



The stunningly beautiful Heber Valley,
Utah

Assessment Findings & Suggestions

ROGER BROOKS
International



What the heck is an assessment?

You've been secret-shopped!
No interviews, no "heads up"
No input on things to see, do, places to stay, eat...



Three hats

As a place to live and raise a family
As a place to work, invest in, or bring a
business
As a place to visit - for more than a day trip



Your brother's
websites & internet advertising
Flyers & posters
Radio & television ads
Print ads
Billboards & outdoor advertising

Experience?

More than 1,500 communities
45 states, across Canada, Western Europe, Scandinavia



In Utah

Park City (Olympics)
Keynote: 2014, 2015
Utah Office of Tourism: Tourism
program
2015:
Box Elder County (Bear River
Refuge)
Daggett County (Flaming Gorge)
Kane County (Kanab and area)
Emery County (San Rafael Swell)



Utah last year

Assessed Emery County
Assessed Springdale & Zion National
Park
Assessed & full plan for Ogden
Spoke in Heber Valley
Beaver County assessment
Logan & Cache Valley assessment
Rural conference in Cedar City
Cedar City Assessment
Branding for Brian Head & Parowan
St. George area assessment
Kane County Assessment



The assessment process:

- **Marketing effectiveness**
 - Visibility (finding information)
 - Effectiveness: ability to close the sale
 - Competitive analysis
 - Convenience
- **On-site assessment**
 - Signage, gateways, wayfinding
 - Overall appeal
 - Critical mass
 - Amenities: parking, restrooms, information
 - Attractions: things to see and do
 - Customer service, cross selling



5
Major initiatives

1. First impressions
2. Increasing local spending
3. Wayfinding
4. Staying true to your roots
5. A branding idea

PRIORITY
1
First impressions





3 Consider sign ordinances that restrict the height and size.

Sets an increased perceived value
 Creates pride of ownership
 Gets your attention
 Says something about the community
 Sells the real estate faster
 At an increased value
 All these reasons apply to communities.

4 Create some nice gateways into the city.

What to do

Always put your gateway signs where you will make the first, best impression.

Rarely is that at a city limit.
 Use the opportunity to direct people to your downtown.



5 Still in business? Add pots, planters, a landscape buffer.





First impressions are lasting impressions.

The setting is world class.
Highway 40 is a mess.



The worst of the entire valley is Main Street.

And every single resident and visitor has to “endure” it.

PRIORITY

2

Increasing local spending

Fact #1

Visitor spending

The #1 activity of visitors:
Shopping, dining & entertainment in a pedestrian-friendly, intimate setting.

This is where 80% of all non-lodging spending takes place.



7•8•7 Rule

7•8•7 Rule
70% of first time sales comes from curb appeal.

7•8•7 Rule
Women account for 80% of all consumer spending.



What to do
Think benches.



7•8•7 Rule
70% of all consumer retail spending
takes place after 6:00 pm

7•8•7 Rule
70% of first time sales comes from curb appeal.
80% of consumer spending is by women.
70% of all consumer retail sales takes place
after 6:00 pm. Are you open?

11 Set up a monthly program
For your businesses to watch some of these how-to videos

Branding

THE ART OF BRANDING A COMMUNITY
Getting People to Stop: CRAZY AND VICAROUS IDEAS
GETTING EVERYONE ON THE SAME PAGE, PULLING IN THE SAME DIRECTION
BIG SUCCESS STARTS WITH A PLAN: CIRCULATING VIDEO CAN ACTION PLAN
THE REWARDS AND PITFALLS OF BRANDING

RogerBrooksLibrary.com

RogerBrooksLibrary.com

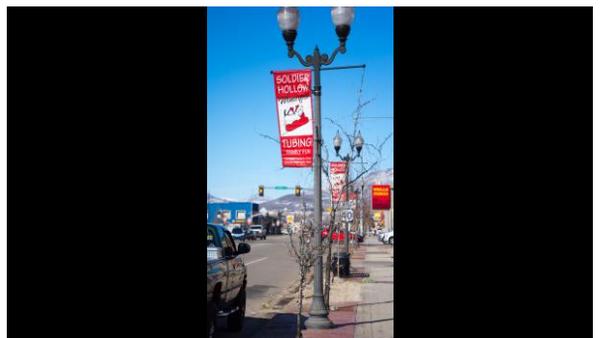
Finding money

GETTING THE FUNDING YOU NEED
ECONOMIC IMPACT: DOWNTOWNS & TOURISM
SHOW ME THE MONEY!



Heber Valley sad fact

Your businesses, for the most part, do little, if anything, to entice visitor (or local) spending.



13

Are these used? Provide signage and information.



Incredible trail system. Still no sign of any tubing activities.



14

What is this place? Add some signage! Restaurant? Offices?



SOLDIER HOLLOW GOLF COURSE



15

Public play? Restaurant? Club & cart rentals? Pro-shop? Add signage!



Market your best:

- Restaurants (6)
- Retail shops and galleries (6)
- Activities & attractions (12)
- within a 45-minute drive (or less)

Don't let local politics kill this effort!

The Very Best of the Heber Valley

- Soldier Hollow Golf Course



The Very Best of the Heber Valley

- Soldier Hollow Golf Course
- Zipline Utah



18

Is there an island here? Where is the resort?



19

Stunning views! When is this place open? Add signage? Is this the "Dock of the Bay Restaurant"?



20

Add brochure holders - front and back. Put the train front & center.



The Very Best of the Heber Valley

- Soldier Hollow Golf Course
- Zipline Utah
- Heber Valley Railroad



Add a reader board: "2017 Events" - Invite us back!



Note

Your "Best Of's" must be activities, not amenities.



25

Add these posters to the theater. Invite us back!



26

If ever open for public events, add a schedule here somewhere.



27

Is it this house or the next one? Just knock on the door?



28

This is very nice. What is it? There is no signage, anywhere.



29

What is "Main Street Social"? A private club? No idea.

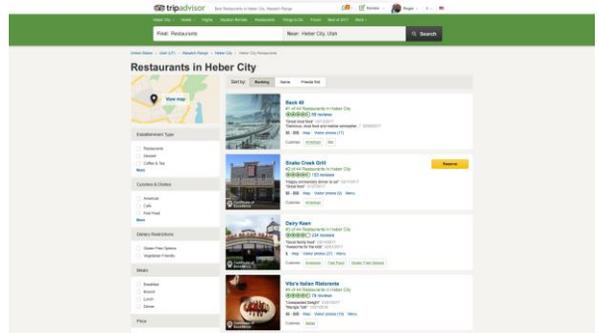






The Very Best of the Heber Valley

- Soldier Hollow Golf Course
- Zipline Utah
- Heber Valley Railway
- Vito's Italian Ristorante





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- Heber City Cafe



40 Still in business? If so, remove the tarps and uncover the front door.



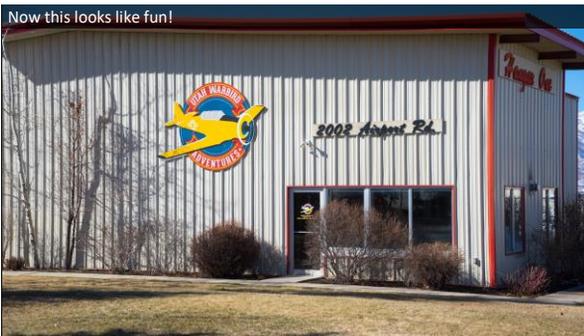
41 Always promote what you're selling first: Home Accents & furnishings.



42 The only way we found the airport was by the name of the street. Fix it!



Now this looks like fun!



The Very Best of the Heber Valley

- Soldier Hollow Golf Course
- Zipline Utah
- Heber Valley Railway
- Vito's Italian Ristorante
- Heber City Cafe
- Utah Warbird Adventures

43

Simplify the signage. This is very hard to read.



44

Add additional wayfinding signage. Add hours, days, admission fee...



One business or two? What is this?



45

Match the siding on the two buildings. Lower the sign - put it on the roof, see if you can put the logo on the building in front of the truck.



This is a very nicely done little place. Just bring the pieces together.



Blade signs



46

What to do

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



Nantucket, Massachusetts



Carmel, California



Valparaiso, Indiana



Canmore, Alberta



Lethbridge, Alberta



Lethbridge, Alberta

Suggestions for retail signage:

- No lower than 7'
- No higher than 9'
- No wider than 42"



Can you tell me what's in any of these shops?



How about here?





Beautification





Fact

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





The biggest issue of all

PRIORITY
2
Increasing local spending

7

Downtown facts

Fact #1 Visitor spending

The #1 activity of visitors:
Shopping, dining & entertainment in a
pedestrian-friendly, intimate setting.

This is where **80%** of all non-lodging spending
takes place.

Fact #2 Tourism IS economic development!

Tourism is the front door to your non-tourism
economic development efforts.

Downtown is the litmus test.



Fact #3 Downtowns are critical to your success

The heart and soul of any community - besides
its people - is its downtown.

If you don't hang out in your downtown,
neither will visitors.



Fact #4
Downtowns are back!

And in a big way.

Here's why





Fact #5
The future of downtowns

Downtowns are where we go after work and on weekends.



Fact #6

In economic development, tourism, and community development there is absolutely, positively **NOTHING** that's more important than your downtown.

Fact #7
The business mix rules

Thinking that beautification and facade improvements will "fix" a downtown.

It's what's *IN* the buildings that makes you a draw.



The Rule of Critical Mass

The Ten+Ten+Ten rule

In three lineal blocks (not square blocks)

10

Places that sell food:

coffee shop, bistro, cafe, sit-down restaurant, wine store, deli

10

Destination retail shops:

clothing, home accents, outfitters, brand-specific retail, garden

10

Places open after 6:00:

movies, performing arts), bars & bistros, specialty shops, dining

The "mall mentality"

Open hours	Consistent hours and days
Evenings	Open late into the evening
Clustering	Like businesses grouped together:
anchors	Recruit and promote the anchor
Place	A central gathering place

Think

Antique malls - 10x the business when together



Think

Auto malls - 7x the sales when together

Think

Corner gas stations and fast food
Lifestyle retail centers
Food courts



Point

Sometimes you have to orchestrate the effort.
Start with property owners, not tenants.
It only takes a one-third buy-in.

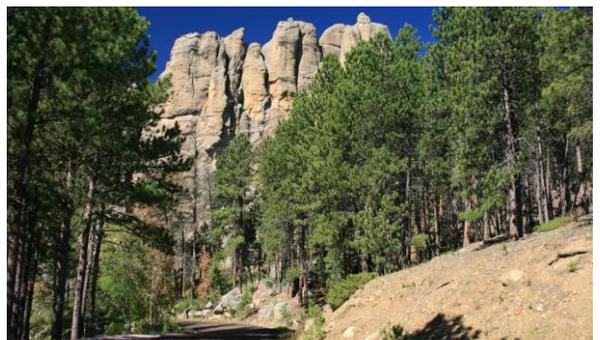
So what comes first?

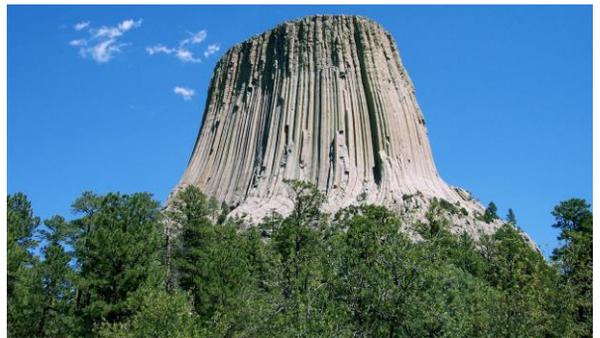
A central gathering spot

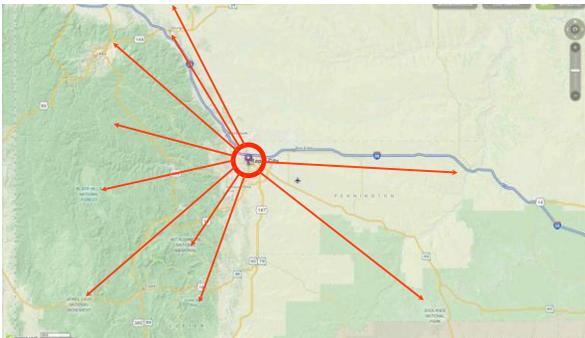
Main Street Square

	Rapid City, South Dakota
Population	70,000
The challenge	How to increase tourism spending in Rapid City

Welcome to Rapid City, South Dakota
“the hole in the middle of the doughnut”







The whole effort took an interesting turn...

In mid-summer it was as quiet as a church mouse
in downtown Rapid City

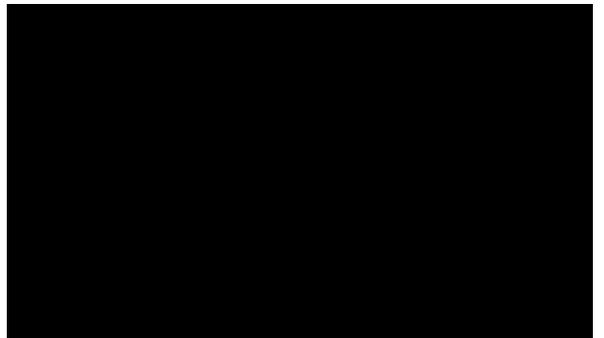


The Presidents are static displays



Sunday, July 8, 2012 at 10:00 am



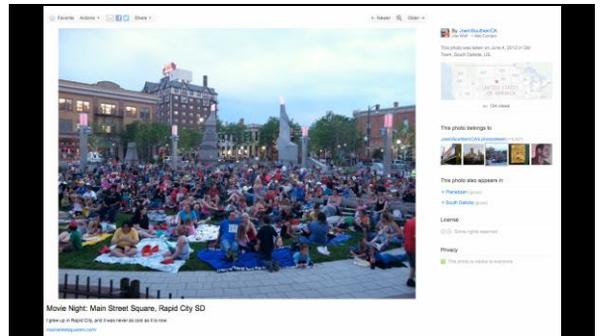




"I love the Square and as someone who works downtown I have seen the difference it has made. I see so many more locals coming down here to just hang out and have fun, and I come back downtown on the evenings and weekends now, which I never did before.

I love seeing my friends, colleagues, and everyone from my cashier at the grocery store to my hairdresser to the mayor hanging around events at the Square.

It gives a sense of community that we only had at Summer Nights before. I am so glad we have it."



Main Street Square is now as big an attraction as Mt. Rushmore.

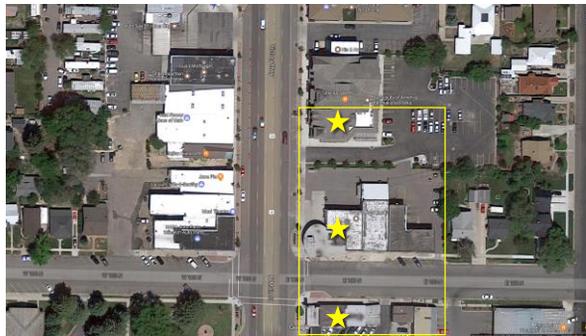
- Downtown business?**
- 24 merchants - "Best thing Rapid City has ever done."
 - No retail vacancies
 - Lower turnover of retailers
 - Businesses now open later into the evening
 - Retailers continue to break sales records
 - The average population age is dropping
 - Rapid City now a great place for conferences, conventions, and trade shows

A true plaza is...

- THE central gathering place
- A year round activity center
- Includes interactive water feature and ice rink
- Is programmed at least 250 days a year
- Includes a stage, lighting and sound system
- Incorporates retail/food year round



This isn't plaza space. It's not monetized or programmed. It could be!







52 Make the development of a programmed year-round plaza a top community development priority.

PRIORITY
3
Wayfinding

53

Your very top priority:
A valley-wide wayfinding system

Wayfinding includes

- Vehicular signs: information, restrooms, parking, etc.
- Attractions & activities
- Trail markers and access points
- Visitor information kiosks
- Pedestrian wayfinding (downtown)



Wayfinding is an investment, not an expense

- Plays a role in your branding
- Affects or component in your marketing
- Reinforces a positive experience
- Increases spending locally
- Educates visitors and locals about what you have and where it's located
- Builds community pride
- Is as much a science as an art



How does anyone find...

- Mrs. Calls Candy?
- Heber Valley Artisan Cheese?
- Soldier Hollow (activity areas)?
- Zermatt, Homestead and other resorts?
- Red Ledges and some of your residential areas?
- Performing arts theaters | bandstand | parks?
- The ice rink in Midway?
- The airport?
- Your primary trail heads?
- Heber Valley Railroad?



Wayfinding includes visitor information





Travel fact

Prior to traveling:

- #1: Word of mouth | Friends and family
- #2: Internet
- #3: Marketing, articles, etc.
- #4: Brochures (32%)

While traveling:

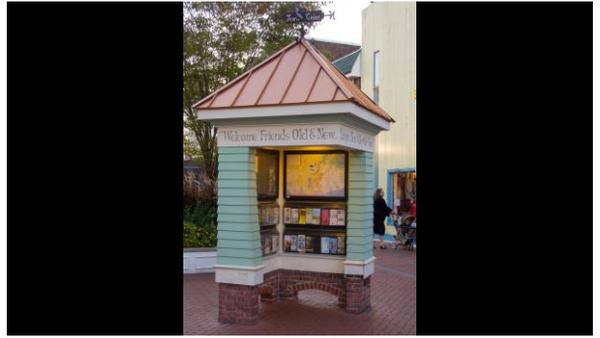
- #1: Brochures (81%)
- #2: Internet
- #3: Word of mouth (local referrals)



55

Watch the video for all kinds of ideas and more information.

Visitor Information Centers in the Digital Age
Presented by Roger Brooks





56

Visitor info kiosk locations

- Zermatt Resort
- Each of the state parks
- City hall - both towns
- Soldier Hollow Day Lodge
- Each of the three golf courses
- Mountain Valley RV Resort



57

All visitor information should include brochure distribution



The Very Best of the Heber Valley

- Soldier Hollow Golf Course
- Zipline Utah
- Heber Valley Railway
- Vito's Italian Ristorante
- Heber City Cafe
- Utah Warbird Adventures
- Wasatch Mountain State Park Visitor Center (Activity Center)



PRIORITY

4

Staying true to the valley

What makes this valley truly special

Your open space
The authentic ranch & farm feel

You need, right on Main Street:
Ranch & feed store
An equestrian outfitter | leather | saddle | western wear shop
Better screening of industrial areas



Other notes and first impressions



62

Fee areas: Can you get a permit for all areas? State parks? Help us!



This is what sets you apart from Park City and other areas. Never lose it.



63

Let us know when areas are closed - before we get there.



64

Every one of these is an opportunity to sell the "Apres Adventure" activities



65

We found the Wasatch Golf Course Club House (we think).
Public play? Restaurant? Club and cart rentals? 9 or 18 holes?



We're adding this to our Heber Valley Bucket List.



This must be one heck of a popular place! Three lanes of traffic!



The Very Best of the Heber Valley

- Soldier Hollow Golf Course
- Zipline Utah
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- Heber City Cafe
- Utah Warbird Adventures
- Wasatch Mountain State Park Visitor Center (Activity Center)
- Boating on the Jordanelle Reservoir



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- Wasatch Mountain State Park Visitor Center (Activity Center)
- Boating on the Jordanelle Reservoir
- Deer Valley Skiing & summer mountain biking

66

Consider "24 hour Visitor Info" on the building.



67

Add a mural to the building. Pull a little Midway into Heber City.



68

Yes! 24/7 Information! Thank you! Add some lights back here!





The Very Best of the Heber Valley

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- Heber City Cafe
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- Wasatch Mountain State Park Visitor Center (Activity Center)
- Boating on the Jordanelle Reservoir
- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill



The Very Best of the Heber Valley

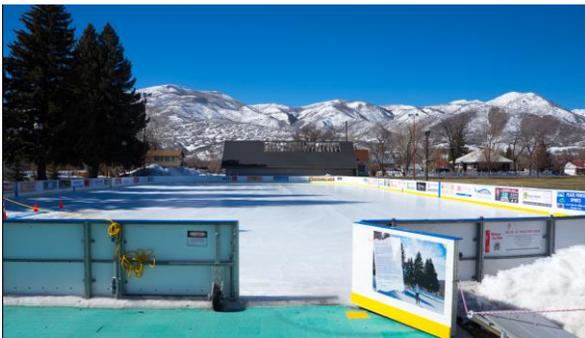
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- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill
- Filler'up Coffee Station





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- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill
- Filler up Coffee Station





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- Heber City Cafe
- Utah Warbird Adventures
- Wasatch Mountain State Park (Activity Center)
- Boating on the Jordanelle Reservoir
- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill
- Filler'up Coffee Station
- All That Stuff In The Barn





- ## The Very Best of the Heber Valley
- Soldier Hollow Golf Course
 - Zipline Utah
 - Heber Valley Railway
 - Vito's Italian Ristorante
 - Heber City Cafe
 - Utah Warbird Adventures
 - Wasatch Mountain State Park (Activity Center)
 - Boating on the Jordanelle Reservoir
 - Deer Valley Skiing & summer mountain biking
 - Back 40 Ranch House Grill
 - Filler'up Coffee Station
 - All That Stuff In The Barn
 - Heber Valley Artisan Cheese





The Very Best of the Heber Valley

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- Heber City Cafe
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- Wasatch Mountain State Park (Activity Center)
- Boating on the Jordanelle Reservoir
- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill
- Filler'up Coffee Station
- All That Stuff In The Barn
- Heber Valley Artisan Cheese
- Tarahumara Cantina's salsa bar





The Very Best of the Heber Valley

- Soldier Hollow Golf Course
- Zipline Utah
- Heber Valley Railway
- Vito's Italian Ristorante
- Heber City Cafe
- Utah Warbird Adventures
- Wasatch Mountain State Park (Activity Center)
- Boating on the Jordanelle Reservoir
- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill
- Filler'up Coffee Station
- All That Stuff In The Barn
- Heber Valley Artisan Cheese
- Tarahumara Cantina's salsa bar
- Soaking | Diving in the Homestead Crater



The Very Best of the Heber Valley

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- Heber Valley Railway
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- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill
- Filler'up Coffee Station
- All That Stuff In The Barn
- Heber Valley Artisan Cheese
- Tarahumara Cantina's salsa bar
- Soaking | Diving in the Homestead Crater
- Midway Adventure Company





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- Back 40 Ranch House Grill
- Filler'up Coffee Station
- All That Stuff In The Barn
- Heber Valley Artisan Cheese
- Tarahumara Cantina's salsa bar
- Soaking | Diving in the Homestead Crater
- Midway Adventure Company
- Mrs. Call's Candy Company



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- Heber Valley Artisan Cheese
- Tarahumara Cantina's salsa bar
- Soaking | Diving in the Homestead Crater
- Midway Adventure Company
- Mrs. Call's Candy Company
- Wakeboarding the Deer Creek Reservoir



7 Quit marketing Red Ledges golf. It's private - even the restaurant.



Winner! Best curb appeal in downtown Heber City!



The Swiss Alps Inn. Another fantastic job. Very, very well done!



Another terrific job. Just excellent.



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- Deer Valley Skiing & summer mountain biking
- Back 40 Ranch House Grill
- Filler'up Coffee Station
- All That Stuff In The Barn
- Heber Valley Artisan Cheese
- Tarahumara Cantina's salsa bar
- Soaking | Diving in the Homestead Crater
- Midway Adventure Company
- Mrs. Call's Candy Company
- Wakeboarding the Deer Creek Reservoir
- Dairy Keen's train and ice cream

With a name like Wigglish, it's gotta be good!



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- Heber Valley Artisan Cheese
- Tarahumara Cantina's salsa bar
- Soaking | Diving in the Homestead Crater
- Midway Adventure Company
- Mrs. Call's Candy Company
- Wakeboarding the Deer Creek Reservoir
- Dairy Keen's train and ice cream
- Wigglish Warehouse

PRIORITY
5

Branding idea

70

Consider another branding option





The Heber Valley Hat Trick

Day One:
 The scenic tour: 10 Miles & 9 aerial bridges
 Soak in the famous Homestead Crater

Day Two:
 Enjoy a daylight in a World War II fighter plane
 Enjoy the scenic Heber Valley Railroad

Day Three:
 Hot air ballooning over world class scenery
 Soak in the spa at Zionsatt Resort

ATV through incredible terrain
 Go SCUBA diving in a 84' crater
 High altitude stargazing, paddle board
 White water rafting through Class IV rapids
 Hot air balloon ride
 Mountain biking through -amazingly beautiful terrain

And a boatload of other class.
 For the complete list head to GoHeberValley.com

Expand Your Horizons

Heber Valley
GoHeberValley.com



Our "one-week-this-summer" bucket list

Our personal list:

- Dive the crater
- Warbird flight
- Hot air ballooning
- Heber Valley Railroad
- ATV through the mountains
- Stand-up paddle boarding
- Rafting down the Provo River



In a nutshell

- Clean up Main Street (signage, curb appeal)
- Make it fit the beautiful area you have
- Create a programmed plaza
- Create pedestrian-friendly shopping areas
- Recruit farm/equestrian-oriented businesses
- Don't lose the farm/ranch open space
- Develop some great gateways



71

Make something happen!
What you have here really is magical.

ROGER BROOKS
International

www.DestinationDevelopment.com