleaning up the area, signage, painting, adding an awning, some simple landscaping and opening up the doorway to welcome visitors.

GOAL 6: BUILD A STRONGER BUSINESS NETWORK

As downtown moves forward with achieving its vision or brand as a *regional cultural and entertainment* a consistent communication network will be key to keep all stakeholders, partners and the community in general well informed about priorities, upcoming meetings, status of projects, activities and benchmarks. The communication networks should be available both in hard copy and electronic, downtown’s logo and tagline should be incorporate as appropriate and the quality of publications need to be professional, positive and proactive as possible.

Objective 6.1 Enhance communications between businesses.

Communication and outreach efforts directed at the entire downtown business community should be a priority. The BID should continue to support its existing communication networks and launch new venues to help keep all businesses in the loop of what is happening in downtown as well as gather feedback when needed. The BID should focus less on promoting the “Business Improvement District” and more on marketing downtown and the exciting promotions and activities its offered. As mentioned before, “BID” does not necessarily mean much to those outside of the BID membership.

- **Change the name of the BID organization to the *Marysville Downtown Association*.** Eliminate confusion over the BID and what it stands for. Seriously consider changing the name to be more in line with other downtown organizations such as the “Marysville Downtown Association.”
- **Create a consistent image in all communication venues.** Incorporate downtown’s logo, tagline and name and use it consistently in all communications.
- **Compile an accurate database of all Downtown businesses, their contact information, fax numbers and email addresses and keep it up to date.**
- **Publish regular BID newsletters and make them available via email as well as downloadable from the website.** The newsletter should contain information about current downtown developments, upcoming promotional activities, listing of new businesses, incentives or trainings available, educational articles, listing of all meetings and contact information regarding the BID and work groups or committees. Contact other downtown organizations to see what their newsletters look like and the type of content included.
- **Investigate the feasibility of Association e-mail bulletins.** These could supplement the newsletters and include information about matters requiring immediate attention.
- **Hold regular “membership” meetings or community forums.** Consider changing the format to be a community forum versus the typical “membership” meeting. These forums should be held at least quarterly for the first few years and have both a social as well as educational component to them. Word of caution: if not structured correctly, community forums can become platforms for complaints. Therefore, make sure that there is a method for engaging passionate individuals such as asking them to volunteer on a committee or support an activity.
- **Establish a “block captain or ambassador” program to maximize outreach efforts.** A volunteer or Board member is assigned to a block and is responsible for getting to know the businesses on their block, visiting them regularly, distributing information as needed and gathering feedback and input regarding their concerns, issues or needs.

Objective 6.2 Educate businesses about the Business Improvement District

The majority of business owners know that they have to pay their annual BID assessment but may not fully understand how their money is spent or the benefit of this type of assessment district. Efforts need to be expanded to educate downtown business about the BID organization, its value to the community and its annual program of work. In addition to the recommendations noted in 6.1, should consider the following:

- **Prepare a brochure or marketing piece about the BID.** As a separate piece to the Downtown Business and Shopping Directory, prepare a brochure that can be easily inserted into the directory explaining about the BID, its value to the business community, a list of services and programs and contact information. Incorporate downtown's logo and tagline, make it as professional as possible and make it available at the City's Finance Department to distribute with all applications for business licenses.
- **Implement a "new business welcome program".** Utilizing the block captain program, personally visit new businesses to welcome them to the downtown and enlist their involvement in the Association. Leave businesses with a package that includes the Downtown Business and Shopping directory, brochure about the "BID", several past newsletters, "goodies" or give-a-always from fellow businesses, information about upcoming events, etc.
- **Produce an annual report.** Present the report at the membership meeting, provide an overview of the report at a City Council meeting, insert it in the newsletter, post it on the Web site and make it available to all property owners and key partnering organizations.

Objective 6.3 Improve communications between the City and Downtown businesses.

Continuing to strengthen this relationship and supporting consistent and regular communication between the City and the downtown business community should also be a priority for both entities.

- Appoint a City Council member to act as a liaison to the BID organization.
- Make sure that all City Council members and key staff receive the BID newsletter and have the BID provide quarterly updates to the City Council

- Assign City staff to participate on the various Downtown committees.
- Each year, hold a work session between the BID and the City Council to review accomplishments, discuss priorities and address any issues or needs.
- Offer to contribute an article for the BID newsletter and if the City has a regular communication piece, solicit an article from the BID regarding upcoming programs or activities.

Objective 6.4 Strengthen relationships with other organizations.

It is key that the BID becomes more active with other organizations in Marysville, the county and within the region to further to strengthen and expand relationships and to help keep the community abreast of downtown's progress. Suggestions include:

- **Provide articles about what is happening downtown for other organizations' newsletters.**
- **Invite representatives from other organizations to the quarterly downtown forum.**
- **Appoint representatives from the BID to participate on other organizations' committees. These representatives would report back to the BID and its membership on what other organizations are doing.**
- **Give presentations on what the BID is doing and how they are progressing to other organizations' Board and/or Committee meetings.**

GOAL 7: IMPROVE THE ORGANIZATIONAL ACTIVITY AND OPERATIONS WITHIN THE DOWNTOWN BUSINESS COMMUNITY

One of the most important strategic goals to be taken to achieve a successful marketing effort is to establish a strong organizational structure. There are many options for organizing the effort but the approach must reflect the character and resources of the community and have the long-term capacity to support the level that is required to manage downtown. The goal of the organizational framework is to involve as many components of the community as possible and not rely on just one entity, such as the City, to single-handedly “revitalize” downtown. It is unrealistic to think that a downtown the size of Marysville with the desire to re-invent itself as a *regional cultural and entertainment destination* can achieve this vision with only volunteers, no paid staff and very limited resources (the BID currently only generates about \$18,000 per year). To create a downtown district that is competitive in all aspects, it must have a paid professional to oversee the management of downtown, resources that equal the level of programs and activities needed to reach its vision and a strong organizational structure with the capacity to engage the entire community in the process.

Objective 7.1 Hire a Downtown Coordinator.

It is critical to the future of downtown Marysville and its vision that a position is created (Downtown Coordinator) and an individual is hired that is solely dedicated to helping manage and oversees **Downtown Marysville**. It is noted that this was a key implementation measure in the Downtown Economic Development Strategic Plan, which was adopted by the City Council in August of 2004. It is strongly recommended that the Downtown Coordinator position fall under the jurisdiction of the City to work closely with the BID board of directors and committees. Overtime, as the BID builds the capacity and secures the resources, the position could shift from the City to the non-profit. The Downtown Coordinator position could start out as a part time position moving into a full time position over the next three years. The position should oversee all aspects of the downtown program of work including many of the objectives and strategies presented in the Marketing Plan as well as the Downtown Economic Development Strategic Plan. The position could take over the management of all downtown events, assist with business retention and recruitment efforts, develop viable communication and outreach programs and basically assist the “BID” with gaining strength and organizational capacity by helping form and manage the various work groups or committees.

Objective 7.2 Increase funding base.

In order to support the total plan of work outlined in this document, steps need to be taken to increase the BID’s funding base. Recommendations include:

- **Hold Fund Raising Events** – Although this type of activity takes a lot of volunteer hours, many downtown organizations hold annual fund raising galas to raise much needed revenue for their associations.
- **Pursuing Sponsorship/Advertising Opportunities** – The BID should pursue sponsorship from both within the organization and outside the organization for all events that it undertakes. It should also generate revenue from advertising opportunities such as the downtown brochure and Web site.
- **Researching and applying for grants** – The BID in coordination with the City and other key partners should research grant opportunities for business education, street improvements, historical and cultural based programs, etc.
- **Implementing a Property Based Improvement District** – The BID, of course, is aware of the business-based improvement district that has been funding the organization. Consultants feel strongly that the BID, local property owners and the City look into implementing a Property-Based Improvement District to fund the organization.

A property-based BID (PBID) is a special benefit assessment district, which allows for an assessment on commercial properties within a defined geographic area. Revenues from this assessment are directed back to the defined area (downtown) to finance enhanced services, including security, maintenance, marketing, economic development, tourism, promotion, parking and special events. These additional services are intended to improve the overall viability of a business district.

PBIDs are formed with the consent of and active participation from property and business owners and can take 9-18 months to form. The success of PBIDs relies on forging public/private partnerships within business districts. The City can play a key role to encourage the creation of this district, however, **PBIDs are most successful and effective when the process is driven by the private sector.**

PBIDs can effectively complement a business district revitalization program and **provide funds** to manage the environment of a business district, and therefore, should be looked as a **funding source**, not a cure-all for everything that is wrong with downtown. A PBID cannot change the underlying dynamics of the marketplace, but should be viewed as a stabilizer that enables the private sector to take a stronger role in the development of downtown.

Objective 7.3 Improve the organizational structure.

As mentioned previously, one of the most important strategic steps to be taken to achieve a successful marketing effort is to establish appropriate organizational structures. The current organizational structure under the BID is weak and leadership is tired and burned out. Although in theory, having the BID act as the lead organization and “champion the plan’s implementation and play a vital leadership role in the improvement of Downtown” as stated in the Downtown Economic Development Strategic Plan, the reality is that there are only five to seven individuals who actively participate in BID activities. A successful, effective organizational framework involves as many components of the community as possible: property owners, business owners, government, investors, partnering organizations and citizens. There are already various organizations which are interested in promoting and improving downtown Marysville including:

- ~ The BID
- ~ The Yuba Sutter Chamber of Commerce
- ~ The Yuba-Sutter Arts Council
- ~ Yuba College Small Business Development Center
- ~ Historical Society
- ~ The City
- ~ The County
- ~ The Yuba-Sutter Economic Development Corporation

As is common in many communities, these groups do not always work in coordinated fashion and to some extent have somewhat different objectives. It is not necessary to merge all of these entities. However a mechanism should be established to coordinate marketing efforts, improve coordinating and communication among all segments of the downtown community and get the entire “village” behind moving downtown Marysville closer to its vision as a *regional cultural and entertainment destination*.

- **Re-structure the BID to establish a broader based downtown organization.** The Downtown Economic Development Strategic Plan identifies the Downtown Steering Committee, with its broad base of Downtown stakeholders, operating as an advisory board. The Downtown Steering Committee should become the framework of the Marysville Downtown Association with the BID-funding stream becoming part of the overall organizational budget for programs and activities. The “BID” members should continue to have strong representation on the “Marysville Downtown Association” but the overall governing body needs to have a broader base of representation from all stakeholders, partners and agencies involved in Downtown’s revitalization.

- **Adopt the Main Street Four Point Approach to leverage volunteers and focus resources.** Parallel to re-organizing the “BID” group and building a broader based organizational framework, the community should re-activate the Main Street Four Point Approach as a structure to build capacity, engage stakeholders and partners in the process and help keep the entire community focused on the vision and priorities.
 - ≈ The Main Street Four Point Approach (Main Street) was developed by the National Trust for Historic Preservation. The National Main Street Center is a project of the National Trust for Historic Preservation.
 - ≈ Main Street is the most widely used and accepted management program for central business districts, commercial cores and urban centers in the United States today.
 - ≈ There are variations to organizational structure, but successful programs keep the “core” four-point approach intact. That means that Main Street is designed to have a “vertical” organization where projects are identified and implemented under one of four committees rather than a “horizontal” organization where a new committee is formed for each identified project.
 - ≈ The program is volunteer driven--involves facilitation and management of volunteers and projects. With this approach many communities have seen projects accomplished with much shorter timelines.
 - ≈ It is widely recognized that this is a management structure based on scientific research and time-tested field trials. For these reasons it is often said that the approach does not fail if implemented correctly, but the community can fail the program (or process)

- **Provide technical assistance to help solidify the new organizational structure, form committees and develop work plans.** To assist with the re-organization of the “BID” and developing the organizational framework necessary to build capacity and drive implementation, it is recommended that the community invest in technical assistance to facilitate the re-organizational process, create a stronger understanding of how the Main Street Four Point Approach works and provide hands-on training to address organizational issues (re-write of the bylaws, budget development, help form the committees and develop work plans accordingly).

Objective 7.4 Expand knowledge of downtown development and management.

As the organizational framework is strengthened and the downtown group becomes more solidified in its structure, all parties involved will need to learn what it takes to effectively “manage” a downtown and keep things on track. To assist with this process it is recommended that the downtown organization, stakeholders and supporting agencies attend conferences, educational opportunities and take field trips to other communities to gain a better understanding of best practices, successful strategies and techniques that other communities have implemented. This can be accomplished by:

- **Joining the California Downtown Association (CDA) and attend the annual conference and other related networking opportunities CDA offers.**
- **Conducting quarterly field trips to visit other downtown organizations, tour their community and meet with key stakeholders and partners.**

Implementation Matrix

The successful implementation of the Marysville Downtown Marketing Plan will require a concerted effort among all parties interested in improving the economic well being of Downtown Marysville. As noted earlier in objective 7.1, it will be critical to both supporting the implementation of the various strategies suggested in the Marketing Plan as well as the overall success of Downtown Marysville that a Downtown Coordinator position is created and funded. There needs to be one individual whose primary responsibility is to assist with the implementation of the activities and programs outlined within this plan as well as help organize the various volunteers that will also be required. The second component key to supporting the implementation of the plan will be the re-organization and expansion of the BID organization. It will take all stakeholders (business and property owners), partnering organizations (City, Chamber, Arts-Cultural & Historical organizations) and the community as a whole (residents) to pull resources together and work with one common goal to reach the vision of reinventing downtown as a “*regional cultural and entertainment destination.*”

The following matrixes have been developed to assist with the implementation of the various objectives and strategies recommended within the Marketing Plan. Virtually all of the strategies listed could be undertaken in approximately a three-year period. Several longer-term projects have been noted. Primary Responsibility shows the various potential participants in each strategy and is intended only as a guideline for assigning responsibilities for initial efforts. It does not include the Downtown Coordinator position as recommended. Estimated Costs presents a preliminary estimate of the costs for a majority of the strategies. The total direct costs of undertaking all of these tasks would be in the range as indicated on Table 1. Finally, Potential Funding Sources presents sources of funding that should be considered for supporting the relative strategy. It should be noted that in many cases, one funding source might be responsible for funding a number of projects or programs (such as the Property Based Improvement District assessment). A short description the potential funding sources are located in Chapter 5.

Goal 1: INCREASE AWARENESS OF DOWNTOWN AS A VISITOR'S DESTINATION						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 1.1: Showcase the history to expand cultural and heritage tourism						
	<ul style="list-style-type: none"> ▪ Improve the Self-Guided Walking Tour Collateral ▪ Windows on History ▪ Plaques on Historical Buildings ▪ Mural Brochure ▪ New Mural 	High	Short	Historical and Cultural Organizations, BID,	\$1,000 - \$1,500 <ul style="list-style-type: none"> • Design • Printing 	Grant, BID/PBID, Sponsorships
		High	Short	Historical and Cultural Organizations, BID,	\$2,000 - \$5,000 <ul style="list-style-type: none"> • Design • Printing • Advertising 	Historic Preservation Grant, BID/PBID, Sponsorships, Business and Property Owners
		High	Short	Historical and Cultural Organizations, Property Owners, BID, City	N/A	Preservation Grant, BID/PBID, Property Owners, Business Owners
		High	Short	Historical and Cultural Organizations, BID,	N/A	Historical and Cultural Organizations, BID
		Medium	Medium	Historical and Cultural Organizations, BID, Property Owners	\$5,000 - \$15,000	Historical and Cultural Organizations, BID, Property Owners

Goal 1: INCREASE AWARENESS OF DOWNTOWN AS A VISITOR'S DESTINATION (continued)						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 1.2: Foster a "visitor friendly" environment						
	<ul style="list-style-type: none"> ▪ Development Training Program ▪ Adopt a Local Attraction ▪ Implement "The Most Visitor Friendly Business of the Quarter" Award 	High	Short	BID, Chamber, Yuba College SBDC Hotels, Arts & Cultural Organization, Other entertainment based organization,	\$500 - \$1,000 <ul style="list-style-type: none"> • Logistics • Training materials 	BID/PBID, SBDC, Chamber, Historic Preservation Grant
		High	Short	BID, Chamber, Arts Council, Museum	N/A	N/A
		High	Short	BID, Chamber, Arts Council	<ul style="list-style-type: none"> ▪ \$200 - \$500 	BID, Sponsorship
Objective 1.3: Establish a Yuba-Sutter Conference and Visitors Bureau (long term)		Medium	Medium	BID, Art & Cultural Organization, lodging establishments and other key visitor destinations, City and County jurisdiction,	N/A	N/A

GOAL 2: IMPROVE THE IMAGE OR COMMUNITY PERCEPTION OF DOWNTOWN MARYSVILLE						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 2.1: Improve the presentation of empty storefronts						
	<ul style="list-style-type: none"> ▪ Work with willing property owners to encourage them to clean up their storefronts ▪ Work with willing property owners to ensure that contact information regarding availability of their buildings is accurate and posted. ▪ Adopt a Window Program 	High	Short	BID, Property Owners, City, SBDC, Chamber	N/A	N/A
		High	Short	BID, Property Owners, City	\$200 - \$500	BID/PBID
		High	Short	BID, Property Owners	\$200-\$500 <ul style="list-style-type: none"> ▪ Props ▪ Window Cleaning 	BID/PBID, Sponsorship Grant
Objective 2.2: Keep Downtown in pristine condition						
	<ul style="list-style-type: none"> ▪ Conduct quarterly walk around in Downtown ▪ Hold a downtown clean-up event ▪ Adopt a Planter Program ▪ Publish written information to business owners 	High	Short	BID, City, Property Owners, Business Owners, Public Works, Police	N/A	N/A
		High	Short	BID, Property Owners, Business Owners, Non-Profit Organizations, Youth	\$200 per event <ul style="list-style-type: none"> ▪ Donuts ▪ Cleaning Materials 	BID
		High	Short	BID, Garden Club, Property Owners, Business Owners	\$500 <ul style="list-style-type: none"> ▪ Flowers ▪ Watering can ▪ Signage 	BID
		High	On-going	BID, Chamber		N/A

GOAL 2: IMPROVE THE IMAGE OR COMMUNITY PERCEPTION OF DOWNTOWN MARYSVILLE (continued)						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 2.3: Create positive media stories to enhance Downtown's image						
	<ul style="list-style-type: none"> ▪ Distribute regular press releases about Downtown ▪ Bi-yearly media tab specific for Downtown ▪ Downtown Maryville- "History in the Making" Weekly Column and Radio Spot 	High	On-going	BID, Chamber	N/A	N/A
		High	Short	BID, Media, Arts, Cultural and Historical Organization	\$2,500 - \$5,000	BID/PBID, Individual Businesses, Media Match
		High	Short	BID	N/A	N/A
Objective 2.4: Expand the banner program and other outdoor décor						
	<ul style="list-style-type: none"> ▪ Expand the banner program ▪ Existing outdoor décor in pristine condition ▪ Install white lights in Downtown trees 	High	Short	BID, City	\$5,000 - \$25,000	BID/PBID, Sponsorship, Grant
		High	On-going	BID, City	Varying	Capital City Improvement Funds, BID/PBID,
		Medium	Medium	City, Business Owners	\$10,000 - \$50,000	Capital City Improvement Funds, BID/PBID,

GOAL 2: IMPROVE THE IMAGE OR COMMUNITY PERCEPTION OF DOWNTOWN MARYSVILLE (continued)						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolted) and other partners	Estimated Costs	Potential Funding Sources
Objective 2.5: Improve the perception regarding parking						
	<ul style="list-style-type: none"> ▪ Improve and promote the general condition of the parking lots ▪ Parking brochure/literature ▪ Better directional signage to parking lots 	High	Short	City BID , Property Owners, Business Owners	Varying	Capital City Improvement Funds, BID/PBID,
		High	Short	City , BID	\$500 - \$1,000	City, BID/PBID,
		High	Short	City	\$5,000 - \$15,000	Capital City Improvement Funds, CDBG, City BID/PBID,

GOAL 2: IMPROVE THE IMAGE OR COMMUNITY PERCEPTION OF DOWNTOWN MARYSVILLE (continued)						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 2.6: Continue to encourage improvements to facades, storefronts and buildings						
	<ul style="list-style-type: none"> ▪ Implement a façade improvement program ▪ Aggressively promote the façade improvement program ▪ Implement a program to showcase and celebrate the final improvements or projects 	High	Short	City, BID	\$10,000 - \$50,000	CDBG, BID/PBID,
		High	On-going	BID City	N/A	N/A
		High	Short	BID	\$100	BID

GOAL 3: STRENGTHEN EXISTING BUSINESSES AND RECURIT NEW ONES TO DEVELOP VIABLE ECONOMIC BASE						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 3.1: Strengthen the existing business base through an active retention program						
	<ul style="list-style-type: none"> Foster consistent dialog with the downtown businesses to assess their needs and issues 	High	Short	Business Development Committee, City, SBDC	N/A	N/A
	<ul style="list-style-type: none"> Conduct small business assistance and education 	High	Short	SBDC, BID, Chamber, Financial Institutions	\$500 - \$5,000	SBDC, Chamber, BID/PBID, Sponsorships
Objective 3.2: Implement a recruitment strategy to attract new businesses						
	<ul style="list-style-type: none"> Continue to strengthen the activities of the newly formed business development committee or task force 	High	Short	BID, SBDC, Property Owners, Real Estate Professionals, City County	N/A	N/A
	<ul style="list-style-type: none"> Create a business development brochure specific for marketing downtown business recruitment 	High	Short	Business Development Task Force, City	\$1,000 - \$3,000 <ul style="list-style-type: none"> Graphic Design Printing 	City, BID/PBID
	<ul style="list-style-type: none"> Develop a new business welcome start up kit 	High	Short	Business Development Task Force	\$500 <ul style="list-style-type: none"> Printing Folder 	BID
	<ul style="list-style-type: none"> Develop an incentive program specific for Downtown (Long Term) 	Medium	Medium	City, Business Development Task Force	Varying	City, CDBG, Financial Institutions

GOAL 3: STRENGTHEN EXISTING BUSINESSES AND RECURIT NEW ONES TO DEVELOP VIABLE ECONOMIC BASE (cont'd)						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 3.3: Promote vacancies and opportunities		High	On-going	BID , City, Chamber, Real Estate Professionals	\$500 - \$2,500	BID/PBID, Chamber, Sponsorships, Grant
Objective 3.4: Implement an outreach program with property owners to help gain their support						
	<ul style="list-style-type: none"> ▪ Maintain an accurate database of all Downtown property owners ▪ Form a Property Owner Committee ▪ Create and distribute a property owner “news flash” ▪ Host a Downtown property owner brown bag lunch ▪ Implement a formal recognition program to honor improvements being made by property owners 	High	Short	BID	\$0 - \$500 <ul style="list-style-type: none"> ▪ software ▪ data gathering 	BID/PBID
		High	Short	BID, Property Owner, City,	N/A	N/A
		High	Short	Property Owners Committee, BID	\$0 - \$200	BID
		High	Short	Property Owners Committee, BID. City,	\$100 - \$600 <ul style="list-style-type: none"> ▪ speaker 	BID, Sponsorship
		Medium	Short	Property Owners Committee. BID City	\$100 - \$400	BID, Sponsorship, City

GOAL 4: CONSISTENTLY PROMOTE DOWNTOWN TO ATTRACT CONSUMERS TO ENHANCE ECONOMIC ACTIVITY						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 4.1: Develop a twelve-month calendar of smaller scaled events beginning with 6 events the 1st year, 9 events the 2 nd year and 12 events the 3 rd year		High	Short - 6 events Medium - 9 events Long - 12 events	BID; Business Owners; Chamber; Arts & Cultural Organization, City, Volunteers	\$6,000 - \$15,000 \$15,000 - \$25,000 \$25,000 - \$50,000	BID/PBID, Sponsorships, Vendor fees, Grants
Objective 4.2: Produce one brochure that is comprehensive, quality and unified in its message		High	Short	BID	\$1,000 - \$1,500 ▪ Graphic design ▪ Full color printing	BID/PBID, Sponsorships, Advertising
Objective 4.3: Enhance the website to be the central point of information		High	Short	BID, Chamber, Organizations, City	\$2,500 - \$5,000	BID/PBID, Sponsorships, Advertising
Objective 4.4: Create promotions to help attract or draw day workers into Downtown on a regular consistent basis						
	<ul style="list-style-type: none"> ▪ Lets Do Lunch Poster ▪ Customer Appreciation Month 	High	Short	BID, Restaurants; Graphic Designer	\$500 - \$1,500 ▪ Design ▪ Printing	BID, Sponsorship, Individual Businesses
		High	Short	BID, Business Owners, Chamber	\$1,000 - \$2,000 ▪ Advertising ▪ Table Tents ▪ Buttons	BID, Sponsorships, Individual Businesses

GOAL 4: CONSISTENTLY PROMOTE DOWNTOWN TO ATTRACT CONSUMERS TO ENHANCE ECONOMIC ACTIVITY (continued)						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 4.5: Develop a series of promotional and advertising venues targeted directly to reach the new residents moving into the region						
	<ul style="list-style-type: none"> ▪ Bi-yearly direct mail piece ▪ Host a “Walk-A-Bout” Event ▪ Develop a “move-in” coupon book 	High	Short	BID , Graphic Designer,	\$3,000-\$5,000 <ul style="list-style-type: none"> ▪ Design ▪ Printing ▪ Postage 	BID/PBID, Sponsorships
		High	Short	BID , Chamber	\$1,000 - \$2,500	BID/PBID, Sponsorships, Advertising
		High	Short	BID , Graphic Designer, Chamber	\$1,000 - \$2,000	BID/PBID, Sponsorships Advertising
Objective 4.6: Continue to support and expand clustered/cooperative advertising programs						
		High	Short/On-going	BID, Business Owners , Art and Cultural Organizations, Entertainment Venues, Media	\$6,000 - \$12,000	BID/PBID, Sponsorships, Individual Businesses and Organizations, Media Match
Objective 4.7: Expand hours that Downtown is open						
	<ul style="list-style-type: none"> ▪ Open Sunday campaign ▪ Cluster advertising 	High	Short	BID, Business Owners , Media	\$1,000 - \$3,000	BID/PBID, Media Match, Individual Businesses
		High	Short	BID, Business	\$500 - \$1,000	BID; Individual

	<ul style="list-style-type: none"> Business to Business education 	High	On-going	Owners, Media BID, Yuba College SBDC	N/A	businesses N/A
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GOAL 5: IMPROVE DOWNTOWN'S VISIBILITY						
Objective	Strategy/Action Item	Priority <i>High Medium Low</i>	Time Frame <i>Short: 0-2 yrs Medium: 2-3 yrs Long: 3-5 yrs On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 5.1: Improve existing gateway signage		High	Short	City Staff , CalTrans	\$15,000 - \$30,000	TLC Funds, SACOG, Capital City Improvement Funds
Objective 5.2: Install directional signage to guide people into and through Downtown		High	Short	City Staff , CalTrans	\$15,000 - \$30,000	TLC Funds, SACOG, Capital City Improvement Funds
Objective 5.3: Work with businesses to improve their overall physical presentation.						
	<ul style="list-style-type: none"> ▪ Develop and distribute to all Downtown businesses a 12 month Window Display Calendar ▪ Offer Visual Merchandising Assistance ▪ Blade Signage ▪ Rear entrance demonstration project 	High	Short	BID , Yuba College SBDC	<ul style="list-style-type: none"> ▪ \$0 - \$100 Printing 	BID
		High	Short	Yuba College SBDC , BID	\$500 - \$2,000	SBDC, BID, CRA
		High	Short	City, BID , Property Owners Committee	\$500 - \$2,000	Façade Improvement Program, Property Owners, Business Owners
		Medium	Medium	BID, City , Property Owners Committee	\$1,000 - \$2,000	BID/PBID, CDBG,

GOAL 6: BUILD A STRONGER BUSINESS NETWORK						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 6.1: Enhance communications between businesses						
	<ul style="list-style-type: none"> ▪ Change the name of the BID organization to the <i>Marysville Downtown Association</i> ▪ Consistent image in all communication venues ▪ Compile an accurate database of all Downtown businesses, their contact information, fax numbers and email addresses and keep it up to date ▪ Publish regular Association newsletters and make them available via email as well as downloadable from the website ▪ Investigate the feasibility of Association e-mail bulletins ▪ Hold regular “membership” meetings ▪ Establish a “block captain or ambassador” program to maximize outreach efforts 	High	Short	BID	N/A	N/A
		High	Short	BID	N/A	N/A
		High	Short	BID, Outside Consultant	\$200 - \$500	BID
		High	Short	BID, Outside Consultant	\$500 - \$3,000 <ul style="list-style-type: none"> ▪ Design ▪ Printing ▪ Mailing 	BID/PBID, Sponsorship
		High	Short	BID, Outside Consultant	N/A	BID
		High	Short	BID, Chamber, SBDC	\$200 - \$1,000 <ul style="list-style-type: none"> ▪ Refreshments 	BID, Sponsorships
		High	Short	BID	N/A	N/A

GOAL 6: BUILD A STRONGER BUSINESS NETWORK (continued)						
Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility (Bolded) and other partners	Estimated Costs	Potential Funding Sources
Objective 6.2: Educate businesses about the Business Improvement District or Downtown Marysville Association						
	<ul style="list-style-type: none"> ▪ Prepare a brochure or marketing piece about the BID ▪ Implement a “new business welcome program” ▪ Produce an annual report 	High	Short	BID, Outside Assistance	\$100 - \$500 <ul style="list-style-type: none"> ▪ Design ▪ Printing 	BID
		High	Short	BID through Block Captain Program	\$200 - \$500 <ul style="list-style-type: none"> ▪ Printing ▪ Folders 	BID
		High	Short	BID	\$200 - \$500 <ul style="list-style-type: none"> ▪ Printing 	BID
Objective 6.3: Improve communications between the City and Downtown businesses						
		High	On-going	BID, City	N/A	N/A
Objective 6.4: Strengthen relationships with other organizations						
		High	On-going	BID, Partnering Organizations (Chamber, YSEDC, Arts Council, Historical Society, SBDC, etc.)	N/A	N/A

GOAL 7: IMPROVE THE ORGANIZATIONAL ACTIVITY AND OPERATIONS WITHIN THE DOWNTOWN BUSINESS COMMUNITY

Objective	Strategy/Action Item	Priority <i>High</i> <i>Medium</i> <i>Low</i>	Time Frame <i>Short: 0-2 yrs</i> <i>Medium: 2-3 yrs</i> <i>Long: 3-5 yrs</i> <i>On-going</i>	Primary Responsibility	Estimated Costs	Potential Funding Sources
Objective 7.1: Hire a Downtown Coordinator		High	Short	City	\$25,000 - \$40,000	City, PBID
Objective 7.2: Increase funding base						
	<ul style="list-style-type: none"> Implement a Property Based Improvement District 	High	Medium	Property Owners, Business Owners, City	\$30,000 - \$50,000	City, CDBG, loan against the PBID funds
Objective 7.3: Improve the organizational structure						
	<ul style="list-style-type: none"> Re-structure the BID 	High	Short	BID, Consultant, City,	\$500 - \$1,000 <ul style="list-style-type: none"> Facilitation services 	BID, City,
	<ul style="list-style-type: none"> Adopt the Main Street Four Point Approach 	High	On-going	BID, Consultant	N/A	N/A
	<ul style="list-style-type: none"> Provide technical assistance to help solidify new organizational structure 	High	Short	BID, Consultant, City	\$2,000 - \$2,500	BID, City, CDBG
Objective 7.4: Expand knowledge of Downtown development and management						
	<ul style="list-style-type: none"> Join the California Downtown Association and attend the annual conference and other related networking opportunities offered 	High	Short	City	\$500 - \$1,000 <ul style="list-style-type: none"> Membership Conference 	City
	<ul style="list-style-type: none"> Conducting quarterly field trips to visit other downtown organizations, tour their community and meet with 	High	On-going	BID, City, Chamber, partnering organizations	N/A	N/A

	key stakeholders and partners					
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TABLE 1: ESTIMATED DIRECT COSTS FOR STRATEGIES

Goal/Strategy/Task	Direct Cost		Potential
	<u>Low</u>	<u>High</u>	
GOAL 1: INCREASE AWARENESS OF DOWNTOWN AS A VISITORS' DESTINATION			
1.1	Showcase the History \$21,500		\$8,000
1.2	Foster a "Visitor Friendly" environment \$1,500		\$700
1.3	Establish a Conference and Visitors Bureau N/A		N/A
GOAL 2: IMPROVE THE IMAGE OR COMMUNITY PERCEPTION OF DOWNTOWN			
2.1	Improve storefronts \$1,000		\$400
2.2	Keep downtown pristine \$1,600		\$700
2.3	Create positive media stories \$5,000		\$2,500
2.4	Expand the banner program \$25,000**		\$5,000**
	• White Lights \$50,000**		\$10,000**
2.5	Improve the perception of parking \$16,000**		\$5,500**
2.6	Encourage façade improvements \$50,100**		\$10,100**
GOAL 3: STRENGTHEN EXISTING BUSINESSES AND RECRUIT NEW ONES TO DEVELOP A VIABLE ECONOMIC BASE IN DOWNTOWN			
3.1	Strengthen the existing business base \$5,000		\$500
3.2	Implement a recruitment strategy \$3,500		\$1,500
3.3	Promote vacancies and opportunities \$2,500		\$500
3.4	Implement an outreach program with property owners \$1,700		\$200
GOAL 4: CONSISTENTLY PROMOTE DOWNTOWN TO ATTRACT CONSUMERS			
4.1	Develop a twelve-month calendar of events		
	• 6 events \$15,000		\$6,000
	• 9 events \$25,000		\$15,000
	• 12 events \$50,000		\$25,000
4.2	Produce one brochure \$1,500		\$1,000
4.3	Enhance the Web Site \$5,000		\$2,500
4.4	Promotions to attract day workers \$3,500		\$1,500
4.5	Target new residents \$9,500		\$5,000

4.6	Co-op/Cluster advertising programs \$12,000		\$6,000
4.7	Open hours campaign \$4,000		\$1,500
GOAL 5: IMPROVE DOWNTOWN'S VISIBILITY			
5.1	Improve gateway signage \$35,000**		\$17,000**
5.2	Install directional signage \$59,000**		\$22,000**
5.3	Work with businesses to improve physical presentation	\$2,000	\$6,100
GOAL 6: BUILD A STRONGER BUSINESS NETWORK			
6.1	Enhance Communications between Businesses \$4,500	\$900	
6.2	Educate businesses about BID \$1,500		\$500
6.3	Improve communications between the City and Downtown businesses N/A		N/A
6.4	Strengthen Relationships with Other Organizations	N/A	N/A
GOAL 7: IMPROVE ORGANIZATIONAL ACTIVITY AND OPERATIONS WITHIN THE DOWNTOWN BUSINESS COMMUNITY			
7.1	Hire a Downtown Coordinator \$40,000**		\$25,000**
7.2	Increase funding base \$50,000**		\$30,000**
7.3	Improve the organizational structure \$3,500**		\$2,500**
7.4	Expand knowledge of downtown \$1,000**		\$500**
TOTAL	\$510,000		\$209,500
**Total of Suggested City funded Projects/Activities		\$127,100	\$329,600

POTENTIAL FUNDING SOURCES

There are a variety of funding sources that are available to the City of Marysville and the supporting organizations to fund the programs and activities recommended within the Marketing Plan. However, keeping track of potential funding sources can be a full time job. There are literally thousands of potential sources. There are hundreds of publications and web sites for this purpose but in the end it takes time and perseverance. Each source has different requirements for the activity, matching funds, application procedures, criteria, etc. The most effective approach is to define the project specifically then conduct a search for funding. Many communities will develop a project to match a grant. Be cautious of this approach and ensure that the program or project is part of the overall strategy or plan. Following is a brief description of some of the major sources of funding recommended within the implementation matrix as well as other sources to consider as the specific programs or activities are defined.

GRANTS AND TAX INCENTIVES

Federal financial assistance programs that promote community and economic development are key source of funding for historic preservation projects.

Community Development Block Grants – Entitlement Communities

Federal Agency: Department of Housing and Urban Development

Recipients: Local governments (over a certain population)

www.hud.gov/offices/cpd/communitydevelopment/programs/entitlement/index.cfm

Community Development Block Grant (CDBG) funds help communities carry out a wide range of community development activities directed toward revitalizing neighborhoods, economic development, and providing improved community facilities and services. Among the projects eligible for funding are: acquisition of real property; rehabilitation of residential and non-residential structures; construction of public facilities and improvements; provision of assistance to businesses to carry out economic development; and job creation/retention activities.

Community Development Block Grants—Non-Entitlement Communities

Federal Agency: Department of Housing and Urban Development

Recipients: States (with pass through to non-entitlement local communities)

www.hud.gov/offices/cpd/communitydevelopment/programs/stateadmin/index.cfm

www.hud.gov/offices/cpd/communitydevelopment/programs/smallcities/index.cfm

CDBG funding for non-entitlement communities (those under a certain population threshold) is granted to the States to administer, except in the case of Hawaii, where HUD still administers the funding directly. Among the projects eligible for funding are: acquisition of property; construction or reconstruction of streets, water and sewer facilities, neighborhood centers, recreation facilities, and other public works; rehabilitation of public and private buildings; planning activities; assistance to nonprofit entities for community development activities; and assistance to private, for-profit entities to carry out economic development activities.

Economic Development Initiative (EDI) Grants

Federal Agency: Department of Housing and Urban Development

Recipients: Local governments

www.hud.gov/offices/cpd/economicdevelopment/programs/edi/index.cfm

Special purpose EDI grant funds are congressionally earmarked for economic development projects chosen by Congress.

National Trust for Historic Preservation Grants

www.nationaltrust.org/help/grants/html

The National Trust, through its financial assistance programs, demonstrates that preserving our heritage improves the quality of life in American communities. The National Trust offers grants as well as loan programs.

- The **Preservation Services Fund** provides nonprofit organizations and public agencies matching grants from \$500 to \$5,000 (typically from \$1,000 to \$1,500) for preservation planning and education efforts. Funds may be used to obtain professional expertise in areas such as architecture, archeology, engineering, preservation planning, land-use planning, fund raising, organizational development and law as well as preservation education activities to educate the public.
- The **Johanna Favrot Fund for Historic Preservation** provides nonprofit organizations and public agencies grants ranging from \$2,500 to \$10,000 for projects that contribute to the preservation or the recapture of an authentic sense of place. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National

Historic Landmark. Funds may be used for professional advice, conferences, workshops and education programs.

- The ***Cynthia Woods Mitchell Fund for Historic Interiors*** provides nonprofit organizations and public agencies grants ranging from \$2,500 to \$10,000 to assist in the preservation, restoration, and interpretation of historic interiors. Individuals and for-profit businesses may apply only if the project for which funding is requested involves a National Historic Landmark. Funds may be used for professional expertise, print and video communications materials, and education programs.

USDA – Rural Development Grants

www.rurdev.usda.gov/rbs/buspr/rbog.htm

Rural Business Opportunity Grants. **The purpose is to promote sustainable economic development in rural communities with exceptional needs. This is accomplished by making grants to pay costs of providing economic planning for rural communities, technical assistance for rural businesses or training for rural entrepreneurs or economic development officials.**

National Parks Service

www.cr.nps.gov

The National Parks Service administers a number of very successful federal historic preservation funding programs.

- *Preserve America Grants*

www.preserveamerica.gov/federalsupport.html

The grants are designed to support a variety of activities related to heritage tourism and innovative approaches to the use of historic properties as educational and economic assets. They would go beyond the bricks and mortar grants available under the Save America’s Treasures. Must be Certified Local Government to be eligible.

- ***Certified Local Government Program***

NPS and State governments, through their State Historic Preservation Offices (SHPOs), provide valuable technical assistance and small matching grants to hundreds of diverse communities whose local governments are endeavoring to keep what is significant from their community's past for future generations. Jointly administered by NPS in partnership with SHPOs, the CLG program is a model and cost-effective local, State, and federal partnership that promotes historic preservation at the grassroots level across the nation.

▪ **Historic Preservation Fund**

State Historic Preservation Offices (SHPOs) can find information and requirements regarding the distribution of federal monies for carrying out preservation activities in their state as directed under the National Historic Preservation Act.

▪ **Preservation Technology and Training (PTT) Grants**

Information and application material for grants given by National Center for Preservation Technology and Training (NCPTT) for preservation research, information management, and training projects proposed by non-profit organizations, universities, and federal agencies.

▪ **Save America's Treasures Grants**

Information on matching grants for the preservation and/or conservation of our nation's most significant historic artifacts and places. Federal and non-Federal entities may apply for these grants, which are available on an annual cycle.

▪ **Charles E. Peterson Prize**

Named in honor of the founder of the Historic American Buildings Survey (HABS), this student competition of measured drawings is intended to increase awareness and knowledge about historic buildings throughout the United States while adding to the HABS collection at the Library of Congress. Annual awards totaling \$7,000 are dispersed to architecture students and related programs. If you have structures needing HABS drawings, you might solicit the help of a nearby architecture school to meet that need.

Economic Development Administration

Program: Technical Assistance Programs — Local Technical Assistance

Program Description: Grants are designed to assist in solving specific economic development problems, respond to developmental opportunities, and build and expand local organizational capacity in distressed areas. Projects might focus on military base and industrial plant closures, deteriorating commercial districts, and technical or market feasibility studies. Priority consideration for funding is given to proposals that benefit areas of severe economic distress; lead to near-term (1-5 years) generation or retention of private sector jobs; are consistent with the OEDP; document strong local support; and support EDA's special initiatives.

Eligible Communities: Public or private nonprofit national, state, area, district, or local organizations; public and private colleges and universities, Indian tribes; local governments; and state agencies.

Funding Information: EDA awards grants only and considers the unemployment in an area. EDA gives priority to projects designated as high priority by local economic development agencies. In addition, projects must result in job creation. Funds are available on a reimbursable basis upon approval. For technical assistance and planning projects, funds are available immediately or as soon as the work begins. For construction projects, funds are usually not disbursed until all construction contracts are awarded.

Timelines: EDA is funded on the basis of the federal fiscal year that runs October 1 to September 30. EDA is open for preapplications year-round. The EDA field representative will invite a preapplication for a project that seems to have a good chance of being successful. The preapplication is then submitted to the EDA regional office where a project review committee decides whether or not to invite a final application. After the final application is completely reviewed, the regional director makes the final decision. Most projects that submit a final application are approved for funding. The entire process from preapplication to final decision can take from three months (rare) to a year or more. The process can be lengthy because (1) EDA stops considering preapplications when spending limits for the fiscal year are complete, and (2) there are always numerous projects for the small staff to review.

TAX INCENTIVES AND LOAN PROGRAMS

The Federal Government offers a variety of tax credits that assist preservation projects, notably a credit that is available only for rehabilitation of income-producing historic properties.

Historic Preservation Tax Credits

Recipients: Owners of commercial, industrial, agricultural, or rental residential properties

<http://www.cr.nps.gov/hps/tps/tax/>

Under this historic preservation tax credit, property owners who rehabilitate historic buildings for commercial, industrial, agricultural, or rental residential purposes can receive a tax credit equal to 20 percent of the rehabilitation costs. The National Park Service must certify that the rehabilitation

work meets the Secretary of the Interior's Standards for Rehabilitation. Between 2001 and 2005, the tax credit leveraged over \$11.14 billion in private investment.

Other Federal tax credits can also be used in preservation projects and can be combined with the historic preservation tax credit. For example, there is a Federal tax credit for acquisition, construction, or rehabilitation of low-income housing. From 2001 to 2005, 43,566 low and moderate income housing units were created in historic properties using the low-income housing tax credit in conjunction with the historic preservation tax credit.

For case studies illustrating how the credits have been combined, visit <http://www.cr.nps.gov/hps/tps/Affordable/>

A new Federal tax credit that has just become available, the New Markets Tax Credit, may also offer similar opportunities. The credit is targeted at drawing investment to businesses and commercial projects in distressed urban, rural, and suburban communities. To learn more, visit <http://www.cdfifund.gov/programs/programs.asp?programID=5>.

Tax Deductions for Preservation Easements

Recipients: Property owners

<http://www.cr.nps.gov/hps/tps/tax/easement.htm>

Donation of a conservation easement on property generally qualifies as a charitable contribution for Federal tax purposes, and thus would result in income and estate tax deductions. This provision of Federal tax law thus provides a cash incentive to owners of historic properties to protect them through donations of easements.

OTHER FUNDING SOURCES

Property Based Improvement Districts (PBID)

In an effort to develop a business district funding tool in California for more complex and expensive programs and improvements than are typically funded with business-based BIDs, the "Property and Business Improvement District Law of 1994 " was enacted by AB3754. This newer legislation provides for a longer-range property-based assessment for business districts (PBIDs) in California, similar to what is used in most other states in the Country. PBID legislation appears as Section 36600 in the Streets and Highways Code The PBID process can be initiated by an existing property owner organization or a group of progressive property and business owners

desirous of promoting and upgrading their business area. The overall PBID establishment process can take from 12-24 months to complete and is divided into three phases; the PBID Management District Plan development phase, the “sales”/support petition phase, and the formal adoption phase. The formation of a PBID does fall under Proposition 218 ballot process.

PBID assessments are levied directly on property owners within a prescribed area on the basis of relative benefit from the improvements and activities to be funded and defined in the State law as follows:

“**Improvement**” means the acquisition, construction, installation, or maintenance of any tangible property with an estimated useful life of five years or more including, **but not limited to**, the following:

- (a) Parking facilities
- (b) Benches, booths, kiosks, display cases, pedestrian shelters and signs
- (c) Trash receptacles and public restrooms
- (d) Lighting and heating facilities
- (e) Decorations
- (f) Parks
- (g) Fountains
- (h) Planting Areas
- (i) Closing, opening, widening, or narrowing of existing streets
- (j) Facilities or equipment, or both, to enhance security of persons and property within the area.
- (k) Ramps, sidewalks, plazas, and pedestrian malls.
- (l) Rehabilitation or removal of existing structures

“**Activities**” means, **but is not limited to**, all of the following:

- (a) Promotion of public events, which benefit businesses or real property in the district.
- (b) Furnishing of music in any public place in the area.
- (c) Promotion of tourism within the district.
- (d) Marketing and economic development, including retail retention and recruitment.
- (e) Providing security, sanitation, graffiti removal, street and sidewalk cleaning, and other municipal services supplemental to those normally provided by the municipality.
- (f) Activities, which benefit businesses and real property located in the district.

FOUNDATIONS

Foundations both private and corporate are in excellent grants source for economic development causes. When applying for grants from foundations, be as flexible and creative as possibly in the way that you promote or pitch your program. The downtown district activities need to fit into a foundation's program priorities. Find creative ways to make the connections between the issues.

Corporate Sponsorships

Corporations like to fund to programs or activities with high visibility to which they can attach their name. They can be a major source of funding for large-scale project with substantial public exposure. Here is a listing of Corporation Corporate giving programs that currently favor community/economic development.

- American Express
http://home3.americanexpress.com/corp/giving_back.asp
- AT&T
www.att.com/foundation
- Bank of America
www.bankofamerica.com/foundation
- Citibank
www.citigroup.com/citigroup/corporate/foundation
- John Deere
www.deere.com
- Hasbro
http://hasbro.org/pl/page.what_we_fund/dn/hcf/default.cfm
- Home Depot
www.homedepot.com/HDUS/EN_US/corporate/corp_respon/hd_community.shtml
- Metropolitan Life
www.metlife.com/Applications/Corporate/WPS/CDA/PageGenerator?0,1674,P284,00.html
- SBC
www.sbc.com/Common/files/pdf/npower_community_development.pdf

- Union Bank
www.uboc.com
- U.S. Bank
www.usbank.com/about/community_relations/charit_giving.html
- Wells Fargo
www.wellsfargo.com/about/charitable/ca_guidelines.jhtml
- Washington Mutual
www.wamu.com

Financial Institutions are particularly interested in numbers—the number of people served, the number of people who attended an event that they sponsored, etc. To increase the chances of receiving grants from banks, work with a local branch manager and perhaps they will

RESOURCES

ACHP – Advisory Council on Historic Preservation

www.achp.gov

ACHP is an independent Federal agency that promotes the preservation, enhancement, and productive use of our Nation’s historic resources and advise the President and Congress on national historic preservation policy. ACHP’s three programs include Preservation Initiatives, Communication, Education and Outreach and Federal Agency Programs.

CERT – California Community Economic Revitalization Team

www.ceres.ca.gov/cert/grants

Operated by the California Resources Agency, this program provides links to Federal and State grant and loan programs.

Nonprofit Resource Center

www.nonprofitresourcectr.org

The Mission of the Nonprofit Resource Center is to enhance the resources and improve the management of nonprofit organizations, primarily within California's northern Central Valley and Sierra Nevada regions.

If you work for a nonprofit organization, or serve on the board, or volunteer your time, the Nonprofit Resource Center has just about every resource you need to succeed in the nonprofit world. Since 1989, the Center has been providing comprehensive services and support to nonprofit groups in Sacramento and 18 surrounding counties. We offer resources, leadership development, workshops, training and consulting.

Foundation Center

www.fdncenter.org

The Foundation Center is a national training organization that provides the nuts and bolts of fundraising. Headquartered in Washington, DC, their nearest field office for Marysville is in San Francisco.

Foundation Center

312 Sutter St., Suite 606

San Francisco, CA 94108-4314

415-397-0902

San Francisco Library: www.fdncenter.org/sanfrancisco

Fundsnet Online Services

www.fundsnet-service.com/cult91.htm

Fundsnet Online Services is a comprehensive web site for providing nonprofit organizations with online information about financial resources.

Marketing Piece Analysis - Marysville

Marketing Piece	Strengths	Weaknesses	Comments
<i>99 Things and More – Exploring the Wonders of Yuba-Sutter</i>	Has calendar of arts, events and entertainment for the entire year; downtown Marysville events listed; ad from downtown shops. 33,000 printed; consumers may keep		Published by <i>Appeal-Democrat</i>
<i>Explore Yuba-Sutter – Visitors Guide</i>	Calendar of events; listing of chamber members; article includes downtown Marysville; good info for business programs	Not a consumer based publication	Published by Yuba-Sutter Chamber of Commerce
<i>CA Peach Festival tab</i>	Appropriate for festival goers	Not one mention of downtown association – the only reference to downtown is on the cover “historic downtown Marysville”	There should be at least a thank you to the association, or an ad from the association
<i>Marysville Directory of Business (shouldn’t it be businesses?)</i>	Lists all downtown businesses and events; gives history of Marysville	Cover doesn’t mention downtown or historic – consumers don’t know/care about BID in title; not the best quality of graphics/print	How often is this updated?
<i>Walking Tour of Historic Downtown Marysville</i>	Interesting information on buildings – a good start	Inconsistent type faces; misspellings	If downtown is to attract visitors interested in history, this piece must be upgraded – there are two versions that we picked up – one is much better than the other

Marketing Piece	Strengths	Weaknesses	Comments
<i>Yuba-Sutter Hotel and Restaurant Guide</i>	Map of area, hotels, calendar of events, downtown restaurants in Yuba City or Maryville are highlighted in color		Not sure who this is published by - Yuba-Sutter Chamber of Commerce?
<i>Places to See, Points of Interest, Historical Information, Cemeteries & Landmarks in Yuba County</i>	Interesting information	Very wordy; needs more pictures	Two versions given to us – which one is more current
<i>Calendar of Events</i>	Comprehensive calendar on a quarterly basis	Small print; photocopied	Published by Yuba-Sutter Chamber of Commerce
<i>Marysville Business Improvement District</i>	Map and location of each business; pictures, events, points of interest and short history	Sticker on brochure that says “Oops! You might find some errors but we’re working to correct them. Next time, they won’t be there.”	This is a consumer brochure – suggest that the title not say Business Improvement District – again consumers don’t know/care about BID – they want to know about downtown
<i>Yuba-Sutter Recreation Guide</i>	Map of area, wildlife, golf courses, movies, theater/art, museums, historic sites and markers, recreation, shopping areas, spectator events, etc.		Not sure who this is published by - Yuba-Sutter Chamber of Commerce?