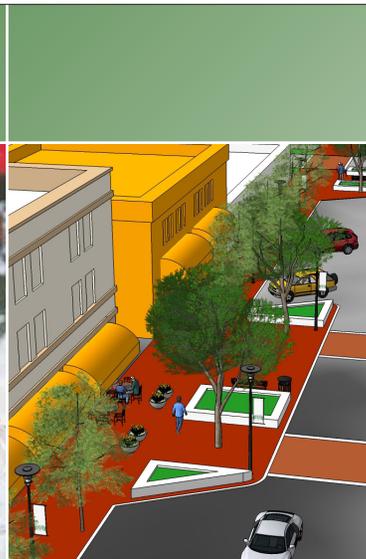
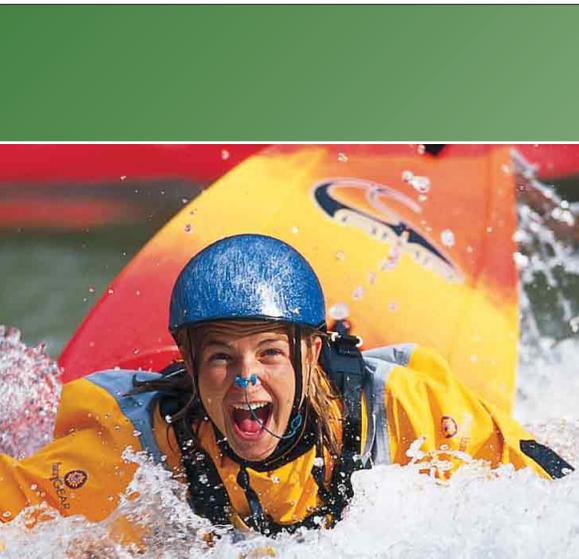
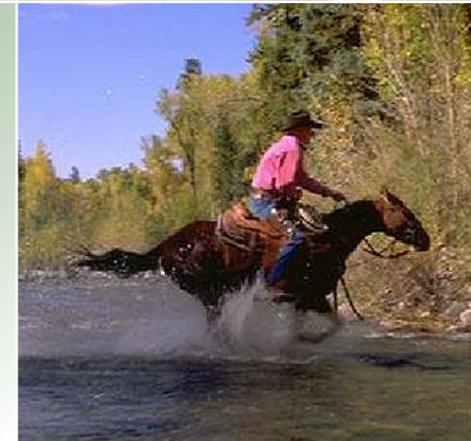


MARKETING, BRANDING AND DESIGN

ACTION PLAN

PREPARED FOR
THE CITY OF GREEN RIVER, WYOMING

02.09.10



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•• Thank you to all those who contributed to this plan

Participation

Green River City Council:

- Hank Castillon—*Mayor*
- Pete Rust—*President of Council*
- Jim Boan
- Lisa Maes
- Tom McCullough
- Carl Morck
- Ted York
- Angelo Kallas*
- Randy Walker*
- Dan Beckerman*
- *Former Councilmen*

An advisory stakeholder committee provided the foundation for this plan.

Members included:

- Linda Lovell—*Green River Urban Renewal Agency Board*
- Mike Frink—*Green River Main Street Board*
- Pat Robbins—*Wyoming Business Council*
- Jenissa Bartlett—*Sweetwater County Travel and Tourism Board*
- Janet Hartford—*Green River Chamber of Commerce*
- Brad Sutherland—*Green River Futures*
- Maggie Adams—*Green River Main Street Manager*
- Alyssa Krumholz—*Green River Parks and Recreation*
- John Dahlgren, Project Manager—*Green River City Planner*

Other active participants included:

- Barry Cook—*City Administrator*
- Laura Hansen—*Director of Community Development*



BLUECANOPY
A Professional Alliance for Community Renewal

Contributions

This plan was made possible by grants from the Wyoming Business Council, Wyoming Main Street and Sweetwater Travel and Tourism Board and funding from the City of Green River.

Consultant Team

Blue Canopy includes:

- Brett Palmer, Keri Hammond - BWP Communications
- Jay Bollwinkel, Jakob Hodson, Sharen Hauri - MGB+A
- Bob Springmeyer - Bonneville Research





Executive Summary

The task of reinventing the City of Green River is multifaceted. The City has shown an understanding of the complexity of the issue by undertaking a study this broad in scope. The revitalization of Green River, specifically its downtown, will take careful attention to the image (brand), economic prospects, and investments in infrastructure, cultural resources and recreation assets.

Funding from the City of Green River was matched with grants from the Wyoming Business Council, Wyoming Main Street and Sweetwater Travel and Tourism Board to start this effort. Green River Main Street first initiated the project and then a decision was made by City Council to include the entire City in the study. Blue Canopy was hired to provide a holistic solution, drawing from a team of experts in branding, graphic design, marketing, economic development, community planning and urban design. Working with an advisory committee, the project team developed a new brand, explored economic development strategies and proposed catalyst projects to change the face of downtown. Public input through interviews, focus groups and workshops helped mold a plan that is realistic, authentic and achievable with current City resources.

Brand Recommendations

There are two components to the recommendation brand strategies for the City of Green River to adopt and implement: an overall brand and a downtown brand.

1. Overall Brand: Green River

This encompasses the two most important elements of the City of Green River. The concept of “green” and exploring The City’s most relished asset, the “river”.

2. Downtown Brand: Expedition Plaza

This expands on the existing landmark of Expedition Island. This brand distinguishes the central activity district from the rest of The City and with implementation will connect the downtown to the river.

Brand Rationale

Branding intelligently and creatively expresses who a community authentically is, who it might aspire to become, and how to bridge the two. Green River’s brand must exist as a “seed.” It must not be merely what Green River is and it cannot be entirely what it wishes it could become. It should be an aspiration. It should inspire the community to reach and unite, celebrate and achieve its potential, to take this “seed” and grow. Branding is an all-consuming pursuit. Each of the recommendations in this plan is a critical step in the steady pace to developing a new image, lifestyle and sense of pride.

Green River is almost a blank slate for branding – unknown to many beyond its borders, but well-loved as a friendly, fun, beautiful place to live. Interviews quickly uncovered the reasons why. The Green River has made The City an oasis and has given it many claims to fame. Few cities are as fortunate to have a name as evocative and appealing as Green River, thus the name itself became the most compelling brand.

The name “Green River” is a seed. It reminds people of the best qualities of The City, but also calls them to do more—to embrace the river and everything that it means to be “green.” It calls up stories of the river expeditions and the exploration possible today. It evokes lazy days spent in the shade of cottonwood trees on the river. It asks people to share their enthusiasm for what is popularly called “green living” today – healthy lifestyles, buying local, clean industry, renewable energy, natural open spaces, outdoor recreation, protecting heritage and local culture. To some residents, this may seem a stretch, but it was evident that Green River residents already enjoy and value many of these ideals.



•• **Executive Summary** (continued)

Marketing Recommendations

Green River already has the reputation that it desires, but only amongst those who have already experienced it. Marketing will help better define and remind people of The City’s assets through the Green River Brand. All of the strategies proposed in this document, from economic development through urban design, are ultimately marketing.

In our media-intensive world, marketing is more than just advertising. It is about getting messages out in the many ways that different people experience, enjoy and learn from their world. It is also about finding the best bang for the buck. Some marketing efforts are about the media, the brochure, the message. Others are about spreading a good feeling and creating memories. Many of these efforts take little money, but require a conscientious effort and some time. Involving business owners, service workers, city employees and every city resident in embracing the brand and sharing it with others is possibly the most effective marketing of all.

Target Audience

Marketing efforts target an identified audience for a specific purpose. The City of Green River’s identity is being updated to promote a recreational, outdoor lifestyle that appeals to both an internal and external set of targeted prospects.

- **Internal:** this includes existing residents and business owners.
- **External:** this target market includes a regional audience of potential residents, business owners and tourists within an approximate 300-mile radius.

Both the internal and external target audiences have the same shared values, interests and demographics. This is the essence of creating a lifestyle community—one in which people choose to live, work and/or visit. These audiences include:

- Those attracted to the clean air, beautiful scenery, active lifestyle.
- Those attracted to parks and greenways, playgrounds, river, family restaurants.
- Those attracted to fishing, boating, whitewater park, biking, hiking, horseback riding.
- Those attracted to entrepreneurial and boutique business opportunities focusing on unique products or services not offered by big box retailers.
- Those attracted to arts festivals, Flaming Gorge Days and the Thomas Moran connection.
- Those attracted to scenery, open spaces, outdoor activities, preservation, and “green living” attitude — this will encompass green initiatives such as recycling, building and construction practices, environmental preservation, etc...
- Those attracted to active, recreational opportunities, career opportunities available in Green River.

- Those attracted to historic downtown, John Wesley Powell, railroad, overland trails, scenic byways, mom-and-pop businesses.
- Those attracted to the family friendly environment, newly proposed “playland”, white-water park and activities, parks for picnics, etc...
- Those attracted to the slower, cleaner lifestyle...the beauty of the environment, the educational system, the river and all the supportive elements we are promoting in our recommended brand.

Marketing the Green River Brand will require the following tasks:

- Create an identity package / brand usage and style guide.
- Launch the Green River Brand internally to residents and business owners.
- Launch the Expedition Plaza brand for downtown district.
- Identify the internal and external target audiences.
- Conduct a marketing and public relations campaign (external launch) to educate about the brand.
- Create new marketing and promotional materials that reflect the brand.
- Launch billboard advertisement campaign.
- Develop an attractions/activities guide to promote brand elements.





••• **Executive Summary** (continued)

- Use special events to celebrate the Green River Brand.
- Create an online photo library.
- Develop a training program for business owners and employees.

Economic Development Recommendations

The basis of the Green River Brand and the revitalization efforts recommended is that residential housing is the foundation of The City’s values and, in fact, its future economic success. Green River is widely viewed as the most desirable city to live in the region. It has excellent schools, quality neighborhoods, amazing recreation, and a good sense of community. This is a solid foundation for further economic expansion.

Tax distribution in Wyoming rewards higher populations. Thus, Green River will benefit financially from attracting new residents rather than by any other economic development strategy. Coincidentally, population increase is also an essential step to attracting more and better businesses and retailers. Green River has expressed a desire to expand its tourism sector as well. Recreation currently accounts for an insignificant portion (2%) of the Green River economy. However, communities that focus on improving their lifestyle, not just becoming a tourist attraction, can build a better foundation for their economy and ultimately attract more residents.

Thus, Green River’s best tactic to broaden its economy is making The City a more attractive place to live, by:

- Building new residential to meet the needs of the target market, with a focus on downtown living.
- Building amenities for residents that appeal to tourists, too.
- Fostering (incubating) their aspirations in business and education.
- Encouraging retail that can draw from both Green River and Rock Springs.

All of this will ultimately help Green River be less subject to the booms and busts of its resource-based economy.

The recommended economic development tasks include:

- Retain and expand employment downtown.
- Create revitalization areas.
- Build residential downtown – loft, infill, live-work units.
- Start incubator business space downtown.
- Start retail incubator space downtown.
- Encourage downtown retail, outdoor cafes, outfitters, etc.
- Clearly define economic development roles.

Urban Design Recommendations

Catalyst projects for downtown were developed in tandem with branding, marketing and economic development goals. These design and development projects should spark investment - both monetarily and a through a sense of community ownership. The projects should build the amenities and character that support the Green River Brand and change The City in many people’s mind. These projects market The City by getting people to experience Green River in a new way, enjoy the lifestyle and stay a while. These projects should first, help downtown stand taller and second, enhance The City to help it “live the brand.” These projects should also be catalysts for further investment and stewardship. Thus, projects that will spur other projects are a priority. Projects that leverage public dollars with private investment are a priority.

The City needs to once again put downtown at the center of its lifestyle. Green River is fortunate that its geography has kept development from sprawling out. It makes downtown redevelopment and infill a much more viable strategy. The City’s first priority should be attracting residents to live downtown in new loft, live-





•• **Executive Summary** (continued)

work and condominium units. Secondly, it should start to build the attractions that people would want to visit downtown. With these two pieces of the puzzle in place, retail, restaurants and entertainment will follow naturally.

Key urban design tasks include:

- Build a downtown arts and recreation attraction.
- Expand river recreation.
- Connect people to downtown and the river.
- Create a festival space downtown.
- Remake North 1st East into a lively cross-street.
- Protect and reuse historic buildings and features.
- Brand the City of Green River with wayfinding and identity features.
- Add art and interpretation that tells the story of Green River.
- Make downtown more walkable.
- Make downtown livable and beautiful.

Conclusion

This remainder of this document provides a more detailed action plan to helping the City of Green River to implement and promote its newly recommended branding, marketing and urban design initiatives.



•• Scope of Work



This project was initiated by the City of Green River as a result of securing grants from Wyoming Business Council, Sweetwater County Travel and Tourism Board, and Wyoming Main Street. The planning process was directed by Green River Community Development department and included a stakeholder committee that followed the progress of the plan (see Acknowledgements). The intent was to create a branding, marketing and economic development plan with a focus on overall economic growth, including tourism. **The plan had several objectives: a city-wide branding initiative, a sub-branding focus on downtown Green River and an external or tourism component.**

Blue Canopy worked as a multi-disciplinary team to integrate the different perspectives of economic development, marketing, branding, graphic and urban design into one holistic solution. Each solution proposed is a crucial part of brand development.

These recommendations were developed after numerous public workshops, individual interviews, stakeholder meetings, a marketing action plan workshop and various team meetings. A concept brand and downtown design was developed and presented to stakeholders and Green River City Council, then refined into this final action plan.

This plan allows the City of Green River to go directly into the marketing phase, ready to produce the necessary

materials to do so.

Task 1: City SWOT Analysis

The entire project team began the process by taking a comprehensive look at The City, to understand The City’s Strengths, Weaknesses, Opportunities and Threats comprehensively.

Kickoff Meeting

The project began with a tour of Green River provided by Allan Wilson and attended by several city employees and the Blue Canopy consulting team. At this kickoff meeting, the team established key personnel, communications, milestones and refined the committee’s goals.

Background Research

Background research included a review of all past and current plans that were relevant, a preliminary economic analysis, and a meeting with key city staff to identify issues. Summaries of these are found in the Appendix.

Stakeholder Interviews / Focus Groups

Most of the information gathered for this plan was the result of a comprehensive public input effort. Over 50 individual interviews with key citizens, business sector leaders, and regional experts with an outside perspective. Several “focus group” interviews were conducted, including, but not limited to, high school students, seniors, and retired Trona industry workers.

In addition, three community workshops were attended by over 50 residents, business owners, property owners, citizen leaders, city employees and administrative staff.

Community Photoshoot

A professional photoshoot of the community was conducted to document The City’s existing conditions. These photos become sole property of The City with full usage rights and are recommended images to promote the Green River Brand.

Task 2: Research/Economic Analysis

A firm grasp of the local and regional economy drove our team’s recommendations for not just economic development, but for branding, marketing and downtown design as well. Care was taken to review other recent reports to get a full picture.

The economic research included:

- Defining the market areas.
- Analyzing trends in the region.
- Analyzing trends in business formation and retail demand.





•• **Scope of Work** (continued)

- Analyzing trends in commercial office/retail demand and supply.
- Analyzing business and leisure travel statistics in surrounding areas.
- Comparative analysis of surrounding communities with specific focus on downtown area.
- Market assessment and determination of capital projects and facility needs.
- Determination of appropriate business mix for downtown area - aided by the buyer profile.
- Economic feasibility of the business mix.

Task 3: Project Marketing and Branding

Marketing and branding are intertwined with economic development efforts. This plan is intended to work for The City as a whole as well as downtown revitalization efforts and tourism marketing. This document will assist in ensuring stakeholders understand the “experience” of visiting, living and working in Green River, Wyoming. Steps in this process include:

- Creation of brand emphasis as a city.
- Creation of brand emphasis in downtown area.
- Brand development including logos, key marketing messages and values, for both downtown and city-wide.
- Brand identity, variations of the identity for niche marketing, banners, wayfinding signage.

- Marketing recommendations including public relations efforts, brochures\ and slogans.
- Strategic plan for marketing to attract the right kind of revitalization efforts.

Communications strategies to disseminate the message about this project to the public and to potential leasing entities. Tools include public relations campaigns, marketing brochures, community involvement opportunities and advertisements targeted at appropriate market sectors.

Task 4: Economic Development

The economic research and analysis shaped the basic economic development strategy for Green River of focusing on attracting and retaining residents, especially young families, professionals and empty nesters. The final economic recommendations discuss how the proposed approaches fit into the current market and economic conditions to create a successful long-term revitalization.

Task 5: Urban Design

Our team evaluated The City’s infrastructure assets and gaps, which then stimulated design proposals for improving these features and developing new attractions to bring people into downtown. This included recreation and leisure attractions, as well as residential development,

locating businesses in the right locations and building on Green River’s unique features and history. Landscape design and urban development improvements include:

- Defining revitalization areas to focus investment.
- Streetscape, pedestrian amenities, and lighting.
- Wayfinding, signage, and gateways.
- Merchant signage and facade improvements.

This final plan includes 2-D and 3-D illustrations and renderings suitable for marketing materials as well as text explaining design goals and principles.

Task 6: Final Report and Action Plan

The culmination of this project is this final report that outlines and records the work performed and proposes the next steps in an action plan that summarizes work from each of the disciplines. The Action Plan outlines the steps to make the project a reality. It includes a timetable, internal and external personnel assignments and costs, to the extent known, to make the project happen.

Implementation strategies are provided, including possible costs, funding sources, and task leaders of each recommendation.





What We Discovered (SWOT Analysis)

We began this process with research—mining data and picking people’s brains—to distill Green River into its simple realities. Communities often fail to take action because they perceive their problems to be too daunting or misunderstand the root of their troubles. We discussed community myths and realities with citizens to develop this study’s core principles—what problems to tackle and finding the simplest solutions.

Green River is a blank slate for branding

Many people have a positive impression of Green River. The community needs a strong identity/ brand to reinforce these impressions, improve self-esteem and market itself.

Green River is a great place to live

Most residents like Green River’s friendly, small-town atmosphere. It has a different feel than other cities across western Wyoming. It is many people’s first choice for where they want to live.

Green River wants to be a “lifestyle” community, not a tourist destination. It can be a place with a relaxed lifestyle, fun local businesses, beautiful outdoors and a unique identity that attracts tourism just by being itself.

Green River offers an outstanding variety and quality of programs for recreation, arts, and education that

are attractive to families. Investing in family-friendly programs and attractions such as these is a viable economic development and tourism strategy.

Green River’s economic growth is based on residential development

Green River City is heavily dependent on sales tax revenues, but will get more revenue only by increasing its population (adding residential units), not by adding retail businesses.

Green River is uniquely poised to develop a business niche for small, local, innovative and high-quality businesses. It has numerous home-based businesses, people who are retired or seeking a second career, disposable income to invest and spend, and an entrepreneurial streak.

Green River has the capacity to diversify its economy with tourism, technology, telecommuting, and small businesses to soften the boom-bust cycles of a resource-based economy.

Community revitalization must focus on downtown

The City has maintained a slow growth rate for decades and residents want to keep it that way. The lack of available land helps keep Green River from “sprawling” and can help focus on redevelopment and infill downtown.

Downtown must be the heart of Green River’s identity, job growth, housing growth and lifestyle. Green River’s retail niche is small, local businesses not larger big-box stores or chains who aren’t likely to locate in a town of this size. Downtown is the ideal setting for this.

Green River is green

Green River can legitimately claim to be “green.” It is an oasis in the desert, has a clean Trona industry, amazing outdoor recreation, huge wind power potential, and an interesting variety of protected open spaces. Locals don’t typically identify themselves as “environmentalists,” but “green” is currently a magnetic marketing message that The City can capitalize on.

The river is often overlooked. There are very nice facilities and nature areas for people to enjoy along the river, but more needs to be done to connect people to it.

Green River must act

Many people expressed a frustration with doing a lot of planning, but rarely acting upon it. This plan must be implemented for change to come about.





•• **What We Discovered (SWOT Analysis)** (continued)

The entire project team undertook a comprehensive look at The City, as a group, to understand The City’s Strengths, Weaknesses, Opportunities and Threats comprehensively. These were uncovered through a kickoff meeting and city tour, a review of all past and current plans, economic analysis, issues identification meetings with city leaders, stakeholder interviews, focus groups and workshops and a community photoshoot. Further details on these activities can be found in the appendix.

Marketing

1. Previous attempts have been made at implementation of similar campaigns. The Blue Canopy Team has created a month by month action plan with specific start and end dates along with community members assigned.
2. Residents of the local community understand the strengths of living and working in Green River. However, those outside of The City limits are not fully aware of the benefits of living and visiting Green River. A larger target market has been defined in order to promote the brand to prospective residents and visitors.
3. Updating the various options for marketing materials will assist in a consistent message for the City of Green River as well as other entities affiliated with Green River. In the past there have been many versions of

graphic representation and messaging. The proposed plan will help with focusing on one specific message for the entire city and one message for downtown district.

4. Green River has plenty of opportunities for community interactions. These include the festivals, farmer’s market and other events that give the ideal opportunity to promote the brand consistently and frequently.
5. Budgetary constraints are always the most difficult roadblock to overcome in moving implementation forward. A marketing program with extensive public relations suggestions can assist in highlighting many options that are of little or no cost. The City is skilled at finding grants and funds for projects it believes in.

Economic Development

1. Green River City revenues are heavily dependent on sales tax revenues. Sales taxes which include the 4% General Sales Tax and the 1% Optional Sales Tax represent almost 75% of Green River City revenues.
 - Sales taxes in Wyoming are distributed based on population only.
 - Green River City is therefore in the population or housing business.

2. Green River residents have the highest household incomes in Sweetwater County and choose to live in Green River because residents are seen as friendlier and Green River is seen as a more “stable” community.
3. Green River housing is generally of higher value and mostly owner occupied.
4. Green River has good schools.
5. Wyoming projects that between 2006 and 2016 employment in Mining (except Oil and Gas) will grow by 2.3% and add 2,125 new jobs.
 - Much of that new growth could locate in Green River, but The City is poised to attract the residents it most desires for revitalizing The City and downtown - young families and empty nester professionals.

Urban Design

1. Green River has a rich history and has interesting buildings and sites to display its past.
2. Many people drive past Green River, but don’t have a good reason to stop.





•• **What We Discovered (SWOT Analysis)** (continued)

3. Many Green River residents work or recreate out of town, limiting the time they could choose to spend downtown. Having more places for residents to live downtown would also create a more lively downtown on evenings and weekends. This would drive demand for businesses to remain open in the evenings and on weekends.
4. Outdoor recreation is very popular and draws many residents out of town on summer weekends. However, community events, such as Art on the Green, are very popular and could be used to energize downtown. Enhancing in-town outdoor recreation offerings, such as fishing or biking along the river, would find a ready audience.
5. Flaming Gorge Way is constrained by WYDOT requirements.
6. Green River has one of the best arts and recreation programs in the country. It has good support for continuing and expanding these assets.
7. The Green River is an under-utilized asset.
8. Development of the “island” area of downtown is constrained by the river’s floodplain.
9. The connection between the river and downtown as well as other neighborhoods is weak and distant.
10. As with many small towns, young people feel there is little to do and few places to hang out.
11. Pent-up demand exists for downtown business space but little space is available for lease.

12. The City needs more affordable and diverse housing.
13. The City has limited room to grow and expand its boundaries, making redevelopment and infill critical.
14. Catalyst projects should first serve the local residents, and secondly attract visitors.

These set the stage for several unique opportunities for The City to pursue. The foremost goal of these design recommendations is to launch Green River as a “lifestyle community”—a place people choose to live because of the amenities and great outdoors. These are designed to change the way people experience The City and reinforce the Green River Brand. First and foremost, they should entice Green River residents to come downtown, Secondly, they should draw visitors from Rock Springs, The County, Interstate 80 and Hwy 530.

Rather than simply becoming a place for people to “refuel,” Green River should strive to become a much-anticipated part of the trip—a destination for recreation and relaxing in its own right. The City has numerous amenities and festivals to entertain people and get them to stay awhile, or better yet, move there. They are a good foundation for downtown revitalization.

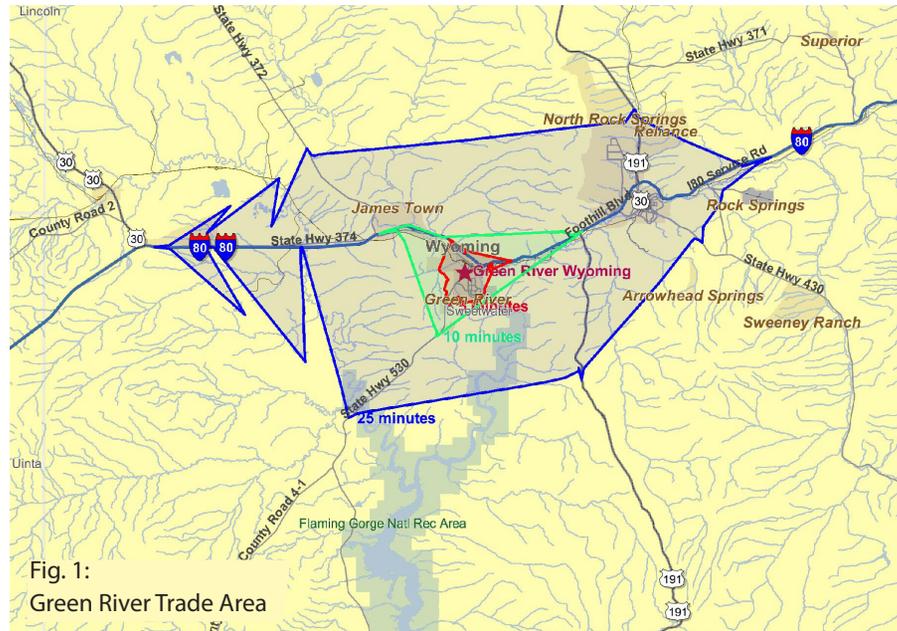


Economic Research and Analysis

This plan explores the potential of The City of Green River and surrounding Sweetwater County for opportunities to build the Green River economy. Our research concluded that expanding the residential base is the most effective way to raise city revenues, because that is the way tax revenue comes from the state - by population. The City needs to build the market size to attract more businesses downtown and create a critical mass for downtown redevelopment synergy. Commercial growth and tourism are still important goals and, in fact, a measure of success in revitalization. This plan considers all of these.

The primary tourist target market is the same audience The City wishes to attract as residents. Visitors who have an affinity with the people of Green River because of shared values, interests and demographics are more likely to visit more often and to become residents themselves. This is the essence of creating a lifestyle community—one that people choose to live in.

This analysis has information on factors to build business, tourism and residential development. It includes:



- The geographic reach of the community’s trade area (described in *Market Area*).
- Types of customers in the trade area (described in *Market Segments*).
- Demographics and income levels of households (described in *Comparison to Surrounding Markets*).
- Market potential across multiple retail and service categories to identify gaps in the trade area (described in *Retail Demand*).

Market Area

The existing local market was evaluated using demographic and economic information according to “drive times” from Green River’s downtown (see Fig. 1):

- 5 minutes (convenience commercial)
- 10 minutes (neighborhood commercial)
- 25 minutes (regional commercial).

Rock Springs and Green River share a regional commercial area, making it difficult for Green River to compete, with its smaller population and fewer retail centers.

Market Segments

These groupings of “market segments” are commonly used by national marketing groups to understand their consumers/constituents to supply them with the right products and

services and to reach them via their preferred media. This form of market segmentation began 30+ years ago and classifies U.S. neighborhoods based on their socioeconomic and demographic composition. Green River residents generally fall into the following three major “Consumer Groups.”

- **Middle Aged, Affluent Married-Couple Families:**
A “little bit country,” these residents live in pastoral settings of developing suburban fringe areas. The

Economic Research and Analysis (continued)

median age is 39.9 years. Married couples with and without children comprise most of the households and live in single-family dwellings. This upscale market has a median household income of \$62,300 and a median home value of \$179,700. These do-it-yourselfers maintain and remodel their homes—paint, install carpet, or add a deck—and own all the necessary tools to accomplish these tasks. They also take care of their lawn and gardens, again, with the right tools. Vehicles of choice are motorcycles and full-sized pickup trucks. For exercise, residents ride their bikes and go water skiing, canoeing, and kayaking. Other activities include bird-watching, power boating, target shooting, hunting, and attending auto races.

• **Younger, Affluent Married-Couple Families:**

Approximately half of these households include children. The median age for this market is 33.5 years. Residents prefer single-family homes in suburban areas. The median home value is \$131,900. Families with two or more workers, more than one child, and two or more vehicles is the norm for this market. Residents are well insured for the future. The presence of children drives their large purchases of baby and children’s products and timesavers such as fast food. For fun, residents play video games, chess, backgammon, basketball and football, or fly kites. Favorite cable channels include Toon, Disney, The Discovery Health Channel, ESPNNews, and Lifetime Movie Network.

• **Aspiring Young Families:**

Mainly composed of young, married-couple families or single parents with children, the median age for this segment is 30.4 years. Half of the households are owner-occupied, single-family dwellings or townhomes, and half are occupied by renters, many living in newer, multiunit buildings. Residents spend much of their discretionary income on baby and children’s products and toys as well as home furnishings. Recent electronic purchases include cameras and video game systems. Leisure activities include dining out, dancing, going to the movies, attending professional football games, fishing, weight lifting, and playing basketball. Vacations would probably include visits to theme parks. Internet usage mainly involves chat room visits.

The market segment in Sweetwater County differs from that of the City of Green River by the dominance of:

• **Middle America:**

The median age of 36.3 years matches the U.S. median. Most households are composed of married-couple families, half with children and half without. The median household income is \$48,200. Housing developments are generally in rural areas throughout the United States (more village or town than farm). Home ownership is at 84 percent. Two-thirds of households are single-family structures; 28 percent are mobile homes. This is a somewhat conservative market politically. These do-it-yourselfers take pride in their homes, lawns, and vehicles. Hunting, fishing,

and woodworking are favorite pursuits. Pet ownership, especially birds or dogs, is common. Many households have a satellite dish, and TV viewing includes various news programs as well as shows on CMT and Outdoor Life Network.

Comparison to Surrounding Markets

This compares difference in the major characteristics that attract a person or business owner to live in a community--including population, housing, and education. This is the foremost economic development recommendation for Green River. These also affect the buyer profile, as reflected in the *Market Segments* described above.

1. Statistics show that Green River residents are generally older, more affluent and better educated than those living in other cities throughout Sweetwater County:

- Over 60% of Green River residents are affluent up-and-coming families with children with an average household income of almost \$73,000 per year.
- Over 50% of Green River area residents have attended college and over 28% have earned degrees.
- 21% of Green River Residents are 55+, settled, many are empty nester married couples, many with two incomes.

2. Green River housing is generally of higher value and mostly owner occupied.

- Of the 4,744 housing units in Green River, seventy four percent (74%) are owner-occupied.



Economic Research and Analysis (continued)

- The 2008 average value of housing units in Green River is \$211,712 with almost two thirds (64.0%) valued between \$150,000 and \$300,000.
 - Housing values in Green River have consistently been 6% to 7% higher than neighboring communities but for Wyoming as a whole while median prices have tended to be 5% - 8% higher, average values are 15% to 18% lower.
3. Green River has good schools
- Green River schools generally have above average math, reading and writing scores.
 - Green River schools (other than GR High School) have lower rates of Free or Reduced Lunches.
 - Green River schools have above average rates of numbers of students per FTE teacher.

Regional Trends

Green River, and Sweetwater County as a whole have been primarily a resource-extraction based economy for the last several decades. Green River employment is heavily dependent on mining and is subject the booms and busts common to a resource-based economy. Wyoming projects that between 2006 and 2016 employment in Mining (except Oil and Gas) will grow by 2.3% and add 2,125 new jobs during the period. Oil and Gas has been expanding faster than the trona industry. Energy development, including wind energy, is growing in the county as well.

Secondary businesses are Oil Field Service and public services and government. These sectors provide represent 85% of the jobs among the largest economic activities in the County. As the County seat, Green River has an especially high government sector employment (which includes schools).

Employment in hospitality and recreation, including motels, restaurants and truck stops provide only 150 jobs, or 2.3% of the total employment in Sweetwater County. While the opportunity to grow this sector has been noted many times in previous studies, its economic impact is dwarfed by the impacts and cycles of the mining industry.

While growing new industry sectors is an important part of diversifying the economy, finding employees to do so has always been a challenge in the County. With mining wages so high, few people are enticed into other careers or continuing on into higher education that could diversify their skills. Fortunately, there is an entrepreneurial streak amongst residents and home-based businesses and telecommuting have made a wider diversity of high-paying jobs available.

Retail Demand

The analysis of retail demand begins with a calculation of the amount spent on a variety of goods and services by households that reside in the market area. From each category of spending, potential existing sales by existing

retailers is deducted. The “retail gap” or retail potential is thus estimated. According to 2009 data (included in the Appendix), Green River retailers are therefore have the opportunity to annually capture the following:

- Motor Vehicle & Parts Dealer - \$20.9 million
- Food and Drink - \$6.6 million
- Apparel & Services - \$2.3 million
- Health & Personal Care - \$2.5 million
- Home Furnishings - \$1.1 million
- Sporting Goods, Hobby, Book, and Music - \$.15 million

The “retail opportunity gap” for Green River retailers was then evaluated examining industry standards for retail sales per square foot, typical retail rent rates and normal business ratios for profit and facilities rents. The anticipated retail mix that the Green River market areas can support are therefore:

- Motor Vehicle & Parts Dealer - One dealer
- Food and Drink - At least four (4) stores/restaurants/ café/bars of approximately 3,500 sq ft each
- Apparel & Services - One (1) store of approximately 3,500 sq ft
- Health & Personal Care - At least 6 (6) stores/shops 1,500 sq ft each
- Home Furnishings - One (1) store of approximately 5,000 sq ft
- Sporting Goods, Hobby, Book, and Music - One (1) store of approximately 1,000 sq ft



•• Economic Research and Analysis (continued)

A more thorough retail market analysis, including descriptions by type of store (convenience, neighborhood and regional), and retail leakage is included in the Appendix.

Many residents desire a second grocery store in town, quality chain restaurants or higher-end shopping and restaurants to match the more affluent population. In reality, Green River’s smaller population, demographics and competition with Rock Springs for neighborhood and regional commercial discourages outside businesses or chains to locate here.

Green River might be able to support a “special occasion” restaurant or “specialty food” vendor, Mom-and-Pop stores and restaurants have succeeded in Green River and can continue to do so because of strong support for local businesses. Family-oriented restaurants and entertainment also have a good chance to succeed given Green River’s demographics. Outdoor-oriented businesses, such as outfitters and guides are recommended to help build Green River’s reputation for these activities, but the business would have to be nimble and know its customer very well to survive establishment in the local market.

The best chance for Green River to attract unique, higher-end business is to do grow from within and support a local business. Thus, this plan recommends that The City offer “incubator retail” assistance to help unique, local businesses succeed downtown.

Downtown Mix

Not all of the retail demand can or should be met in Green River’s downtown. Downtown revitalization requires a mix of land uses--not only retail businesses, but the right type of residential, office space, and services as well. Many downtowns support businesses that serve entertainment purposes (“retail therapy”) as well as providing goods in demand locally. As discussed in the *Retail Demand* section above, possible downtown tenants include:

- Food and Drink - At least four (4) stores/restaurants/café/bars of approximately 3,500 sq ft each
- Apparel & Services - One (1) store of approximately 3,500 sq ft
- Health & Personal Care - At least 6 (6) stores/shops 1,500 sq ft each
- Home Furnishings - One (1) store of approximately 5,000 sq ft
- Sporting Goods, Hobby, Book, and Music - One (1) store of approximately 1,000 sq ft

These square footages are modest compared to the square footage available for redevelopment downtown. In fact, they may not be enough to create a destination shopping district. Thus, this plan recommends that The City assist new businesses by offering “incubator retail” assistance to help businesses succeed downtown.

One of the biggest mistakes cities make is trying to do everything at once, and spreading their resources too thin

for sake of fairness. In fact, this often sabotages success by making it difficult for one area to truly establish and thrive. Green River should focus not only on downtown, but on a very small area of downtown to promote as a retail area.

This should be supported by office space and residential that add people to the street 24-7-365. These two components are, in fact, more essential to the success of downtown than the retail mix. And, they will likely have to be growing before the retail can succeed. This is further discussed in the *Economic Development Recommendations* that follow.

Commercial Office Demand

Office and industrial real estate demand is driven by business and employment growth. The only two sectors currently showing employment growth with existing developable bases in Green River are Public Employment and Education. Green River is the County Seat and therefore Government Employment presents the best opportunity for employment and office growth in Green River. All new government facilities should be located in downtown Green River. This is essential for putting people into restaurants and stores at lunch and after work.

Business and Leisure Travel

Recreation currently accounts for an insignificant portion of the Green River economy. Hospitality and Traveler

•• **Economic Research and Analysis** (continued)



employment in all of Sweetwater County by major employers is only 150 persons or 2.3% of the total. The economic impact and potential of Green River tourism is even less significant.

However, many studies of Green River have discussed tourism as an untapped resource with a wealth of resources to build on. While tourism will likely make only a minor impact on the economy, it has tremendous potential for changing perceptions of Green River. Visitors who have a great experience and who develop an affinity for the people and the place have a greater chance of returning, telling their friends about Green River, and maybe even moving to The City. These are valuable outcomes.

Currently, Green River has 7 lodging properties with 433 rooms, which only represents 19% of all Sweetwater County lodging rooms. They are all oriented to the I-80 corridor. Lodging statistics reflect the mid-week and summer traffic peaks. Lodging properties in Green River are mostly older, with only one property built post 2000. Leisure travelers represent only 15% of annual occupancy, with “blue collar” and “business travelers” making up the largest group at 70%.

Opportunities exist for Green River to promote itself as a stopover for travelers on I-80, but the economic impact of such visitation will be seasonally limited and likely oriented to the I-80 frontage areas. Common strategies to extend the seasonally limited hospitality season such as conferences, Senior travel, motor coach, team/

sports events and group travel will be difficult without significant investment in meeting space and conference centers.

Green River is the northern entrance to the world famous Flaming Gorge National Recreation Area (NRA). Flaming Gorge NRA does not keep official statistics, but visitor estimates have been a stable 1.1 million per year. Travel and tourism opportunities for Green River of this traffic to Flaming Gorge through Green River is limited to those visitors who would come off of I-80 going to the Lucerne Marina in Manila, UT, or one of the much smaller marinas in the northern part of the Gorge. Retail opportunities are limited to sales of gasoline and fast foods and possibly some “forgotten” items. The challenge for Green River is to convince travelers that a visit to The City is an essential part of their vacation trip.

More detailed travel statistics are included in the Appendix.

Economic Recommendations

In order to maximize the value of the Green River Brand and to support residential growth, downtown Green River needs to create a special critical-mass district of unique residential living units, retail shops and dining venues, supported by events that carry out the brand.

Whether participating in family outings or engaging in free time activities, residents and visitors want an

interactive experience. Revitalizing the historic Green River downtown core into an entertainment district will fulfill that need much better than shopping at the mall or eating at a roadside, chain restaurant.

The key to a vibrant downtown is people on the street 24 hours a day and seven days a week. Downtown needs a mix of employees, residents and visitors to fill these hours. Getting all of these different uses downtown is a bit of a chicken and egg scenario. Retail likes to locate where people live and employers like to locate near their employees. But people won’t move into an empty city. Green River must tackle all of these components in small, consistent steps to build up the right mix. Revitalization efforts often take 10 to 20 years. With focused vision and hard work, Green River can be on the right path by 2020.

The first step is to create a catalyst. Many cities have been able to resurrect their urban cores by leveraging specific downtown attractions - something special and unique that residents and visitors can only experience in The City center. Green River needs to develop family and recreational facilities that will bring people downtown all year. This kicks off a redevelopment cycle, shown in the graphic on the next page.



Economic Research and Analysis (continued)

The catalyst attracts more people downtown, generating a higher circulation, influx, and movement of people. A lot of people miss what downtowns have to offer because they are busy driving through it on their way elsewhere. Downtown is more of a walking experience, so events and activities need to be created to attract people. From this activity grows greater business viability. In most cases, special events are more important for their long-term benefits than for their short-term gains. Special events often attract some people who rarely or never frequent downtown, but their attendance at a downtown event makes them aware of businesses or activities that they might seek out at a later date. Furthermore, a positive visitor experience during special events can reap tremendous future rewards, including word-of-mouth advertising. Given the relatively low costs of preparation and clean up, particularly if volunteers are mobilized, special events are a worthwhile form of promotion when strategically linked to the downtown’s particular marketing strengths. *(excerpt from Ten Top Myths of Downtown Planning, Philip L. Walker, June 2009)*

With the expansion and addition of services, more people come downtown. More people increases the potential for services and businesses to serve them, making it more attractive to live downtown. Soon, an urban housing market develops. One of the huge benefits downtown offers is the access to cultural amenities, nightlife and recreational opportunities. Attractions include theaters, parks and public spaces, a library, coffee shops and

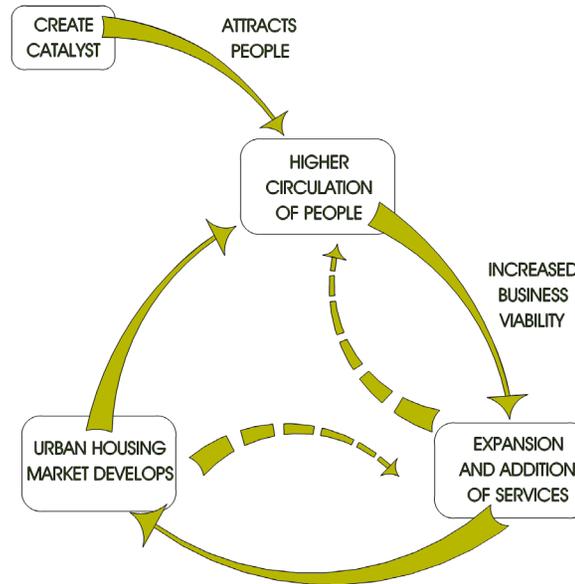


Fig. 2: The Redevelopment Cycle

bakeries. New apartments and other residential spaces help attract more shops and services. These amenities draw tourists and the cycle of revitalization continues.

Employers

The biggest generator of foot traffic in downtown Green River are government employees. The people who work at Sweetwater County courthouse, the City of Green River and other public entities also patronize the

restaurants and shops downtown. Without these daytime employees, the central business district will decline. If the courthouse does move, as has been considered, it must be relocated in the central business district to maintain downtown’s hope of revitalization. Retaining employers and businesses is a top priority.

Residential

In order to maximize the value of the Green River Brand and to support residential growth, downtown Green River needs to create a special critical-mass district of unique residential living units, retail shops and dining venues, supported by events that carry out the brand’s theme. The top priority should be creation of a downtown residential district. Professional people want to live by the water and be close to a main business district. A revitalized downtown offers more than any other area of Green River to this highly desirable target market.

Entertainment

A second priority should be the creation of a downtown dining/entertainment district. This includes cafes, pubs, dining, theatres, exhibit spaces, events plaza and parks. Downtown needs entertainment attractions and events that build memorable experiences and a personal connection with the place. These hangouts put the soul into a community. These are the activities that keep people (residents and tourists) coming back.



•• **Economic Research and Analysis** (continued)

Visitors seek experiences they can't have elsewhere and these are the things that keep people coming back. Tourists like to go where locals are having fun, so an exciting area to hang out, have fun and simply linger is important.

Green River can invest in entertainment amenities, such as a downtown attraction and riverside recreation with confidence that locals will use it. They have already proven their appetite for family-friendly, outdoor oriented activities and events. This is the foundation for bringing visitors in to see what the buzz is about. With this traffic, retail and restaurants can get a foothold.

Retail and Commercial

Retail for its own sake is not a goal of this plan. Retail is generally overbuilt in today's market. Many of residents travel to Rock Springs to shop for basics and to Park City, Utah (165 miles away) or Salt Lake City, Utah (180 miles away) for major shopping, dining, and entertainment.

Statistics show there are several retail sectors in which Green River draws regionally, including full service restaurants and home building supplies. The building supply component is primarily a lumber wholesale business, and there is still retail leakage to a Home Depot in Rock Springs.

Green River already has "retail cluster" for Full Service Restaurants, which draw patrons from outside Green

River. However, some restaurants have limited hours and need to extend their openings to accommodate the occasional downtown traffic boom and become a reliable tourist attraction.

Green River is also known for its niche small businesses, something that falls more into the realm of entertainment, and should be supported as such. Shopping and retail businesses complement entertainment, and shopping is one of the most popular recreation activities.

One of the most common requests of city residents is to attract a second grocery store. The demographic and location data shows there is no obvious demand for this, but The City could explore the possibility of a non-traditional smaller-scale or specialty grocery store.

Green River should focus on retaining these and expanding into other retail sectors that are still unmet regionally.

Targeted retail sectors include:

- Motor Vehicle & Parts Dealers
- Automobile Dealers
- Clothing and Clothing Accessories Stores
- Clothing Stores
- Nonstore Retailers
- Vending Machine Operators
- Shoe Stores
- Direct Selling Establishments

- Jewelry, Luggage, and Leather Goods Stores
- Book, Periodical, and Music Stores
- Electronics & Appliance Stores
- Office Supplies, Stationery, and Gift Stores
- Department Stores Excluding Leased Depts
- Limited-Service Eating Places
- Health & Personal Care Stores
- Furniture & Home Furnishings Stores
- Home Furnishings Stores
- General Merchandise Stores
- Special Food Services
- Full-Service Restaurants
- Building Material and Supplies Dealers
- Bldg Materials, Garden Equip. & Supply Store

Retail sectors to avoid include:

- Grocery Stores
- Gasoline Stations
- Food & Beverage Stores



Philosophy and Methodology



Branding Methodology

Place Branding

Place branding is not a logo or tagline, but instead a commitment to a community-wide strategy to define, articulate and communicate what distinguishes one community from another. Place branding focuses on delivering an exceptional and authentic experience that is memorable and emotional. Place branding takes time, and building a brand requires but real changes (in attitude and action) on the ground before ad campaigns and public relations can take effect. Place branding must have a clear differentiation of place: no place can (or should) be everything to everyone.

Make it authentic

Through an intimate understanding, knowledge and intuitive evaluation of Green River, this proposed concept expresses who Green River authentically is, who it might aspire to become, and how we bridge the two.

Our work is to clarify and create a brand that is authentic and that differentiates the community. A brand that Green River can justifiably own both now and in the future. The brand must be multi-faceted and be relevant both to the community as well as potential visitors, requiring it to consist of both internal and external messaging capabilities.

Green River’s brand must exist as a “seed.” It must not be merely what Green River is and it cannot be entirely

what Green River wishes it could become. This flourishing brand is what will inspire the community to reach and unite, celebrate and achieve its potential, to take this “seed” of a brand and ultimately become a better community. What brand can we really call our own and build upon?

Marketing Methodology

It takes action...

Developing a brand doesn’t stop once you’ve come up with a name, logo and tagline. An ongoing investment needs to be made not just in marketing the City of Green River but also in marketing the brand. Over time, brands develop value. Marketing your brand properly will develop brand equity. But how do you get there? The key to accomplishing this brand equity is marketing it properly to your targeted audiences through direct and indirect avenues. This is only achieved when a marketing program is established and followed. Brand-building can easily be tied into an existing marketing program and other marketing events. However, a conscious effort needs to be made to incorporate brand-building into these events. In other words, brand marketing shouldn’t be a coincidental by-product of these events. Instead, it should be a priority with its own list of goals, strategies and tactics to support it.

It takes a village...

Marketing the new brand of the City of Green River must be introduced to city and county officials, the community, business owners, retailers, downtown property owners, the Chamber of Commerce and other various organizations. A strategic and well-planned introduction is important to the local “buy-in” of the brand messages. Local residents are crucial to accepting and promoting the brand in order to communicate the message to our target market. The initial vision is for Green River to connect more closely with the Green River. While working on the elements of that task, pieces can be put in place for urban planning, economic development and long-range goals. Developing a brand will take time. The brand message will be delivered through word-of-mouth, reputation and a structured public relations and marketing efforts. It will be important to not promote the brand, before it can be delivered.

Economic Development Methodology

Blue Canopy conducted demographic research and reviewed existing visitor research about Green River and region to determine the details of the target markets, both primary and secondary. Previous studies and reports were reviewed, as well as the Green River City





•• **Philosophy and Methodology** (continued)

budget including tax receipts and expenditures both to understand what revenue sources could be impacted by public policies, but equally important to identify possible funding sources for implementation.

Blue Canopy examined Green River’s current visitor profiles, demographics, psychographics, trends, geographic market areas, transportation, marketing reach and themes, continuity between organizational efforts, branding and image development, occupancy rates, seasonality, and private and public-sector investment. A list of target buyers and markets was developed and a business mix was proposed.

A major emphasis of our research was directed at understanding the City of Green River’s “business model” or how Green River earns its revenues and which revenue sources may be subject to growth and development. Understanding this economic development model and how to develop a marketing plan to target this niche is the essence of “place branding”.

Urban Design Methodology

Our team reviewed previous studies, some decades old and some new to better understand what has been suggested in the past and how the community has evolved. Downtown revitalization has been a persistent challenge, yet to be achieved.

Catalyst projects for downtown were developed in tandem with branding, marketing and economic development goals. These design and development projects should spark investment - both monetary, and a sense of community ownership. The projects should build the amenities and character that support the Green River Brand and change The City in many people’s mind.

These efforts should be catalysts for further investment and stewardship. Thus, investments that spur other redevelopment are a priority. They should first, bring people to downtown and second, enhance The City to help it “live the brand.”

Our team encountered many other suggestions for improving and growing The City as a whole, such as expansion areas and infrastructure needs. These are beyond the primary focus of this project on downtown and tourism, and thus are not discussed at length.



Brand Solutions - Introducing the Green River Brand

Process

Our team explored a variety of themes and messages discovered in our research and interviews. To arrive at the most appropriate solution, we created the following litmus test:

- Does it differentiate Green River from other communities?
- Does it exist in some capacity currently?
- Does it accurately and authentically represent the values of Green River?
- Is there a valid external, or tourism, component to the brand?
- Is it a brand that can enjoy overwhelming stakeholder and community buy-in?
- Is it timeless? Does it have permanence?
- Can it grow into a flourishing brand?
- Can a powerful messaging strategy be built to successfully promote it?
- Is it attainable?

Possible brand solutions

After applying this litmus test to our list of possible branding solutions, we evaluated each message to help us define which ideas differentiate the City of Green River from any other community. This list discusses some of the most popular or powerful options considered before arriving at the proposed brand.

Small town lifestyle, great people, great scenery... It is too common, benign and unengaging.

The railroad... While fascinating, this a very common heritage throughout the West. It also looks to the past rather than the future.

Exploration and expedition... Exploration is embedded into the history of Green River, but many towns in the West have this formative heritage. Still, it is authentic and compelling and could be woven throughout every story told about Green River as a sub-brand.

Blue ribbon fishery... The river used to be a blue ribbon fishery in town, but isn't anymore. One has to travel to Flaming Gorge for this.

Castle Rock or Tollgate Rock... They are special but not necessarily attractions. You can see them from the highway without entering town, and cannot really interact with them. There are numerous Castle Rocks around the country.

Trona ... Truly distinctive, but not compelling to many audiences and visitors have no chance to experience it.

John Wesley Powell... We can't own this concept alone because there is a John Wesley Powell museum in Page, Arizona and a tribute in Green River, Utah.

Thomas Moran... The "Cliffs of Green River" painting is iconic, but Moran painted all over the world and the original painting is in a Texas museum. There may not be another Moran museum, but this is a thin connection.

Flaming Gorge... Many other communities claim a piece of Flaming Gorge, making it difficult to own this exclusively. Also, Green River is not a preferred travel route to the Gorge. In addition, being a tourism gateway is not central to the proposed branding approach.

Pilot Butte Wild Horse Scenic Loop... It is a spectacular place and wild horses are commonly evoked as the essence of Wyoming. It might be possible to turn this into a world-class attraction, but it is currently underdeveloped.

Seedskafee National Wildlife Refuge... The refuge is not right in Green River, is very seasonal, and has a somewhat narrow appeal and visitor numbers.

Home of the first intergalactic spaceport... We can own this oddity, but do we really want to send people there?

The Green River... Western rivers are rare. Developing the river into a "brand-worthy" stature will take time, but has tremendous possibility. Anyone who wants to experience the beauty and refreshment of a river can be enticed to do so. Attractions could be tailored to the outdoorsman who wants to learn river running or to families and teens simply wanting to swim and splash.

Green... We own the name, and therefore could own the concept of "green." The City's name demands we pay attention to this one. The City could become known for its greenbelt and oasis feeling, in addition to renewable energy and clean industry. This is a powerful seed. It would take a concerted effort to build up support for the concept, but would be an amazing self-esteem builder.

•• Brand Solutions - Introducing the Green River Brand (continued)

Final City-wide Brand Recommendation

We have developed one new brand for a citywide campaign. The recommended concept is deceptively simple...

Green River

It is the combination of two of the greatest city assets and images, the river and the green oasis it creates. This brand promotes The City as a place somewhere between a resort town and a rural community – lots of great things to do, natural beauty, and small town charm.

The Concept of “Green”

Nobody nearby owns it. Not even close. The brand begins with The City as an oasis in the high desert with a phenomenal greenbelt. One of the strongest perceptions is how green and lush Green River appears to people.

This aspect of Green also lends itself to health and recreation. What does it mean to be Green? It means small town values. A city government that cares deeply about its community. A community that is invested in the arts and values education. It stands for a heritage that The City can be proud of. A history that they can be proud of and celebrate. A place with clean industry and tremendous potential for renewable energy. A small town that has a global awareness of sustainability. This is

a forward thinking brand with tremendous appeal in the media and culture today. There is a “seed” here.

Green stands for environmentally conscious – it means they are a “Green” community. They care about their environment. They care about nature. Which is appropriate because they are surrounded by it. It means they will attempt to build and renovate architecture in the future with the environment foremost in their mind. Green stands for the Parks and Recreation department and their successful implementation of paths and parks around The City. It stands for above average education they provide their children. It represents the outdoor lifestyle the residents celebrate and treasure. It represents the perceived antithesis of a larger city...urban sprawl, crime, fast food, big box retail, pollution, overpopulation, drugs, poorly kept streets, etc... Green represents families. It represents the robust community event calendar they put together every year. It represents people who care about their community deeply and get involved to try and improve it however they can.

The “River”

We must capitalize on the river. It is the elephant in the room and a part of The City’s name. It is a powerful differentiator. Only one other community in Wyoming has the word “river” in its name and it has not been developed at all. It is a “seed” capable of growing into a magnificent brand. The potential of the river is as expansive as the land it weaves through. It represents

what the community is proud of as well as its heritage and history. It rings true in the hearts of the citizens. It represents life, recreation and a healthy, active lifestyle. People are drawn to water. The river could become the hub of The City where everything happens and where everyone congregates to make things happen. The whitewater park could be developed to be much more. The river is also the community’s tie to Flaming Gorge.

The river could spur an educational component. Learning to navigate the river in a kayak, raft or canoe. Learning to fly fish. Learning about the history of the river and its ecosystem. Learning the Green River geologic formation carved by the river and the world-renowned fossils in it. It could become about fun for families. Travellers on I-80 could see messages about experiencing the river...it would pull people magnetically off the highway. River stands for recreation. History. How the area was formed. Outdoor living. The American West. It is historically relevant. It is also currently relevant.

Our recommended brand also works seamlessly internally as well as externally. It will provide a “sense of pride” and “sense of ownership” to its residents. Each resident who understands and engages with the brand will promote it. The brand will promote itself from within. It will excite and educate the external, or tourist, audience because it tells a compelling story of a remarkable place.

Brand Solutions - Introducing the Green River Brand (continued)

City-wide Identity with Tagline

How do we put this brand into words for public consumption? The emphasis should be on the many ways people can engage with the river and with being green.

The proposed slogan:

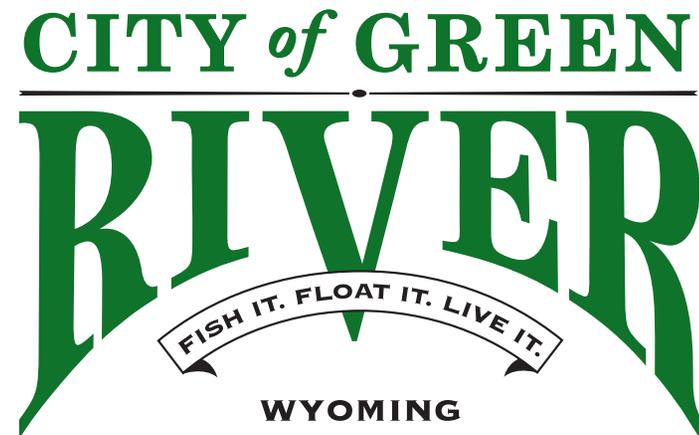
Fish it. Float it. Live it.

The Proposed Green River Identity

The logo we recommend utilizes a custom developed typeface reminiscent of the old west — but in the most subtle way. It still is a timeless treatment. It still has a slightly contemporary feel also — providing a nice harmony between old and new...Old West and the New West. By strategically placing “City of Green” above “River” we begin to promote the Green component of the brand. In contrast, River stands out majestically as a powerful element in the identity. Its treatment makes subtle reference to the idea of a bridge, which immediately takes your mind to the river. We feel that together they exemplify a bold and historic pride that is Green River, Wyoming.

The brand and the images that are used to convey it (logos, photos, signage) should make people instantly think of green, the river, and a city straddling it. The proposed logo sends this on several levels, including:

- “City of Green River, Wyoming”
- “City of Green”
- “River” designed with a subtle reference of a bridge



•• Brand Solutions - Introducing the Green River Brand (continued)

Target Audience

Marketing efforts target an identified audience for a specific purpose. The City of Green River’s identity is being updated to promote a recreational, outdoor lifestyle that appeals to both an internal and external set of targeted prospects.

- **Internal:** this includes existing residents and business owners.
- **External:** this target market includes a regional audience of potential residents, business owners and tourists within an approximate 300-mile radius.

Both the internal and external target audiences have the same shared values, interests and demographics. This is the essence of creating a lifestyle community—one in which people choose to live, work and/or visit. These audiences include:

- **Empty Nesters:** attracted to the clean air, beautiful scenery, active lifestyle.
- **Families:** attracted to parks and greenways, playgrounds, river, family restaurants.
- **Outdoor Enthusiasts:** attracted to fishing, boating, whitewater park, biking, hiking, horseback riding.
- **Business Owners:** attracted to entrepreneurial and boutique business opportunities focusing on unique products or services not offered by big box retailers.
- **Arts and Culture Advocates:** attracted to arts festivals, Flaming Gorge Days, Thomas Moran connection.
- **Environmentally Conscious:** attracted to scenery, open spaces, outdoor activities, preservation, and “green living” attitude — this will encompass green initiatives such as recycling, building and construction practices, environmental preservation, etc...
- **Single/Unmarried:** attracted to active, recreational opportunities, career opportunities available in Green River.
- **Heritage Travelers:** attracted to historic downtown, John Wesley Powell, railroad, overland trails, scenic byways, mom-and-pop businesses.
- **Travelers on the Interstate:** family friendly environment, newly proposed “playland”, whitewater park and activities, parks for picnics, etc...
- **Rock Springs Residents and Business Owners:** attracted to the beauty of the environment, the solid educational system, the river and all the additional elements we are promoting in our recommended brand.

•• Brand Solutions - Introducing the Green River Brand (continued)

Marketing/Advertising Application

We recommend a variety of marketing and advertising campaigns (outlined in the tasks that follow), focused on the recommended target audiences. These provide a variety of unique messages, depending on the application. Examples of targeted campaign uses include:

Local residents and business owners:

- Fish it. Float it. Live it.
- Fish it. Float it. Love it.
- Fish it. Float it. Promote it.

Heritage travelers:

- Fish it. Float it. Explore it.
- Fish it. Float it. Discover it.
- Fish it. Float it. Celebrate it.

Empty nesters:

- Fish it. Float it. Enjoy it.
- Fish it. Float it. Live it.
- Fish it. Float it. Imagine it.

Families:

- Fish it. Float it. Love it.
- Fish it. Float it. Hike it.
- Fish it. Float it. Bike it.
- Fish it. Float it. Live it.
- Fish it. Float it. Capture it.

Environmentally-conscious:

- Fish it. Float it. Preserve it.
- Fish it. Float it. Protect it.
- Fish it. Float it. Conserve it.

Outdoor enthusiasts:

- Fish it. Float it. Release it.
- Fish it. Float it. Climb it.
- Fish it. Float it. Ride it.
- Fish it. Float it. Hike it.

Fine Arts:

- Fish it. Float it. Paint it.
- Fish it. Float it. Sculpt it. (ice sculpting event)
- Fish it. Float it. Sketch it.

Business opportunities:

- Fish it. Float it. Develop it.
- Fish it. Float it. Restore it.
- Fish it. Float it. Start it.
- Fish it. Float it. Open it.

Travelers on the Interstate:

- Fish it. Float it. Enjoy it.
- Fish it. Float it. Experience it.
- Fish it. Float it. Explore it.
- Fish it. Float it. Discover it.
- Fish it. Float it. Celebrate it.

Additional, more general, marketing messages that also convey the brand message could include:

- Let the Green be your guide
- Flowing with opportunities
- Live the Green life
- It's so easy being Green
- Welcome to the Green life
- Mother nature's playground
- Where nature has the right of way
- Go Green...River
- Jump right in

Brand Solutions - Introducing the Downtown District Brand

Final Downtown Brand Recommendation

Exploration is an important aspect of the Green River Brand. It emphasizes the many things to do and discover here and the freedom and wide open spaces to do so. **This is summed up in a concept familiar to Green River residents:**

Expedition

This branding message capitalizes on the history of John Wesley Powell’s expedition by applying the “Expedition” label to several new features in town.

The Green River spurs messages about exploration and expeditions. Based on John Wesley Powell’s expedition and the reputation that the Green River has for world class river trip, this brand reminds people of the adventure and fun that being on a river can provide. The City already utilizes this concept at Expedition Island Park and Pavilion located on the river.

The word “Expedition” should be used for other features and experiences that focus on the river. The City should also work on creating river adventures, within city limits for all to enjoy. This could include easier expeditions like tubing and biking on the river. This is also an effective message to encourage visitors to use The City as their home base for expeditions farther afield, including Seedska-dee, Pilot Butte, and Flaming Gorge.

Downtown District Naming Strategy

The downtown historic district needs an identity that sets it apart from other areas of The City. It needs special treatment to elevate its status and make it intriguing. This will help reinvent the area in people’s minds. It also helps reinforce the special qualities of Green River that started in its historic downtown and can be found nowhere else.

This brand complements the Green River Brand and values. This brand has a unique logo and “sense of place.” Special events should be created around the theme of the downtown historic district and the proposed Expedition Plaza. These should be tasked to a separate downtown committee to ensure that the brand for downtown is woven into website, activities guide, and other media. **The proposed naming strategy for the downtown district is:**

Expedition Plaza

Additional naming strategies for downtown district:

- Expedition Square
- Expedition Place
- Expedition Center
- Expedition District



The Proposed Downtown District Logo

The concept of floating the river seemed most appropriate for this brand. It hearkens back to John Wesley Powell. It complements the Green River Brand beautifully and brings in the history of Green River which is so important to The City. It will inspire this “downtown district” to undertake their own “Expedition” to build this brand and create a vibrant downtown that all existing and future Green River residents enjoy interacting with. Additionally, it is timeless. It is a seed. It is relevant. And it will inspire the internal audience as well as the tourism, or external audience.

Brand Solutions - Introducing the Downtown District Brand (continued)

Expedition Plaza Target Audience

The target audience for the downtown Expedition Plaza encompasses the same overall prospects that the citywide brand desires. It is recommended that a more concentrated focus be placed on community gathering functions, unique shopping and dining experiences and cultural events. The tourism component of the downtown brand becomes very important with the development of a main attraction, such as our recommended indoor play facility, introduced later in this action plan.

Marketing/Advertising Applications

We recommend a variety of marketing and advertising campaigns (outlined in the tasks that follow), focused on the recommended target audiences. These provide a variety of unique messages, depending on the application.

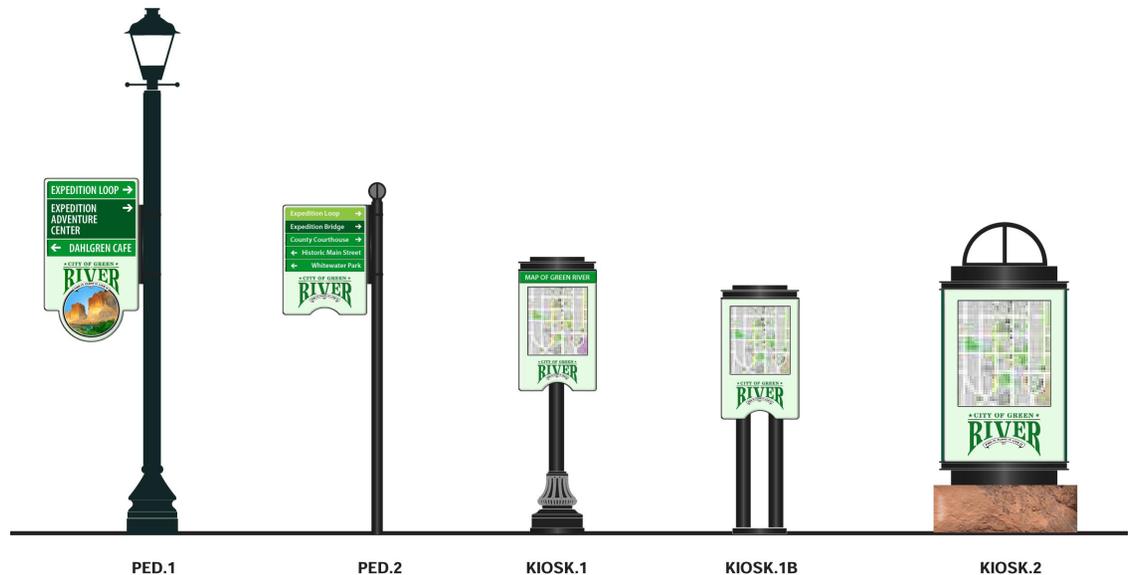
Recommended Marketing Messages:

- Adventure is flowing through us
- The headwaters of adventure
- Explore: Life on the Green
- Adventure: Life on the Green
- Your expedition starts here
- You've arrived
- Begin your journey here
- Where it all began

Trail: Proposed Naming Strategy

The downtown brand should also reinforce the link needs to be forged between downtown and the river. This helps people create a mental association between the two and decide to experience both on each visit. Expedition Trail is the bicycle and pedestrian path from the downtown to the river. **The proposed pedestrian link between downtown and the river:**

Expedition Trail



Traffic Loop: Proposed Naming Strategy

Expedition Loop is a proposed driving route between the two. Because these routes are a little long and convoluted, it is helpful to name and mark them in a special manner. Wayfinding from I-80 through town and banners and trail markers in town are needed to implement this. **The proposed traffic link between downtown and the river:**

Expedition Loop

1: Create an identity package / brand usage and style guide

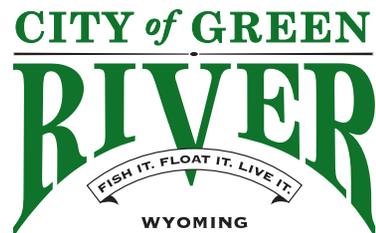
What?

Adopt the Green River Brand by incorporating the new logo/identity into city materials and by promoting and living its message. This includes a new identification system, such as letterhead, business cards, envelopes, and notecards.

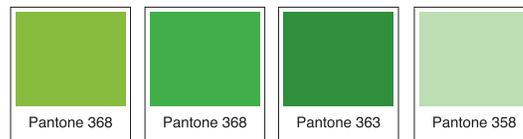
Why?

It is imperative that a professional creative firm develop this Usage and Style Guide for both brands which will ensure a consistent use of all collateral, taglines, slogans, colors, typefaces and messaging unifying all future materials, both print and web. Continuity is imperative to the development of a strong and successful brand...this manual provides that foundation for Green River.

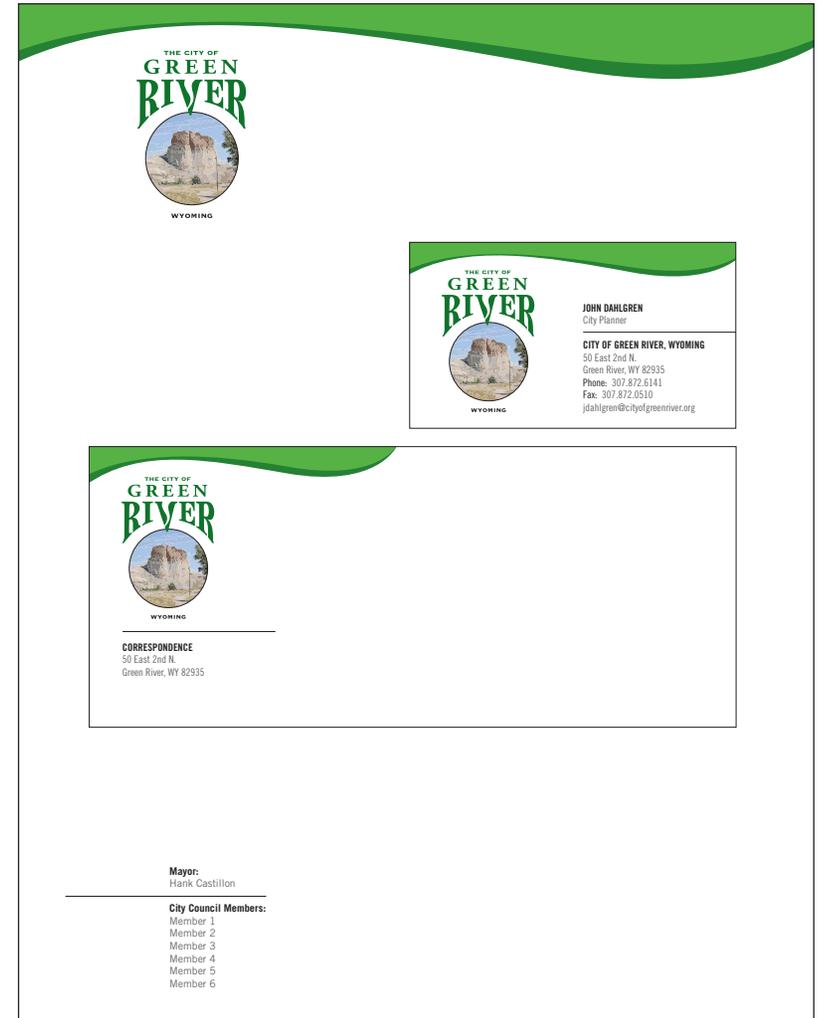
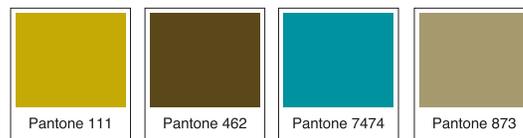
These options are for initial conceptual look and feel. The final issues of bleed, stock selection, final color selection, layout, etc... are all incorporated into the process once a creative firm is hired to further develop these recommendations. In regards to signage, we recommend incorporating use of secondary and tertiary colors consistent with the image utilized in the design for color clarity and visual appeal.



Proposed color palette for identity package and signage



Alternative / complimentary color palette



●● Create an identity package / brand usage and style guide (continued)

How?

The City will benefit most from a coordinated branding effort that spans multiple departments and agencies, including:

1. Develop a “Brand Usage and Style Guide” to outline how the brand elements are applied. Identify usage, colors, themes, key messages, values, internal and external messages, logos, etc.
2. Update The City’s identity system to all emphasize the same brand message—letterhead, business cards, website, brochures, and newsletters.
3. Start a committee to organize a 2019 Anniversary Party and how this effects the design of materials and The City itself.

It is sometimes challenging for a city or region to implement a new brand when it has separate brands for many of its different programs or associations. But it is important to put the new brand out first and foremost to help reshape public opinion and impressions. For example, Green River should coordinate this brand into its new website design for Main Street to harmonize with the new look and feel of the brand.

Leadership:

- Green River Public Relations specialist or consultant
- Green River Main Street Board
- Green River Chamber of Commerce
- Green River Parks and Recreation

Approximate costs:

- \$20,000 Brand Usage and Style Guide
- \$10,000 Letterhead, cards, etc.
- \$10,000 Newsletter, brochures
- \$30,000 Website

Possible funding sources:

- Green River Public Relations staff
- City budget

Timeline for implementation:

- Jan 2010 - Brand Usage and Style Guide
- June 2010 - Identity materials
- 2014 - Anniversary Committee



Example of Style and Usage Guide

2: Launch the Green River Brand internally to residents / business owners



What?

Conduct a coordinated brand launch, with events for media, residents and businesses to learn more about the message. This “internal” campaign should include a community launch at the Riverfest/Art on the Green or similar big event. These are well attended by citizens and are the perfect place to truly celebrate a new brand.

A brand launch should include a brief training to residents of what place branding is and how they are responsible for educating everyone how to “live the brand.” At the launch, distribute “script cards” (such as a refrigerator magnet and or bumper stickers) with branding keywords and phrases of how to describe Green River.

Why?

These messages about the newly created Green River Brand begin to define The City in the minds and hearts of a variety of audiences. Green River begins to become a defined brand associated with certain characteristics and attributes. When someone hears or speaks of Green River they now have a frame of reference. They have interacted somehow, somewhere with its messaging, be it online, print advertising, conversation or driving through.

How?

The following steps will launch the brand.

1. Select launch event. Use an established city event at which to make a branding presentation.
2. Invite public and key people personally, telling them about the brand launch.
3. Prepare launch presentation and materials. This should include one or more of the following:
 - Video or speaker that explains the brand.
 - Write a song that incorporates the brand elements.
 - Present the new logo for city-wide and downtown.
 - Present the tagline developed.
 - Present theme and examples of marketing messages.
 - Posters and banners.
 - Presentation boards of all urban planning design concepts.
 - PowerPoint scrolling through long-term objectives and ideas.
 - A speech by someone from the committee explaining the process.
 - Activity stations set-up that each focus on a branding element (live it, love it, explore it, preserve it, build it, bike it, climb it, float it.)

4. Produce and distribute brand souvenir “script cards”.
5. Conduct launch with volunteer and staff time.
6. Create and hand-out a preliminary “save the date” announcement for when the downtown Expedition Plaza brand is going to be launched.

Leadership:

Green River Public Relations specialist or consultant
 Green River Main Street Board
 Sweetwater County Travel and Tourism Board

Approximate costs:

\$3,000 in addition to festival budget
 Green River Public Relations staff
 Volunteer labor

Possible funding sources:

Green River Main Street
 Sweetwater County Travel and Tourism Board
 Green River Community Development Department

Timeline for implementation:

Jan 2010 - Select launch event and begin planning
 June 2010 - Launch the brand internally at a festival

3: Launch the Expedition Plaza Brand for downtown district



What?

The downtown historic district needs an identity that sets it apart from other areas of The City. This should compliment the Green River Brand and values. Providing a name for a gathering place is crucial in establishing a solid brand for the downtown. The downtown historic district needs an identity that sets it apart from other areas of The City. “Expedition Plaza” encompasses the overall Green River Brand as well as emphasizes the many things to do and discover in the City of Green River and surrounding areas.

These should be tasked to a separate downtown committee to ensure that the brand for downtown is woven into website, activities guide, and other media.

Why?

Downtown needs special treatment to elevate its status and make it intriguing. This will help reinvent the area in people’s minds. It also helps reinforce the special qualities of Green River that started in its historic downtown and can be found nowhere else.

How?

The following steps will launch the downtown brand:

1. Launch the logo, tagline and messages, signage and a website.
2. Launch the identity after the internal/citywide party for the overarching Green River Brand. Launch the brand at the first festival to be held in the new temporary festival space downtown.
3. Prepare launch party materials and agenda. This could include:
 - Street performers schedule for day of event.
 - Tents focusing on historic elements focused on “expedition”.
 - Scavenger hunt/expedition cards that need to be stamped by all businesses in order to enter to win a prize.
 - Food tasting vendors.
 - Present new logo.
 - Present new branding message.
 - Posters/banners promoting message.
 - Information with renderings of downtown master plan/urban design ideas.
4. Create exhibits of the brand identity and new plans for downtown. Display in a downtown location as soon as possible to keep visitors up-to-date on development.
5. Create an Expedition Plaza events newsletter/handout that can be distributed to all the businesses and Chamber of Commerce that notify of events, performers, festivals that are scheduled in the plaza.
6. Develop a list of local street performers or art exhibits or local performing arts students that could provide entertainment in the plaza on certain days of the week.
7. Develop a separate marketing message (see examples in Brand Recommendations section) for Expedition Plaza.
8. Follow marketing tasks section for ideas that will be joint efforts with the overall city brand.

Leadership:

Green River Main Street Board
 Green River Public Relations specialist or consultant
 Green River Community Development Dept.

Approximate costs:

\$10,000 Letterhead, cards, newsletter, website, etc.
 \$3,000 Branding exhibits
 Brand Launch - included within other branding costs

Possible funding sources:

Included within Public Relations budget

Timeline for implementation:

June 2010 - Identity package
 Summer 2010 - Launch brand



4: Identify the internal and external target audiences



What?

The new Green River Brand should be introduced to people and media within a 300-mile radius. The brand is introduced through media such as magazines, newspapers, billboards and online resources. It is also introduced through educational efforts targeted at residents, local businesses, real estate agents, tourism promoters.

This begins by creating a contact database to launch the brand, providing updates and keeping in touch on a regular basis. This database should be designed to be used by the different organizations working to promote Green River, with the ability to be sorted by location and special interest.

Why?

This list will be used for ongoing marketing purposes and can grow over time. Such a database makes it possible to make periodic contact with new information, special events and new messages. A centralized list that can be used by different organizations for promotional purposes streamlines these efforts.

How?

The starting point is collecting existing lists, starting with the contacts of the Green River Chamber of Commerce. The database could be a college class or internship project.

It needs to include contact information for local residents, all local businesses within 35 mile radius, regional real estate agents within 100 mile radius, regional chambers of commerce, travel councils, regional visitor centers, regional lodging and resort facilities. It also needs to include targeted tourist markets.

This is a long term effort, so specific markets should be prioritized and worked on over time. For each market, identify magazines, newspapers and other appropriate media sources to contact.

Prioritize the following areas of concentration:

- Residents of Green River
- 35 mile radius of Green River (Rock Springs)

- 100 mile radius of Green River (I-80 Corridor) include 100 mile radius cities
- Pinedale
- Jackson Hole
- Yellowstone National Park
- Laramie/Cheyenne
- Casper
- Lander/Riverton
- Greater Salt Lake metro area
- Denver

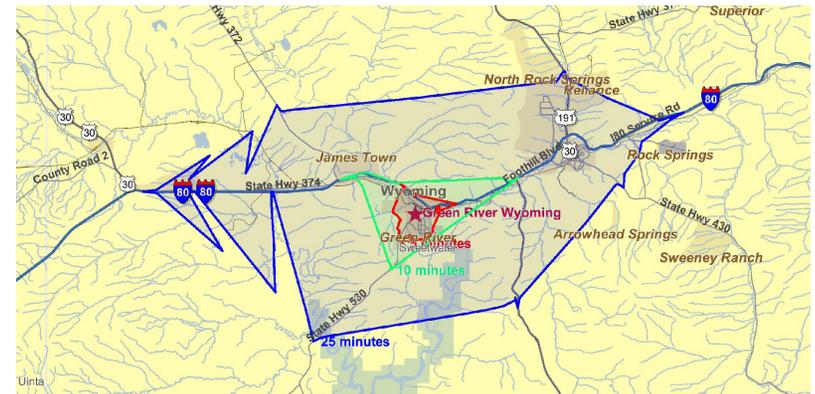


Fig. 3 - Immediate target market



●● Identify the internal and external target audiences (continued)



Media to Include

- Green River Star Travel Guide
- Green River Chamber newsletter
- Flaming Gorge brochure
- Sweetwater County Tourism Guide
- Green River Parks and Recreation Guide
- Rocket Miner
- Casper Star
- Images Magazine

Target Audience

Marketing efforts target an identified audience for a specific purpose. The City of Green River’s identity is being updated to promote a recreational, outdoor lifestyle that appeals to both an internal and external set of targeted prospects.

- **Internal:** this includes existing residents and business owners.
- **External:** this target market includes a regional audience of potential residents, business owners and tourists within an approximate 300-mile radius.

Both the internal and external target audiences have the same shared values, interests and demographics. This is the essence of creating a lifestyle community—one in which people choose to live, work and/or visit. These audiences include:

- **Empty Nesters:** attracted to the clean air, beautiful scenery, active lifestyle.
- **Families:** attracted to parks and greenways, playgrounds, river, family restaurants.
- **Outdoor Enthusiasts:** attracted to fishing, boating, whitewater park, biking, hiking, horseback riding.
- **Business Owners:** attracted to entrepreneurial and boutique business opportunities focusing on unique products or services not offered by big box retailers.
- **Arts and Culture Advocates:** attracted to arts festivals, Flaming Gorge Days, Thomas Moran connection.
- **Environmentally Conscious:** attracted to scenery, open spaces, outdoor activities, preservation, and “green living” attitude — this will encompass green initiatives such as recycling, building and construction practices, environmental preservation, etc...
- **Single/Unmarried:** attracted to active, recreational opportunities, career opportunities available in Green River.
- **Heritage Travelers:** attracted to historic downtown, John Wesley Powell, railroad, overland trails, scenic byways, mom-and-pop businesses.

- **Travelers on the Interstate:** family friendly environment, newly proposed “playland”, white-water park and activities, parks for picnics, etc...
- **Rock Springs Residents and Business Owners:** attracted to the beauty of the environment, the educational system, the river, all the elements we are promoting in our recommended brand.

Leadership:

Green River Public Relations specialist or consultant
 Green River Main Street
 Green River Chamber of Commerce
 Green River Finance Department
 Sweetwater Travel and Tourism Board

Approximate costs:

Staff and internship time
 \$150-\$300 Software

Possible funding sources:

Completed by staff with assistance from interns

Timeline for implementation:

Winter 2009 to Spring 2010 - System set up
 Update annually or as needed





5: Conduct a marketing and public relations campaign (external launch) to educate about the brand

What?

A new brand does not exist until it is introduced to the public in a strategic manner. To fully adopt the brand, Green River must launch a marketing and public relations campaign. The campaign has two distinct components:

- An “internal/resident” brand to promote lifestyle, living in and experiencing the community, and;
- An “external/tourism” brand to promote adventure, activities, local businesses, and tourism attractions. This can also include information on moving to and living in Green River.

The brand should be launched in many different media. These are further outlined in the Marketing Action Plan:

- Advertising (direct mail, billboards, radio features/spots)
- Websites
- E-mail and social network marketing
- Marketing materials to include: photo library, press kit, maps, video, brochures
- Article placement in targeted newspapers/magazines focused on the resident/tourism elements of the brand
- Feature placement in travel & lifestyle publications
- Press releases featuring different elements of the brand implementation
- Tradeshows/exhibits
- Press kit

Why?

An ongoing effort must be made to continually promote and educate target audiences on the Green River Brand. In our media-intensive world, marketing is more than just advertising. It is about getting messages out in the many ways that different people experience, enjoy and learn from their world. It is also about finding the best value for your money.

Some marketing efforts are about the media, the brochure, the message. Others are about spreading a good feeling and creating memories. Many of these efforts take little money, but require a conscious effort and some time. Public relations efforts include both “purchased” media, such as advertisement and “earned” media, such as feature articles, website discussions and good will. Involving business owners, service workers, city employees and indeed every city resident in embracing the brand and sharing it with others is possibly the most effective marketing of all.

How?

The City’s Public Relations specialist or consultant should lead these efforts. Many cities find that hiring a public relations firm is the most efficient and effective way to complete an outside campaign, utilizing their regional network and knowledge. The City should do a cost-benefit analysis to see if it is the right choice.

Integrating with the Rock Springs Brand

The Green River and Rock Springs Brands have many complementary themes. The most dominant being outdoor recreation/adventure. We recommend the branding committees from each city coordinate and discuss a joint marketing effort to promote each other’s brand and support each other’s marketing plans.

Economic development in either community benefits the other by making each a stronger regional retail/service draw, attracting new residents and giving each a more positive image.

The two cities should promote activities that tie into each other’s brands. Ideas may include:

- Organize a non-motorized two wheel activity (bike ride) in Green River referencing and building upon the Rock Springs brand when they have a related event. This would promote the “Green” component of the Green River brand and at the same time benefit Rock Springs. In turn Rock Springs could promote the Green River brand in Rock Springs when Green River is hosting an event.



MARKETING TASKS



●● Conduct a marketing and public relations campaign (external launch) to educate about the brand (continued)

- Support each other's grant applications
- Share staff and county resources
- Participate in joint billboards and regional advertisements — giving an overall adventure image for the area
- Both cities should consider sponsoring and supporting events and exhibits to promote activities that would enhance awareness

Leadership:

Green River City Public Relations specialist or consultant
 Green River Main Street Board
 Green River Finance / IT Person
 Green River Community Development
 Green River Chamber of Commerce
 Sweetwater County Travel and Tourism Board
 Wyoming State Travel and Tourism Board
 Green River Parks and Recreation

Approximate costs:

Staff - City of Green River Public Relations specialist or consultant
 \$100,000 Advertising and PR to launch brand
 \$30,000 Annual cost after 2012 for ongoing efforts

Possible funding sources:

Sweetwater County Travel and Tourism Board
 Wyoming State Travel and Tourism Board

Timeline for implementation:

Winter 2009 - Analyze cost-benefits of hiring PR firm
 June 2010 - Internal launch
 2011 - External launch
 Ongoing in future years



6: Create new marketing and promotional materials that reflect the brand

What?

Green River needs to update its marketing and promotional materials to reflect the new brand. These materials should all follow a Brand Usage and Style Guide that includes usage, colors, themes, key messages, values, internal and external messages, logos, etc.

These materials are needed to carry the brand beyond the launch. With these materials at the ready, The City can do an e-marketing campaign at minimal cost using the contact list developed and materials developed for other media. All materials should be made available on the internet.

Several key components are developed in other branding steps, including the photo library, maps of attractions, and video clips.

Why?

Green River's focus is to attract residents and businesses. Everything that existing residents see and share with others should evoke the features that make up the Green River lifestyle. Everything that potential residents and businesses see should do the same. These constant reminders of what makes Green River special can have a big impact on how people imagine and experience their city – the first time or the hundredth time.

How?

Marketing materials (described more fully in the *Marketing Action Plan*) should contain the following:

1. The City's website should be overhauled to reflect the brand, key messages and the goals of this plan. Linked sites, such as Main Street, the Chamber of Commerce should adopt similar brand elements and messages.
2. Internet presence, including social networking sites (Facebook, Twitter) and a blog about events in Green River.
3. Brochures that can be utilized for various functions to highlight attractions, facilities, group tours, websites, Chamber, Sweetwater Travel & Tourism Board, local businesses, and kiosks.
4. Advertising pieces for print, radio, video, billboards and internet.
5. Newsletters should be updated in its image and content should be changed to include a focus on brand elements. It should include an online version.
6. Press kit for attracting new businesses and residents that touches on the important marketing messages. It should include demographic statistics, information about the area, marketing messages, highlights of primary and secondary attractions and media contact information.

7. Real estate brochure to attract new residents and help real estate agents sell people on the area. It should evoke the brand and outline benefits of living in Green River.

Leadership:

Green River Public Relations specialist or consultant
 Parks and Recreation Director
 Community Development Director
 Green River Chamber of Commerce
 Sweetwater County Travel and Tourism Board
 Green River Main Street Board

Approximate costs:

1. \$20,000 Website(s) (2 yrs plus monthly staff updates)
2. \$5,000 Internet presence
3. \$5,000 Brochures (design & printing)
4. \$15,000 Advertising
5. \$1,000 Newsletter (online) \$3,000 (printed)
6. \$3,000 Press Kit (depending on complexity)
7. \$3,000 Real Estate Brochure

Possible funding sources:

Sweetwater County and Wyoming Travel and Tourism
 Local business advertisement / sponsorship

Timeline for implementation:

2009-2011 Initial production
 Ongoing afterwards

7: Launch billboard advertisement campaign



What?

Develop a billboard advertisement campaign to attract travelers and first-time visitors into Green River. This includes billboards on I-80 and other routes into Green River. It also includes working with WYDOT to get Green River on highway signs to announce mileage to Green River.

There is an overabundance of highway signs in the mile or two before the Green River exit that should be reconsidered and consolidated to make a clearer message to travelers. The Flaming Gorge - Green River Basin Scenic Byway route through Green River should also be emphasized.

Why?

These advertisements tell people there is a “there” in Green River. They help shape an impression of Green River as a fun place to stop and an interesting place to live. They can feature exciting attractions that compel people to stop, such as the whitewater park and railroad bridge. They reinforce the lifestyle promised by the new Green River Brand.

Little America has one of the country’s most effective billboard campaigns. It intrigues people to stop at little more than a hotel and fillup stop. Green River can compete if it shows people an exciting alternative.

How?

The following steps should be taken:

1. Work with WYDOT and the state Scenic Byway program to use road signs to announce The City and the scenic byway. Green River should be included on mileage signs heading eastbound.
2. Research billboard costs and availability in the region. Prepare a realistic budget for an advertising campaign.

Leadership:

Green River Main Street
Sweetwater County Travel and Tourism Board
Wyoming State Travel and Tourism Board
WYDOT

Approximate costs:

\$500 -\$1,000 Billboard design (monthly)
\$1,000 -\$3,000 Billboard production (monthly)
\$10,000 WYDOT signs

Possible funding sources:

WYDOT (highway signs)
Wyoming State Travel and Tourism Board

Timeline for implementation:

2010 Highway signs
2012 Billboard advertising campaign





Launch billboard advertisement campaign (continued)

Billboard guidelines:

A highway sign or billboard can create a first impression that also becomes a lasting impression. The billboard designs we have proposed in this action plan would immediately create an image consistent with our proposed brand. It is estimated that people travelling along the Interstate at freeway speeds have between 4-6 seconds to digest a message. Less is more applies to billboard design. We recommend one main succinct message of 4-6 words complemented by a supportive message or explanation of 6-8 words. As you can see from the designs we have proposed, there is an immediate “offer” or “activity” in the message. They are big. Bold. Simple. Dynamic. Clean. We cannot emphasize enough how important well-designed and well-maintained billboards are to Green River, especially because of its immediate proximity to the Interstate. It makes the residents proud of their city and promotes the tourism element of the Green River Brand.

Advertising must follow the Brand Usage and Style guide. The logo, color scheme, key images and important messages are conveyed in a billboard advertisement series shown here.

**WHITewater PARK
ADVENTURE**

Let The Green
be your Guide

* CITY OF GREEN *

RIVER
FISH IT. FLOAT IT. LIVE IT.

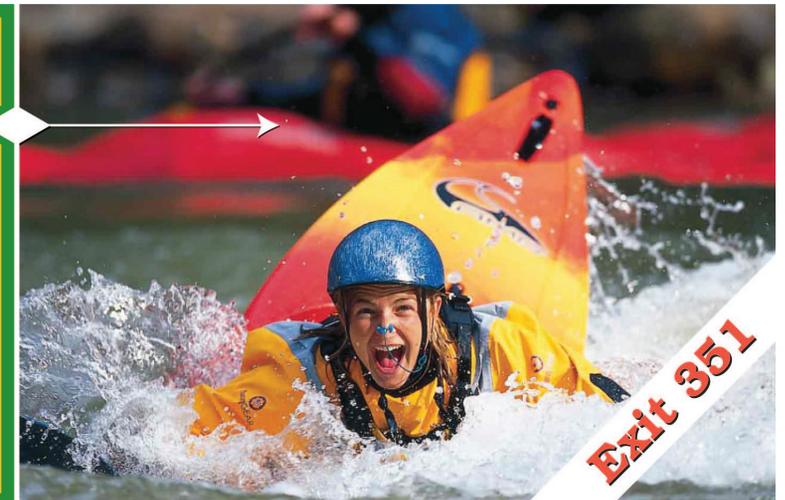


FLOAT IT!

Let the River be your
Guide at our World Class
Whitewater Park!

* CITY OF GREEN *

RIVER
FISH IT. FLOAT IT. LIVE IT.



Launch billboard advertisement campaign (continued)

FLOAT IT!
 Bring the kids and spend
 the day at our family-
 friendly whitewater park!

Exit 389

★ CITY OF GREEN ★
RIVER
 FISH IT. FLOAT IT. LIVE IT.



EXPLORE IT!
 The largest indoor
 adventure center
 in Wyoming.
 Really!

★ CITY OF GREEN ★
RIVER
 FISH IT. FLOAT IT. LIVE IT.



Advertising must follow the Brand Usage and Style guide. The logo, color scheme, key images and important messages are conveyed in a billboard advertisement series shown here.





8: Develop an attractions/activities guide to promote brand elements

What?

Attractions/Activities Guides help visitors plan a trip and help residents to plan an action-packed day in Green River. The message should focus on residents as well as visitors to the area. It should include various attractions and activities in Green River and include non-selling “advertisements” that highlight their activity and/or attraction’s features in a news-worthy format. Trail maps, outfitters and their hours of operation, event schedules are essential information and can be complemented with stories about The City’s history and natural wonders.

It can be distributed in kiosks, regional lodging facilities, regional chambers of commerce, regional travel councils, businesses, tradeshow, City offices, residents, regional visitor information centers and can be downloaded from various websites.

Why?

This is one of the many necessary components to brand development. The information presented must be centered around the brand and must be written appropriately, intelligently and briefly. This printed piece directly supports all online information that potential visitors may encounter. The imagery should be consistent with the Green River Brand as well as online information and other support collateral. It serves as a visual confirmation of our brand. Colors, imagery,

text, the paper chosen (recycled stock) all speak to our decisions as a community to promote a particular set of brand characteristics.

Central to the Green River Brand are the many ways you can live, work and play close to home and in wild open spaces. There are already numerous lifestyle attractions that can be promoted immediately, including:

- Whitewater park
- Splash pad at Expedition Island Park
- Union Pacific pedestrian overpass bridge
- Greenbelt trail
- Art on the Green
- Tubing run
- Flaming Gorge / Green River Basin Scenic Byway

As more attractions are developed, the guide should be updated.

How?

The guide should be a collaborative effort to select the attractions and the activities / businesses to focus on with articles. Writing, selecting and/or acquiring photographs, and designing the brochure must be professional quality, and will likely be contracted out. Finally, a professional printer should produce at least a one-year supply to complete the brand launch.

This should be sent to individuals and public distributors, using the contacts database. Distributor locations, such as restaurants, gas stations and lodging, should be contacted monthly to make sure there is an adequate supply of the guide available. It should also be uploaded onto various websites - The City’s, tourism related sites and business and relocation sites.

Leadership:

Green River Chamber of Commerce
Sweetwater County Travel and Tourism Board
Green River Parks and Recreation

Approximate costs:

\$10,000 Design
\$5,000 Printing

Possible funding sources:

Sweetwater County Travel and Tourism Board
Wyoming Travel and Tourism Board

Timeline for implementation:

June 2010 Guide printed and distributed

9: Use special events to celebrate the Green River Brand



What?

Use special events to create excitement about the Green River Brand and help people “live the brand.” Existing events, such as Art on the Green and Flaming Gorge Days, can add activities and venues that help people to explore the lifestyle being promoted. New events can be started with a pro-active recruiting campaign.

Green River should prepare itself for a grand celebration of the 150th anniversary of Powell’s expedition down the Green River. Green River can “own” the Powell Expedition and the river if it successfully grabs the spotlight. This anniversary is 10 years away. This action plan outlines steps that can prepare The City to live up to its potential and take center stage in 2019.

Why?

Green River is known for great events. These are prime opportunities to spread the message directly to a captive audience. They are also a chance to actively guide people through activities that embody the Green River lifestyle. Green River currently hosts these events:

- Movie in the Park
- Flaming Gorge Days
- Concert in the Park
- Riverfest
- Farmer’s Market
- Crystal Classic

- Trunk or Treat
- Wild Horse Run
- Liberty Day
- Santa’s Arrival

How?

Possible new events and expanded activities include:

- River rafting events for families/teams
- Fun runs or fun bikes on the greenbelt
- Mountain bike festival
- Treasure hunt/expedition
- Rubber duck race
- Tubing contest
- Skill classes hosted by outfitters or community college on topics such as whitewater navigation, fishing, kayaking, canoeing
- Trade shows for fishing, hunting, river sports
- Retreat team building activities for businesses
- Plein air painting competition on the river
- Car shows by the river

The City should create an online event marketing tool to recruit events that support the brand and lifestyle being promoted. Important information includes:

- List of why an event organizer would want to host an event in Green River.

- Photography and quotes from other events that have been hosted in Green River.
- Amenities and logistics that are available for events
 - Annual calendar of existing events
 - Contact information
 - Related costs
 - Permit requirements
 - Equipment rental availability
 - Catering resources
 - Transportation options
 - Media contacts

Leadership:

Green River Parks and Recreation
Green River Chamber of Commerce
Green River Main Street Board

Approximate costs:

Parks and Recreation and Public Relations staff salaries

Possible funding sources:

Staff salaries from City budget

Timeline for implementation:

Fall 2010 Strategic Plan
Spring 2011 Online marketing tool and recruiting



10: Create an online photo library



What?

Create an online photo library to make it easy to view and share the best photos of what Green River has to offer. The photo library incorporated into website and activities guide. The photo library should be used for all literature and made available to press and media opportunities.

Good examples of photo libraries include Daggett County, Utah (see “About Us” link) and Snowbird Resort (see “About Snowbird” link for “Photo of the Day” and “Press Center” links).

Why?

A pre-approved on-line photo library is an important and effective tool for everyone involved with the advertising, marketing and promotion of Green River. Those outside of The City who are producing articles, advertisements or special feature sections on Green River and its events can also reference this library. Therefore, all photos in it must be carefully reviewed and selected by The City.

Two kinds of photos need to be provided for this library.

1. Staged professional photography
2. Stock photography

The photography must represent the lifestyle of The City and its brand. The people in the photos must represent a certain look, with targeted ages and demographics. The

Green River Brand reaches out to families, sportsmen and sportswomen, healthy, active couples young and old, grandparents enjoying leisurely activities, moms with children. The look is active, happy, energetic, outdoors, blue skies, family interaction and engagement. All of these attributes must be present visually in the photography chosen. It is also important that the stock photography be updated every 2-4 years depending on the content. CD’s of stock photography are an economical way to acquire a larger quantity of stock photography.

Staged professional photography is also important because it shows the activity and lifestyle of the participants in the actual setting of Green River. Models representing the various demographics appropriate to the Green River Brand should be brought up and shot in pre-determined settings around The City. The added value here is that the beauty of Green River is revealed in each and every photograph.

How?

Steps to completing this include:

1. Identify computer server to host library
2. Select software to allow hosting
3. Upload selected photos from Community Photoshoot completed for this project
4. Acquire appropriate stock photography
5. Solicit copyright-free photos from partners

6. Acquire professional photography

7. Acquire new photography of events and revitalized areas as downtown expands

Leadership:

Green River IT Department
 Green River Finance Director
 Green River Public Relations specialist or consultant

Approximate costs:

\$5,000 initial shoot for marketing photos
 \$5,000 annual cost to acquire new photography
 Public Relations staff to maintain library and direct acquisitions.

Possible funding sources:

Wyoming State Travel and Tourism Board
 Sweetwater County Travel and Tourism Board
 Green River City Public Relations budget

Timeline for implementation:

Fall 2009 Start library
 Summer 2010 Commission professional photo shoot
 Annual updates and acquisitions



11: Develop a training program for business owners and employees



What?

Develop a training program for business owners and their employees to help them understand and promote the “Green River” message. This program should educate people about branding values that need to be incorporated into customer interactions at all Green River businesses. Topics could include:

- Script describing the brand message.
- Where all area attractions are and the benefit they have for visitors and residents.
- Providing the best customer service to give a positive impact of Green River.
- How to describe Green River to clients, customers and visitors.

Why?

First impressions can make or break a visitor’s experience of a new place. They can make the difference between someone staying for a meal or lodging or even returning to stay for the rest of their lives. Business owners and service employees are the first encounter most people have. They are also the people most commonly asked for advice on travel, dining, and attractions. They are community ambassadors. They need to be well versed in visitor information, city lore, and the values and messages of the Green River Brand. When everyone starts to live the brand, community transformation is inevitable.

How?

Training materials and programs should include:

- Monthly programs for business owners for approximately 6 months to establish a well-rounded understanding and appreciation of the brand values and messages.
- Hospitality training about customer service.
- Interpretive training about Green River’s history, ecology, geology, arts and culture.
- Frequently Asked Questions (FAQ) guide of the top ten questions asked about visitor services (where can I eat? etc...) and the top ten questions asked about Green River’s history (Where is the sculpture’s other arm? etc...)
- Business-to-Business roundtable event.
- “Buy Local First” roundtable.
- “Living the brand” success stories into Chamber newsletter.
- Brochures on “living the brand” for all local businesses to train employees.
- Mock site visits - Green River city should prepare to attract relocating businesses by training employees and other businesses they will visit during a “familiarization tour” by practicing the messages and highlights to feature.

Leadership:

Green River Community Development
 Green River Chamber of Commerce
 Green River Main Street
 Green River Futures

Approximate costs:

Existing staff salaries

Possible funding sources:

Existing staff salaries from City budget

Timeline for implementation:

Spring 2010 - Frequently Asked Questions guide
 Jan 2010 to June 2010 - Branding trainings
 monthly programs with diverse topics afterwards



MARKETING ACTION PLAN

Task 1: Create an identity package / brand usage and style guide.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Finalize identity package and department logo treatments <ul style="list-style-type: none"> - Engage with reputable design firm to finalize department “sub-logos” - Engage with reputable design firm to finalize identity system materials - Get printing bids for identity system materials - Letterhead, Env, BC - Decide on kind of paper stock the materials will be printed on - Decide on printer and have initial run printed for The City - Press check the printed pieces for color accuracy and quality control 	BDA	start: March 2010 complete: May 2010	Start to finish
Create Brand Usage and Style Guide or Manual <ul style="list-style-type: none"> - Get bids from reputable design firms to create the branding document - Engage the design firm and work with them to create the document - Document should include color, typography, spatial issues, image look and feel, messaging, creative restrictions, etc... - Design firm provides final PDF and native files of document for BDA use 	BDA	start: Mar 2010 complete: Apr 2010	Start to finish



Task 2: Launch the Green River Brand internally to residents and business owners.
Person Responsible: Green River Chamber of Commerce and/or Main Street Committee

TACTIC	PERSON RESPONSIBLE	DUE DATE	EVALUATION
Recruit an organizing committee to spearhead the internal launch party. Partner with events coordinator to piggyback on an existing festival: Movie in the Park, Flaming Gorge Days, Concert in the Park, Riverfest/Art on the Green, Farmer's Market, Crystal Classic, Trunk or Treat, Wild Horse Run, Liberty Day, Santa's Arrival.	Main Street	start: Nov 2009 complete: June 2010	Monthly
Create an invitation for the internal launch the brand.	Main Street	start: Feb 2010 complete: Mar 2010	Send March, April, May
Place an ad and announcement in local newspapers to inform business and public of events surrounding launch of brand.	Main Street	start: April 2010 complete: June 2010	April and May
Secure a facility or park in which to host the party.	Main Street	start: Nov 2009 complete: Nov 2009	Secure annually
Items to include for consideration at the party: <ul style="list-style-type: none"> - Present the brand (video that explains the brand) - Write a song that incorporates the brand elements - Present the new logo for city-wide and downtown - Present the tagline developed - Present theme (Fish it. Float it. ??? it) showing examples of marketing messages - Have posters and banners available - Presentation boards of all urban planning design concepts - PowerPoint scrolling through long-term objectives and ideas - A speech by someone from the committee explaining the process - Activity stations set-up that each focus on a branding element (live it, love it, explore it, preserve it, build it, bike it, climb it, learn it, float it,) 	Main Street	start: Nov 2009 complete: June 2010	Hold monthly meeting





MARKETING ACTION PLAN

Task 2 (continued): Launch the Green River Brand internally to residents and business owners.
Person Responsible: Green River Chamber of Commerce and/or Main Street Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Provide a brief training to residents of what place branding is and how they are responsible for educating everyone how to “live the brand”.	Main Street	start: Nov 2009 complete: at event	n/a
Provide all residents a script card with branding elements with keywords and key phrases of how to describe Green River branding elements. Maybe a refrigerator magnet and or bumper stickers.	Main Street	start: Jan 2010 complete: Jun 2010	New card annually





MARKETING ACTION PLAN

Task 3: Launch the Expedition Plaza brand for downtown district.
Person Responsible: Green River Chamber of Commerce and/or Main Street Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Create an identity package for downtown. This should include a logo, tagline and messages, signage and a website.	Chamber Main Street Community Dev.	start: Jun 2010 complete: Aug 2010	yearly
Obtain a mailing list and/or email addresses for local residents that can be used for launch party list.	Finance Dept.	start: Jun 2010 complete: Jun 2010	monthly update
Create a list of addresses for all local businesses within 35 mile radius to be used for brand education. Get business licenses.	Chamber Community Dev	start: Jun 2010 complete: Jun 2010	monthly update
Research printing companies that will assist with a high-quality and professional publication.	Main Street Chamber	start: Jun 2010 complete: Jun 2010	monthly update
Launch the identity after the internal/citywide party for the overarching Green River Brand. Launch the brand at the first festival to be held in the new temporary festival space downtown.	Chamber	start: Jun 2010 complete: Jun 2010	yearly



Task 3 (continued): Launch the Expedition Plaza brand for downtown district.
Person Responsible: Green River Chamber of Commerce and/or Main Street Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Prepare launch party materials and agenda. This could include: <ul style="list-style-type: none"> - street performers schedule for day of event - tents focusing on historic elements focused on “expedition” - scavenger hunt/expedition cards that need to be stamped by all businesses in order to enter to win a prize - food tasting vendors - present new logo - present new branding message - posters/banners promoting message - information with renderings of downtown master plan/urban design ideas 	Main Street Chamber	start: Oct 2010 complete: Oct 2010	yearly
Create exhibits of the brand identity and new plans for downtown. Display in a downtown location as soon as possible to keep visitors up-to-date on development.	Main Street	start: Oct 2010 complete: Oct 2010	monthly update as project progresses
Create an Expedition Plaza events newsletter/handout that can be distributed to all the businesses and Chamber of Commerce that notify of events, performers, festivals that are scheduled in the plaza.	Main Street Chamber	start: Aug 2010 complete: ongoing	monthly
Develop a separate marketing message (see examples in Brand Recommendations section) for Expedition Plaza.	Main Street Chamber	start: Oct 2010 complete: ongoing	monthly
Follow Marketing Tasks section for ideas that will be joint efforts with the overall city brand.	Main Street Chamber	start: Oct 2010 complete: ongoing	monthly

Task 4: Identify the internal and external target audiences.
Person Responsible: Green River Chamber of Commerce and/or Sweetwater Travel and Tourism Board

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
<p>Prioritize the following areas of concentration:</p> <ul style="list-style-type: none"> - Residents of Green River - 35 mile radius of Green River - 100 mile radius of Green River (I-80 corridor) include 100 mile radius cities - Pinedale - Jackson Hole - Yellowstone National Park - Laramie/Cheyenne - Casper - Lander/Riverton - Greater Salt Lake metro area - Denver <p>Include timeframe to introduce Green River Brand to each area. This will be a long-term effort.</p>	Chamber Main Street Community Dev.	start: Sept 2009 complete: January 2010	update annually
Once prioritized, gather information on magazines, newspapers and other appropriate media sources.	Chamber	start: Jan 2010 complete: Feb 2010	update annually
Obtain a mailing list and/or e-mail addresses for local residents that can be used for education of brand elements.	Finance Dept.	start: Jan 2010 complete: Mar 2011	update annually
Create a list of addresses for all local businesses within 35 mile radius to be used for brand education. Get business licenses.	Chamber Community Dev.	start: Jan 2010 complete: Feb 2010	update annually
Create a list of regional real estate agents within 100 mile radius to be used for attracting residents.	Chamber	start: Jan 2010 complete: Mar 2010	update annually
Create a list of regional chambers of commerce, travel councils, regional visitor/s centers, regional lodging and resort facilities.	Chamber	start: Jan 2010 complete: Feb 2010	update annually
Create a database to hold the contact information. This could be a project for the high school and/or a college class/student internship.	Chamber Main Street	start: Sept 2009 complete: Mar 2010	update annually



MARKETING ACTION PLAN

Task 5: Conduct a marketing and public relations campaign (external launch) to educate about the brand.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Evaluate cost vs. benefit of hiring a public relations agency to assist with efforts.	Branding Committee	start: Nov 2009 complete: Dec 2009	update annually
Prioritize the following areas of public relations according to resources and budget considerations: <ul style="list-style-type: none"> - Advertising - Direct Mail - Billboards - Article placement in targeted newspapers/magazines focused on the resident/ tourism elements of the brand - Radio features/spots - Marketing materials (see objective #3 – to include: photo library, press kit, maps, video, brochures) - Press releases featuring different elements of the brand implementation - Social networking - Tradeshow/exhibits - Websites (see objective #4) 	Branding Committee	start: Sept 2009 complete: Oct 2009	review priorities annually
Press Kit <ul style="list-style-type: none"> - Create a press kit that is available on-line and electronically for media resources. - This will include demographic statistics, media contact information, information about the area, series of marketing messages, highlights of primary attractions, highlights of secondary attractions. - Focus on attracting new businesses as well as residents. 	Chamber	start: depends upon priority complete: June 2012	update semi-annually



Task 5 (continued): Conduct a marketing and public relations campaign (external launch) to educate about the brand.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
<p>Advertising:</p> <ul style="list-style-type: none"> - Create a list of all possible advertising resources within targeted geographic area. These could include: <ul style="list-style-type: none"> • Green River Star Travel Guide • Chamber of Commerce newsletter • Flaming Gorge brochure • Sweetwater County Tourism Guide • Parks and Recreation Guide • Rock Springs Miner • Casper Star • Images Magazine - Create a targeted advertising campaign for an “internal/resident” brand education. This will promote lifestyle, living in the community, experiencing the community, etc. - Create a targeted advertising campaign for an “external/tourism” brand education. This will promote adventure, activities, local businesses, historic downtown, tourist attractions, etc. This can also include lifestyle and/or moving to Green River. - Create an advertising budget with priorities for placement. 	<p>Sweetwater County Travel and Tourism Board</p>	<p>start: depends on priority complete: June 2012</p>	<p>yearly update</p>

Task 5 (continued): Conduct a marketing and public relations campaign (external launch) to educate about the brand.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
<p>Direct Mail:</p> <ul style="list-style-type: none"> - Utilizing the advertising concept for both internal and external branding messages, develop a direct mail campaign to target residents and businesses of Green River, Rock Springs, and other targeted geographic areas. - Consider a four card series (internal and external each) to be mailed (emailed and/or posted on website) every 2-3 weeks at beginning of launch. - Create a direct mail budget with priorities. 	Main Street	<p>start: depends on priority</p> <p>complete: June 2012</p>	yearly update
<p>Social Networking</p> <ul style="list-style-type: none"> - Create groups on Facebook, LinkedIn, Twitter, YouTube, Podcasts, My Space, and other social networking avenues for visiting and/or living in Green River. 	Finance IT Person Main Street Chamber	<p>start: January 2012</p> <p>complete: June 2012</p>	update list annually
<p>Tradeshows/Exhibits</p> <ul style="list-style-type: none"> - Create list of targeted tradeshows/conferences in which the City of Green River could exhibit. These could include; State and National Conferences, Outdoor Retailers, Fishing Shows, Hunting Shows, Business to Business, League of Cities and Towns, etc. - Create a booth and/or exhibit that reflects the brand statement. - Design, develop and produce handouts for tradeshows. Ideas include; giveaways/trinkets, DVD/CD, brochures, bags, etc... 	Chamber Travel and Tourism Board Community Development Parks and Recreation	<p>start: September 2010</p> <p>complete: January 2011-ongoing</p>	update list annually



MARKETING ACTION PLAN

Task 6: Create new marketing and promotional materials that reflect the brand.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Create a list of potential marketing materials that need to be created, including: <ul style="list-style-type: none"> - Website (s) - Photo library - Maps of attractions - Video clips - Brochures - Advertising 	Main Street	start: Nov 2009 complete: Dec 2009	update annually
Website(s) <ul style="list-style-type: none"> - Hire web consultant - Create list of needs for the website design and functionality, such as key branding messages, copywriting, SEO, content management, etc... - Assign a specific person to update website on a daily/weekly basis - Allow website to drive people to the site. Have it become a resource for information - Create a splash page to attract visitors - Calendar of events - In the news (recent press releases, etc.) - Have a page for each attraction that is vital to brand development - Have the attractions guide available in a .pdf format for easy download - Photo, video scrapbooking for people that have experienced Green River - Maps, driving directions and distances from other regional attractions - Area weather, climate, and topography - An information page to request more information - Pressroom and photo library - Spend a extensive time researching and purchasing SEO opportunities - Consider a blog to highlight events that are happening in Green River. - All websites should feature the brand design elements. Have links to City website, Chamber of Commerce, Main Street and Sweetwater Travel and Tourism Board. These transitions should be seamless so the user does not realize they are switching to a different website 	Finance IT Dept.	start: Nov 2009 complete: June 2010	update monthly/weekly



Task 6 (continued): Create new marketing and promotional materials that reflect the brand.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
<p>Banners</p> <ul style="list-style-type: none"> - Create light pole banners to highlight brand as well as differentiate downtown historic district. 	Banner Committee	<p>start: depends on priority</p> <p>complete: June 2012</p>	update with each marketing message
<p>Brochures</p> <ul style="list-style-type: none"> - Design brochures that can be utilized for various functions. These will highlight attractions, facilities, group tours, websites, Chamber, Sweetwater Travel & Tourism Board, local businesses, kiosks, etc... 	Chamber Travel and Tourism Board	<p>start: depends on priority</p> <p>complete: June 2012</p>	update with each marketing message
<p>Real Estate Brochure</p> <ul style="list-style-type: none"> - A major focus for Green River is to attract residents. Create a marketing packet that evokes the branding message to attract new residents. - Promote the benefits of living in Green River to real estate agents locally and regionally. 	Chamber	<p>start: Jan 2010</p> <p>complete: June 2010</p>	update semi-annually
<p>Maps</p> <ul style="list-style-type: none"> - Create a series of maps based on local attractions, facilities and diversions for online and print distribution. - Distribute to kiosks, businesses, Chamber of Commerce, Main Street businesses, Sweetwater Tourism and Travel Council. 	Chamber Community Development	<p>start: June 2010</p> <p>complete: Dec 2010</p>	update annually



MARKETING ACTION PLAN

Task 6 (continued): Create new marketing and promotional materials that reflect the brand.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
<p>Video clips</p> <ul style="list-style-type: none"> - Create targeted video clips to promote the brand and to use on the website. Make them fun and well-scripted. Utilize the branding theme throughout. - Promote and/or feature one attraction, lifestyle element, local values and benefits. - Add to clips as more areas are developed. 	Parks and Recreation	<p>start: Jan 2011 complete: June 2011</p>	update annually
<p>Newsletter</p> <ul style="list-style-type: none"> - Create an online newsletter that can be updated monthly focusing on branding aspects of Green River. 	City Public Relations specialist or consultant	<p>start: Jan 2010 complete: June 2011</p>	update monthly
<p>E-marketing</p> <ul style="list-style-type: none"> - With contact information that is created and put into a database, create a proactive e-marketing campaign. - This can utilize advertisements, direct mail, billboard and other marketing concepts that are already created for minimal and/or no fee. - There are businesses such as Constant Contact that can assist with an e-marketing campaign. Services like this track emails opened, returned, not opened, etc. to help keep your information up-to-date. 	Chamber	<p>start: Jan 2010 complete: June 2011</p>	update monthly





MARKETING ACTION PLAN

Task 7: Launch billboard advertisement campaign.
Person Responsible: Brand Development Committee

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Create a list of billboard companies within a 100-mile radius of Green River. Gather pricing options.	Chamber	start: April 2010 complete: July 2010	update quarterly
Engage professional design firm to design signage using usage and style guide and referencing the design samples in this action plan document.	BDC	start: June 2010 complete: Sept 2010	update quarterly
Evaluate signage quarterly to make sure you are promoting a consistent marketing message.	BDC	start: June 2010 complete: Ongoing	update quarterly



Task 8: Develop an attractions/activities guide to promote brand elements.
Person Responsible: Chamber of Commerce

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Create an Attractions/Activities Guide that can be distributed in kiosks, regional lodging facilities, regional chambers of commerce, regional travel councils, businesses, tradeshows, City offices, residents, regional visitor information centers, etc. and can be downloaded from various websites.	Parks and Recreation Chamber	start: Jan 2010 complete: Jun 2010	update semi-annually
Gather list of various attractions and activities in Green River and highlight in the guide.	Parks and Recreation Chamber	start: Nov 2009 complete: Jan 2010	with each update
Have “advertisers” create non-selling advertisements that highlight their activity and/or attraction’s features in a news-worthy format. Include information to help visitors plan a trip and/or residents to plan an action packed day in Green River. Focus message on residents as well as visitors to the area.	Parks and Recreation Chamber	start: Nov 2009 complete: Jan 2010	with each update
Research printing companies that will assist with a high-quality and professional publication.	Parks and Recreation Chamber	start: Dec 2009 complete: Jan 2010	ongoing
With database that is assembled in Task 4, contact guide “holders” monthly to make sure there is an adequate supply of the guide available to each outlet.	Parks and Recreation Chamber	start: Jun 2010 complete: Jan 2010	monthly

Task 9: Use special events to celebrate the Green River Brand.
Person Responsible: Sweetwater County Travel and Tourism Board and Green River Economic Development

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
<p>Create a list of established events and activities that are currently taking place in Green River. Create a list of other events to recruit to come to Green River. These activities should support the brand.</p> <p>Ideas may include: river rafting events for families/team, kayaking skills events, mountain bike festivals, fishing events, trail biking treasure hunts, fishing trade shows, fishing classes, kayaking classes, canoeing, tubing, whitewater navigation classes, retreat team building activities for businesses, arts on the river, car shows by the river, etc..</p>	Sweetwater County Travel and Tourism	start: Jan 2011 complete: June 2011	semi-annually
<p>Create an online event marketing tool to focus specifically on amenities that are available for events.</p>	Website designer	start: Jan 2011 complete: June 2011	semi-annually
<p>Have the following information available online:</p> <ul style="list-style-type: none"> - Annual calendar of existing events - Contact information - Related costs - Permit requirements - Equipment rental availability - Catering resources - Transportation options - Media contacts 	Sweetwater County Travel and Tourism	start: Jan 2011 complete: June 2011	semi-annually
<p>Include a list of why an event organizer would want to host an event in Green River. This could include photography and quotes from other events that have been hosted in Green River.</p>	Sweetwater County Travel and Tourism	start: Jan 2011 complete: June 2011	semi-annually
<p>Set up committee to plan the 150th Anniversary of the Powell Expedition.</p>	Green River Parks and Recreation	start: 2012 complete: 2019	n/a



MARKETING ACTION PLAN

Task 10: Create an online photo library.
Person Responsible: City Public Relations specialist or consultant

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Review city photoshoot to select images to include.	City Public Relations specialist or consultant	start: Nov 2009 complete: Nov 2009	update photos monthly
Review stock photography websites for images that promote brand messages.	City Public Relations specialist or consultant	start: Nov 2009 complete: ongoing	update photos monthly
Utilize photo library for all literature and press and media opportunities.	Finance IT City Public Relations specialist or consultant	start: Nov 2009 complete: ongoing	add photos monthly
Have photo library incorporated into website and activities guide.	Finance IT City Public Relations specialist or consultant	start: Jan 2011 complete: June 2011	update photos monthly





MARKETING ACTION PLAN

Task 11: Develop a training program for business owners and their employees.
Person Responsible: Chamber of Commerce

TACTIC	PERSON RESPONSIBLE	TARGET DATE	EVALUATION
Obtain a list of all business owners in Green River.	Comm. Dev.	start: Nov 2009 complete: Dec 2009	monthly
Create a calendar with 6 months of training sessions (once a month) for business owners to attend.	Chamber	start: Nov 2009 complete: Dec 2009	semi-annually
Develop a list of branding values that need to be incorporated into customer interactions at all Green River businesses.	Chamber	start: Nov 2009 complete: Dec 2009	semi-annually
Create a specific training workshop (1 hour) to talk about each element of the brand and how to integrate it into daily business interactions. Topics could include: <ul style="list-style-type: none"> - Script of what the brand is. - Where all area attractions are and the benefit they have for visitors and residents. - Providing the best customer service to give a positive impact of Green River. - How to describe Green River to clients, customers and visitors. - Business-to-Business roundtable event. - “Buy Local First” roundtable. 	Chamber Main Street	start: November 2010 complete: Dec 2010 start sessions in Jan 2010	monthly
Incorporate success stories into Chamber newsletter.	Chamber	start: Jan 2010 complete: ongoing	monthly
Put a brochure on “living the brand” in all local businesses. Point of purchase.	GR Futures Chamber	start: Jan 2010 complete: ongoing	update monthly



12: Retain and expand downtown employment



Green River Urban Renewal Agency
Downtown employers and employees

Approximate costs:

Economic Development department salaries
\$20,000 - Rent and relocation subsidies annually (can be ramped up as demand grows or as budgets permit).

Possible funding sources:

Federal Community Development Block Grant (CDBG)
State of Wyoming assistance (see Funding Opportunities)
Staffed by Green River Community Development

Timeline for implementation:

Fall 2010 Relocation assistance and rent subsidy
Fall 2011 Technical assistance and incentives
2012 Incubator businesses (Goals #16, #17)

What?

Green River needs 24-7-365 activity to be a vibrant downtown. That requires residents, employers, retail and entertainment. Employers are the most solid component there today. Employers can be enticed to remain downtown by helping make more office space available and making it easier to build or develop space downtown.

Why?

The greatest population of people in downtown Green River are daytime employees. Sweetwater County Seat (courthouse and offices) and Green River City offices make up a large number of the people who regularly use downtown.

Discussions of moving the courthouse elsewhere in Green River have not been completed yet. The best location for the purposes of downtown revitalization is in the Central Business District. This critical mass for lunchtime dining and shopping keeps many businesses alive.

How?

1. Public pressure to encourage government agency offices to stay in the Central Business District (CBD).
2. Relocation assistance to move professional offices to second floors to open up ground level retail.
3. Subsidize rents to attract professional offices.
4. Incentives for remodeling businesses downtown instead of moving.
5. Technical assistance, planning/zoning incentives and expedited business licenses for downtown businesses.
6. Explore redevelopment possibilities and provide incentives to retain and attract businesses.
7. Review existing ordinances and make necessary changes to allow flexible uses downtown like “vertical mixed use” development, with ground floor retail and upper story office or residential.
8. Streamline City review process for redevelopment activity.
9. Support incubator business program downtown (Tasks #15 and #16).

Leadership:

Property owners
Green River Main Street
Green River Futures
Green River Community Development
Sweetwater Economic Development Association

13: Create revitalization areas



What?

The objective is to revitalize and rejuvenate unproductive, underperforming, blighted areas of the community. In addition, it will produce healthy firms that create jobs and wealth, strengthen the economy, commercialize new technologies and revitalize the community.

Redevelopment of downtown should focus on the building blocks of any city - residential housing, commercial businesses, and entertainment offerings, as shown on Fig. 3. With these firmly entrenched, support retail and restaurants will naturally emerge. The primary focus should be on a very small Central Business District (CBD) with a secondary focus on the downtown extension areas, as shown on Fig. 3. Parking should be a secondary consideration. In most cases, less parking, not more is the solution to a more vibrant downtown. Still, parking needs to be convenient, and in most small towns, free to support businesses.

The City of Green River can target its incentives into the revitalization districts. These districts should eliminate the barriers that often keep investors and small business owners away - unnecessary red tape, unrealistic expectations and unexpected costs. Expedited approvals are key. Typical redevelopment strategies involving taxation do not apply in Wyoming.

Encourage building up by remodeling second stories and encouraging 2, 3 and 4 stories in new construction.

Higher density development downtown is the only way to accommodate the number and diversity of businesses and residences needed to create this critical mass.

Why?

Green River residents have long lamented the inability of The City to expand its boundaries. While land swaps and other arrangements to increase buildable land available are still an important city goal, Green River is actually blessed to have such constraints. This has kept The City from sprawling unnecessarily like other larger cities in the region. This also creates a pent-up development pressure that makes urban infill much more viable and likely. In a similar fashion, the focus must be tightly centered on just the Central Business District initially, to create the critical mass and high quality of development to be successful, before spreading out.

Redevelopment districts, in cooperation with good planning, encourage the right kind of development in the right places downtown.

With a commercial/retail redevelopment area, people know to expect something exciting downtown, all within walking distance. Locating this near entertainment and events (the downtown attraction and festival area), retailers can benefit from the influx of people and plan accordingly to stay open for business during these times.

How?

1. Create revitalization areas with planning and zoning designations with targeted incentives, including:
 - Central business district (CBD).
 - Downtown extension area.
 - East 2nd South business district.
 - Historic district (to match National Register).
2. Develop incentives and a matching grant and loan program directed only into these areas.
3. Develop a downtown parking master plan to reduce parking requirements, encourage shared parking, plan for event parking, and eliminate unnecessary lots.

Leadership:

Green River Community Development
Green River Futures
Green River Main Street
Green River Urban Renewal Agency

Approximate costs:

Staff time or \$50,000 for consultant

Possible funding sources:

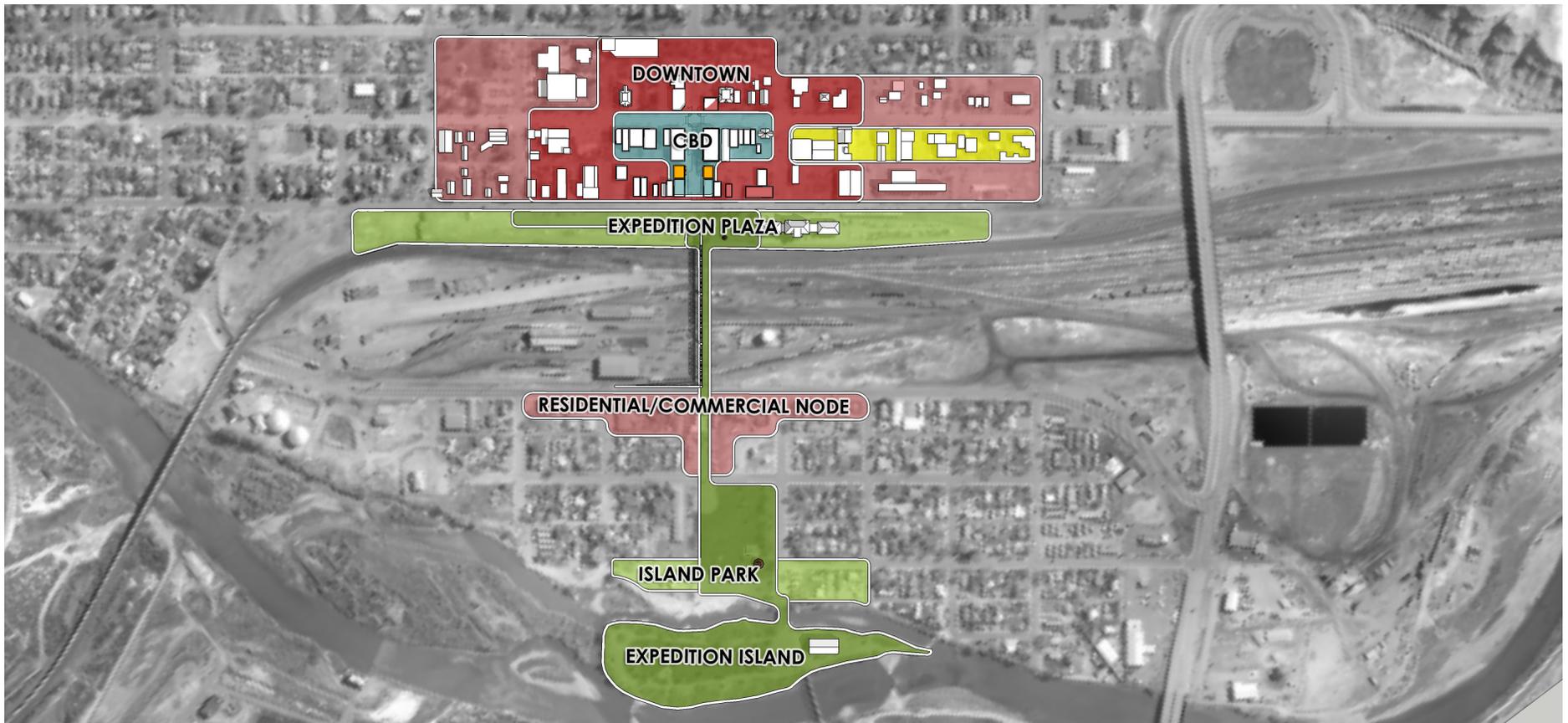
City budget

Timeline for implementation:

2012



Fig. 4: Create revitalization areas



All efforts should be focused on the Central Business District (blue) before growing programs out into the rest of downtown. Green River needs to create a critical mass and high quality experience on one block before spreading itself too thin across downtown.

14: Encourage residential downtown - loft, infill, live-work units



What?

The most important step Green River can take in economic development is to retain, expand and stimulate new residential development.

Residential development should prioritize accommodating “empty nester” couples and young professionals with dual incomes. New housing should be focused first in the Central Business District, then in downtown along East and West Flaming Gorge Way and adjacent streets, then near riverside businesses on 2nd South.

Residential loft conversions of existing structures will likely be the first product available, and due to current market conditions likely will be a “rental” product. Projects that have been designed and built as lofts from the ground up, rather than as a conversion of an existing structure are preferred as buyers who want to live downtown and like the high ceiling and open floor plan of a loft, but may not be interested in living in a converted warehouse or retail building. High quality development is key to attracting the typical loft or apartment resident.

After downtown saturates the market for higher-end residential properties, it should diversify. Medium-priced housing can fill in areas outside the Central Business District to increase the downtown population and to have an affordable option for single professionals, teachers and policeman and key members of Green River’s workforce. Creating a non-profit housing corporation may be necessary to achieve this.

Why?

Downtown Green River currently lacks the residential component necessary to support the retail mix needed to attract locals and create the “critical mass” of a happening place. It is important that Green River has downtown residents who are active, engaged, and highly visible. Housing downtown also provides a captive audience for the businesses that locate there. Residents are key to attracting new businesses—smart entrepreneurs look at the numbers.

The access to an active recreation lifestyle and the ability to walk to work and or entertainment will be the main reasons people will seek to live in the area.

How?

1. Create residential revitalization overlay zone to permit apartments, lofts, condos and live-work units downtown. Allow “vertical mixed-use” with ground floor retail and upper story office or residential.
2. Grants and low-cost loans to property owners wishing to remodel or expand.
3. Matching grants to convert vacant or under-used upper floors into apartments.
4. Market The City and the brand to developers experienced with this kind of product.
5. Expedited approvals for new projects.
6. Create a non-profit community housing corporation to build affordable units.

Leadership:

Property owners
Green River Community Development
Green River Futures
Sweetwater Economic Development Association
Green River Urban Renewal Agency

Approximate costs:

Economic Development department staff
\$100,000 annual for grants and loans

Possible funding sources:

Federal Community Development Block Grant (CDBG)
Federal Housing and Urban Development program
staffed by Green River Community Development

Timeline for implementation:

Winter 2009 Residential overlay zone and incentives
2012 Establish grant and loan programs
2012 Market The City to developers



15: Start “incubator business space” downtown



What?

Create an incubator business space on West and East Flaming Gorge Way or adjacent streets. This may be an older building in need of upgrades or a historic one. This will retain and expand existing businesses and stimulate new commercial development downtown.

Business incubation is a dynamic process of business enterprise development. Incubators are often used to nurture young firms, helping them to survive and grow during the startup period when they are most vulnerable. The goal of business incubators is to produce healthy firms that create jobs and wealth, strengthen the economy, commercialize new technologies and revitalize communities. The business incubator should provide a physical location, coupled with support services, where a new business can start up. This includes some or all of the following:

- Inexpensive shared office space, with common break room, reception area access to equipment on a pay-as-you-go basis.
- Common loading docks.
- Warehousing and manufacturing space.
- Hands-on management assistance.
- Access to financing.
- Business and technical support services.
- A transparent and open application process.
- Tenancy review and graduation to market rate space.

Why?

Green River is blessed with entrepreneurs, many in home based businesses and other fields that don’t require people to go “out and about.” Downtown Green River currently lacks the small business component necessary to support downtown residential development and the retail mix needed to attract locals and create the “critical mass” of a happening place. The City also has an unmet demand for downtown office space.

The goal of a downtown incubator however, is to revitalize downtown and that must be clearly understood. These businesses should be concentrated in the Central Business District downtown, not in different locations, for them to be effective at revitalization.

How?

This should be coordinated with local governments, economic development agencies, universities, community colleges and vocational schools, and private sector firms. The community college has discussed starting an incubator business program, with funding from the state of Wyoming. Any effort to stimulate business and employment is encouraged, but the key is to locate this in the Central Business District downtown.

1. Identify partners.
2. Select location and build space.
3. Develop support programs and hire staff to provide these services.

Leadership:

Western Wyoming Community College
Wyoming Small Business Development Council
Chamber of Commerce
Green River Futures
Sweetwater Economic Development Association

Approximate costs:

\$200,000 Incubator space
\$100,000 Staff salaries (annually)
\$100,000 Program operations (annually)

Possible funding sources:

Federal Community Development Block Grant (CDBG)
Small Business Administration (SBA)
State of Wyoming assistance (see Funding Opportunities)

Timeline for implementation:

2010 Identify partners
2012 Select location and build space
2012 Develop support services and program

16: Start “retail incubator program” downtown



What?

Provide technical and financial assistance to help open businesses with the intent to fill space with well-run businesses that complement the existing mix of retail downtown, as discussed in the *Retail Demand* section.

Why?

The primary goal is to build wealth and vibrancy in downtown Green River, by helping people start stores that will be locally owned and well run.

The “business recruitment” model of economic development has been pursued by downtowns and commercial districts in an attempt to “lure” them to their respective areas. That approach is dated and frankly, not as successful as it could or should be. Building a critical mass in downtown is crucial. Being near other successful retailers, thriving restaurants and high-traffic generators, such as the County Courthouse and administrative offices, is important to ensure the best synergies so that ultimately the cash registers ring.

How?

1. Hire experienced staff to start and operate the program.
2. Identify and promote available spaces in the primary retail zone (defined in the General Plan as along West and East Flaming Gorge Way and 2nd East) to business owners.
3. If available, offer space at a city-owned building (or at a historically renovated building such as the Tomahawk Building) at a reduced rate to program participants to help them build cash flow in the critical early stages of start-up.
4. Partner with building owners to offer tenant improvements or reduced rents.
5. Provide training and mentorship program administered by the Small Business Development Center.

Leadership:

Green River Community Development
Green River Urban Renewal Agency
Sweetwater Economic Development Association
Green River Futures
Wyoming Small Business Development Council
Chamber of Commerce
Western Wyoming Community College

Approximate costs:

\$100,000 Program operations (annually)

Possible funding sources:

Federal Community Development Block Grant (CDBG)
Small Business Administration (SBA)
State of Wyoming assistance (see Funding Opportunities)
Property owner rent reductions for phased time period

Timeline for implementation:

2012 Choose target areas, develop incentives and program.

17: Encourage downtown retail, outdoor cafes, outfitters, etc.



What?

Encourage unique small retailers (not chain stores) that make downtown a more pedestrian friendly place and a destination spot for families and travelers. Green River should focus on locally-owned, niche businesses as they are unlikely to attract many franchises or larger retailers due to their population size and proximity to Rock Springs. A niche market is a subset of the market on which a specific product is focusing on — therefore the market niche defines the providers or narrow demographics niche market providers (colloquially shortened to just niche market providers). Small capital providers usually opt for a niche market with narrow demographics. The market analysis indicates a “retail opportunity” for:

- Apparel & Services - \$2.3 million
- Health & Personal Care - \$2.5 million
- Home Furnishings - \$1.1 million
- Sporting Goods or “Outfitters”, Hobby, Book, Music - \$.15 million

An outfitter is a shop or person who provides or deals in equipment and supplies for the pursuit of certain activities. The term is most closely associated with outdoor activities such as rafting, hunting, fishing, canoeing, hiking, and trail riding using pack stations. In this context, outfitters include those that offer services for outdoor tourism including accommodations and guide services.

Why?

Downtown Green River currently lacks the retail/restaurant component necessary to support the “critical mass” for downtown redevelopment. Public investment attracts private investment as business owners see a commitment to their success and future.

How?

1. Help businesses relocate to the most appropriate locations downtown (retail on main floor, offices above).
2. Subsidize rents to help retail businesses during the first critical months of establishment.
3. Offer matching grants to encourage downtown businesses to update their facades and sidewalks, including:
 - Awnings, umbrellas, flower boxes, outdoor tables and chairs, heating lanterns for dining in cooler weather, lighting, signs, landscaping, outdoor music and better access. Florists could use the money to display flowers outdoors. Markets could do the same with fruits and vegetables. Bookstores could put racks of books on the sidewalks. A bakery could serve coffee and doughnuts outdoors.

- Make store and restaurant fronts more transparent, with large window or garage door-like openings that will allow patrons to move freely between the indoor and outdoor spaces.
- Purchase outdoor dining furniture to utilize outdoor dining in The City’s on-street and/or sidewalk right-of-way areas.

17: Encourage downtown retail, outdoor cafes, outfitters, etc. (continued)



4. Adopt policies and develop technical assistance programs to **encourage** the following businesses:

1. Restaurants.
2. Outdoor cafes and dining in sidewalk areas.
3. Outfitters.
4. Independent and locally owned businesses.
5. New retail shops, in targeted sectors, as mentioned in the *Incubator Retail* section.

— and to **discourage** the following types of businesses:

1. Second hand or rummage stores.
2. Sports card shops.
3. Pawn shops.
4. Payday lenders, check cashing, bail bonds.

5. Assign beat cops (police officers) to walk or bike key areas and park in highly visible locations to establish a sense of security and stewardship.

Leadership:

Green River Main Street
 Green River Futures
 Green River Community Development
 Sweetwater Economic Development Association

Approximate costs:

Staffed by Green River Community Development
 \$50,000 annual grant/loan funding

Possible funding sources:

Federal Community Development Block Grant (CDBG)
 Small Business Administration (SBA)
 State of Wyoming business assistance programs

Timeline for implementation:

2014 Planning incentives, subsidy programs

18: Prioritize capital facilities to anchor downtown redevelopment



What?

Downtown Green River may be the historic center of Green River, but it has not been the epicenter of economic growth, education, government, entertainment or housing development. Commercial growth has been allowed to occur along Uinta Drive and other areas dispersed around the City.

Why?

Redevelopment, by its very definition, is supposed to eliminate and prevent urban blight, carefully manage growth, keep and promote existing businesses, encourage investment and involvement by the private sector, redesign areas that are not used or are improperly used and encourage and engage residents, businesses and community organizations to get involved. For Downtown Green River, redevelopment has been fraught with a mixed bag of ambition, false starts, broken promises and hope.

How?

What projects and programs might serve as an early catalyst for revitalization and provide a tremendous boost for redevelopment of Green River?

1. Multi-Family Residential Housing

The current market for single family detached housing is poor and likely to remain that way for several

years. The multi-family market is also challenged but opportunities may exist for development to multi-family developments attractive to young professionals and older “empty nesters”.

2. Restaurants and Bars

The market analysis shows opportunities for new retail development of:

- Food and Drink - \$6.6 million

3. Downtown Professional Offices

Green River is the County Seat and therefore its most distinguishing feature and economic opportunity is as an important “Government Town”. Efforts need to be focused on maintaining and nurturing County offices, employees and facilities in the Downtown Area. This is the most important and critical “capital investment” for Downtown Green River. County offices naturally nurture the development of other professional offices and support services. “People who work downtown, shop downtown.”

4. Programs that provides matching funds for businesses in the downtown area that refurbish the exteriors of their businesses, provide outdoor seating, etc.





19: Clearly define economic development roles

What?

Delegate the tasks of this action plan to the different economic development players working in Green River. This plan outlines a very comprehensive, long-term approach. Every skill must be enlisted and all should be involved to spread the ownership and responsibility for success.

Organizations include, but are not limited to:

- Green River Futures
- Green River Community Development
- Green River Chamber of Commerce
- Green River Main Street
- Green River Parks and Recreation
- Green River Urban Renewal Agency
- Sweetwater Economic Development Association
- Sweetwater County Tourism
- Wyoming Department of Tourism
- Wyoming Lodging and Restaurant Association
- Western Wyoming Community College

Why?

Many different agencies and organizations take some responsibility for economic development in Green River. Often, there is overlap and confusion on who is the best group to tackle a certain project. These roles must be defined, specifically as they pertain to downtown revitalization, for this effort to be successful.

How?

1. Hire a professional facilitator to provide neutral and objective advice and guidance, while assuring all parties are heard. Staffing the recommended programs is the first step of many of these programs, so starting off on the right foot is essential.
2. Conduct a visioning session to help all parties define their strengths and create a vision for working together.
3. Conduct a strategy session to divide up responsibilities and assign people and timelines to their completion.

Leadership:

Green River Main Street
Green River Mayor

Approximate costs:

\$5,000

Possible funding sources:

Technical assistance may be available from the Wyoming Rural Development Council

Timeline for implementation:

Winter 2009 Recruit facilitator
Spring 2010 Complete Vision and Strategic Plan



Economic Development Action Plan

TASK	TACTIC	PERSON RESPONSIBLE	TARGET DATE	COST
12. Retain and expand downtown employment.	<ol style="list-style-type: none"> 1. Encourage government offices to remain in CBD. 2. Explore potential incentives to retain and attract businesses and decide on approach. 3. Start relocation assistance program. 4. Start rent subsidy program. 5. Start tenant improvement incentives. 6. Develop technical assistance and incentives program. 7. Update ordinances to allow flexible uses like vertical mixed-use. 8. Streamline City review process for redevelopment activity. 9. Support incubator businesses (Tasks #15-16). 	Green River Community Development	<ol style="list-style-type: none"> 1. Ongoing 2. Spring 2010 3. Fall 2011 4. Fall 2011 5. Fall 2011 6. Spring 2011 7. Spring 2011 8. Spring 2011 9. 2012 	<ol style="list-style-type: none"> 1. Staff salary 2. Staff salary 3. Staff salary 4. \$20,000 annually 5. \$20,000 annually 6. Staff salary 7. Staff salary 8. Staff salary 9. In Tasks #15-16
13. Create revitalization areas.	<ol style="list-style-type: none"> 1. Develop zoning designation and planning ordinance. 2. Create incentives program, including grants, loans and expedited approvals. 3. Prepare downtown parking master plan. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2012 2. 2012 3. 2012 	<ol style="list-style-type: none"> 1. Staff time or \$30,000 2. Staff time or \$20,000 2. Staff time or \$20,000
14. Encourage residential downtown – loft, infill, live-work units.	<ol style="list-style-type: none"> 1. Create residential revitalization overlay zone and incentives. 2. Grants and low-cost loans for residential conversions, remodels, and expansion. 3. Market The City and the brand to developers experienced with this kind of product. 4. Expedited approvals for new projects. 5. Create a non-profit community housing corporation to build affordable units. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2010 2. 2012 3. 2012 4. 2011 5. 2013 	<ol style="list-style-type: none"> 1. Staff time 2. \$100,000 annually 3. Include in marketing 4. Staff time 5. Staff time or \$50,000

Economic Development Action Plan (continued)

TASK	TACTIC	PERSON RESPONSIBLE	TARGET DATE	COST
15. Start incubator business space downtown.	<ol style="list-style-type: none"> 1. Identify partners. 2. Select location and build space. 3. Develop support programs and hire staff to provide these services. 	Western Wyoming Community College	<ol style="list-style-type: none"> 1. 2010 2. 2012 3. 2012 	<ol style="list-style-type: none"> 1. Staff time 2. \$200,000 3. \$200,000 annually
16. Start retail incubator program downtown.	<ol style="list-style-type: none"> 1. Hire staff (share with business incubator). 2. Identify and promote available spaces. 3. Offer space at a city-owned building at a reduced rate. 4. Partner with building owners to offer tenant improvements or reduced rents. 5. Provide training and mentorship. 	Wyoming Small Business Development Council	<ol style="list-style-type: none"> 1. 2011 2. 2012 3. 2012 4. 2013 5. 2013 	<ol style="list-style-type: none"> 1. \$100,000 annually 2. Staff time 3. No cost 4. \$20,000 annually 5. no cost
17. Encourage downtown retail, outdoor cafes, outfitters, etc.	<ol style="list-style-type: none"> 1. Help businesses relocate to the most appropriate locations downtown. 2. Start rent subsidy program. 3. Start grant and loan funding programs for business facade and sidewalk updates. 4. Adopt policies to encourage the right business mix and discourage incompatible uses. 5. Assign new police beat to downtown. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2010 2. 2010 3. 2014 4. 2010 5. 2011 	<ol style="list-style-type: none"> 1. Staff time 2. Staff time 3. \$50,000 4. Staff time 5. Staff time
18. Prioritize capital facilities to anchor downtown redevelopment.	<ol style="list-style-type: none"> 1. Work with City Planner, Commercial Real Estate Professional and Sweetwater County to develop public and private capital facilities wish list 	Green River City Planner	<ol style="list-style-type: none"> 1. Winter 2010 	<ol style="list-style-type: none"> 1. Staff time
19. Clearly define economic development roles.	<ol style="list-style-type: none"> 1. Hire a facilitator. 2. Complete vision. 3. Complete strategic plan. 	Green River Main Street	<ol style="list-style-type: none"> 1. Winter 2009 2. Winter 2009 3. Spring 2010 	<ol style="list-style-type: none"> 1-3. \$5,000



20: Build a downtown arts and recreation attraction



What?

Green River should build a destination attraction in its downtown to bring people there and give them a reason to stay. It should become a “third place” hangout where people feel comfortable dropping kids off or hanging out when the weather pushes people indoors. It should become a cornerstone of the new Green River lifestyle.

This attraction should be as appealing to locals as it is to tourists so that it becomes a true community asset and gathering place. The place should be family-friendly to appeal to Green River’s population. It should have a diversity of offerings so people make a habit of coming back to try something new. It should be a traffic generator for downtown.

This attraction should combine recreation and the arts, two of Green River’s strengths. Features could include a unique indoor playground, climbing features, a gaming cafe, karaoke stage, arts classrooms, exhibit space and lecture hall. It could have temporary attractions like inflatable playgrounds as permanent features are built. An excellent example of such a facility is the City Museum in St. Louis, Missouri that has evolved into a funky children’s museum and playground by collecting artifacts to play with and building climbing walls, tunnels and slides from scratch that seem to leap from a child’s imagination.

This should be located in the Central Business District to make it the heart of redevelopment. The UP Depot or other historic building with high ceilings and flexible space is ideal. The key is an affordable project that can be built and evolve over time and tap into the unique talents of residents to help it grow.

Why?

Green River needs to establish a reputation and a reason to stop. Several residents mentioned places that their family often stops on road trips, such as the wildlife park in Evanston. This could be featured on billboards along the highway and compete with Little America as a family road trip stop. This is the first step toward people opening their eyes to Green River and identifying with it as a great lifestyle community.

Green River needs to give residents an excuse to come downtown. This can bring people into town and encourage them to make a few other stops while they are there. The presence of people on the street will draw more people and will be a catalyst for new businesses.

The City can make the initial investment in this project by helping to secure a site or building and provide the first seed money for it to grow. Public investment spurs private investment. Future phases of the project can seek support funding from interest groups (arts, education) who wish to add to and utilize the space. The project could be designed to meet whatever budget can be mustered at its inception.

How?

This facility can be phased with exhibits and features added over time. Steps include:

1. Hire consultant to develop concept design complete a feasibility study of the UP Depot and other potential buildings or sites.
2. Develop or upgrade building shell to accommodate use.
3. Install first phase of activities, exhibits and spaces.

Leadership:

Green River and Sweetwater County Parks & Recreation
Sweetwater Economic Development Association
Sweetwater County Travel and Tourism
Wyoming Department of Tourism

Approximate costs:

\$75,000 Concept and feasibility studies
\$1 million - Design and construction of building shell
\$1 million - Build activities, exhibits and spaces (phased)

Possible funding sources:

Federal Community Development Block Grant (CDBG)

Timeline for implementation:

2010 Prepare Concept Plan and phasing
2011 Construction drawings and fundraising.
2012 Open first phase of facility



21: Expand river recreation

What?

New amenities and connections to the river can enhance use by locals and draw new tourism. The whitewater park should be enhanced with amenities that could be installed in phases. First phase to include picnic tables and picnic areas then concessions and lastly spectator seating and grassy play areas. An area near here could become a fly-casting practice area. A tubing run should be marked on the river. Biking on the greenbelt should be marked and well connected to downtown. Killdeer Wildlife Reserve trails should be finished and connected to the greenbelt.

In addition, Green River should help establish outfitter businesses and other retail venues that would expand the recreational use of the river. Shuttles and equipment rental for tubing, canoes, float fishing and bicycling are needed to encourage people to use the river. Boating and fishing outfitters could also offer training classes and camps. The City should also hold river festivals, bike races along the river and canoe/kayak competitions that would attract more users and retailers to support these events.

Why?

The Green River Brand hinges on making people notice and enjoy the river. The river is famous for John Wesley Powell's explorations, Thomas Moran's paintings, Flaming Gorge and its blue-ribbon fisheries. The river is an ideal place to tell these stories.

Water is a huge draw to people. The river is simply a vital part of the community and its ecosystem. Currently, there aren't enough amenities or activities to draw locals or tourists in great numbers to the river.

It should be easy for people visiting Green River to see its namesake. This could be the start of their journey down the river, along the Flaming Gorge-Green River Basin Scenic Byway. The river is a family-friendly draw and a hallmark of the lifestyle here.

Creating a river destination begins a dynamic between downtown and these lifestyle amenities. It creates a route and a reason to drive, bike or walk through downtown.

Green River strongly supports recreation and this is an easy evolution of a community asset into something greater. It also serves residents as much as tourists.

How?

These improvements can be phased as a part of The City's recreation improvements and programs.

1. Solicit ideas from citizens and potential investors in outdoor businesses.
2. Formalize tubing, boating and bicycling activities. Establish route with signs and legal access points. Secure easements where necessary. Partner with tubing and bicycle concessionaires.
3. Improve whitewater park with picnic tables, spectator seating, pavilions.



4. Complete Killdeer trails and interpretation.
5. Set aside fly-casting "park" area.
6. Create a recreation map for the activities guide and to distribute at trailheads and outfitters.

Leadership:

Green River Parks and Recreation
Green River Greenbelt Task Force

Approximate costs:

\$25,000 Tubing and bicycle routes
Coordinate concessionaires - staff time
\$50,000 Whitewater park additions
\$50,000 Killdeer trails and interpretation

Possible funding sources:

RTCA (National Park Service)

Timeline for implementation:

2010 Establish fly-casting "park"
2011 Develop tubing and biking
2011 Create recreation map (in Marketing)
2012 Complete Killdeer trails and interpretation
2013 Complete Whitewater park additions

22: Connect people to downtown and the river

What?

A strong link needs to be forged between downtown and the river to help people enjoy the river and create an mental association between the river and downtown. This is essential to the Green River Brand. While the floodplain makes it difficult to redevelop the actual riverfront, it is possible to help people bridge the gap between downtown and the river. This is a significant distance, one-half mile (or more), but there are interesting features along the way, as shown on Fig. 5.

Physical improvements to enhance this connection include improving the UP Pedestrian bridge and making a more direct route from the south end of the bridge through the neighborhood to Expedition Island Park. The City has received a WYDOT TEAL grant to rehabilitate the bridge and make it ADA accessible. It is working with WYDOT and UP to do so. With further improvements, the pedestrian bridge should become its own attraction, with interpretation, art, and a more welcoming plaza at each end to entice people to enter it. It is one of the few places in the country where people can overlook an active train yard - truly an attraction to aficionados. The City of Green River has been working on upgrades to the bridge and should work interpretation and art into the design.

Why?

People need to associate Green River with its river. While many residents recreate on the greenbelt or live close to the river, they don't often make it a part of a trip downtown. If locals don't, neither will visitors.

This connection can build on the strong recreation, arts and events focus of the community. The City has already applied for funding to make pedestrian improvements to the bridge.

This also helps build a secondary "Main Street cluster" on North 1st East, which has emerged in response to lack of growth opportunities in downtown. Both areas can be vibrant if they are appropriately defined and connected.

How?

Improvements that will help this connection perceptually, in making it seem shorter than it is include:

1. Special wayfinding of the route as Expedition Loop (by road) and Expedition Trail (by trail).
2. Use this route in bike, walk or running events to help establish it in people's minds.
3. Add artistic improvements to the pedestrian bridge and build a plaza as a gateway at its north terminus.
4. Add art and interpretation to both routes.



5. Support 2nd South businesses by including them in the Downtown Extension revitalization zone.
6. Enhance the 2nd South business district with streetscape that reflects downtown.
7. Study feasibility of raising riverfront areas out of the 100-year flood plain for future revitalization.

Leadership:

Green River Parks and Recreation
Green River Chamber of Commerce
Union Pacific Railroad

Approximate costs:

\$30,000 art and interpretation
\$100,000 plaza
\$20,000 wayfinding (included in Branding budget)

Possible funding sources:

Green River Parks and Recreation
Federal Community Development Block Grant
Union Pacific Foundation

Timeline for implementation:

2010 Use Expedition Trail for events
2011 Expedition Trail and Expedition Loop wayfinding
2014 Gateway plaza, art and interpretation
2016 2nd South streetscape

Fig. 5: Connect people to downtown and the river



Expedition Trail would create a pedestrian connection from downtown to the river. It can be created by enhancing existing infrastructure. The trail would focus on the pedestrian experience and would link key

activity centers. It starts with special pavement or paint markings on North 1st East, then crosses Expedition Plaza, then spans the railroad tracks on the pedestrian overpass bridge, touching down onto a surface route

through the neighborhood to the south, before winding through Island Park across to Expedition Island and to the greenbelt trail on the other side of the river.

23: Create a festival space downtown

What?

Green River should have a public space in downtown that can be used regularly for festivals, concerts, movies, farmer's market, and other events. This space should be large enough for events of all sizes and should include:

- Stage and amphitheatre.
- Restrooms and trash disposal.
- Power and water hookups.
- Parking (shared with other uses at non-event times).
- Pedestrian circulation routes and wide sidewalks.

Ideally, festivals take place where lively business districts intersect with public open space. A good location for this is the intersection of North 1st East with Railroad Street/ Ave. (see Fig. 6). Several public open spaces, a parking area, and the potential location of the major attraction at the UP Depot create strong synergy here.

Why?

Festivals are a wonderful catalyst for economic development and for changing public opinion of once-forlorn places. They are also an inexpensive form of promotion, particularly if volunteers are mobilized, Green River has a well-loved line-up of special events that can be easily used to boost downtown, but festivals currently take place at a variety of parks and other locations. They should be consistently located in a downtown area targeted for economic development. This makes events easy and cheaper to do regularly and

gets people expecting something exciting downtown. Retailers and restaurants can plan for the influx and stay open during these events.

“With historical roots in cultures all over the world, squares are being rediscovered as a powerful means of transforming communities. It's a place that people think of as their own outdoor living room, where they feel connected to their city and fellow citizens. In America especially, such places have become increasingly rare. Yet there is a long and rich tradition of squares in North America (Savannah alone has 22), including the courthouse squares so common in small towns throughout the South and the Midwest.”¹

How?

This will be a gradual process, moving from a temporary home to a permanent festival space.

1. Set up a temporary festival location on North 1st East by closing the street and bringing in the support facilities needed. The first festival should take place here in 2010, ideally for the brand launch.
2. Build a permanent, new festival plaza in phases in succeeding years. The design can be started with a design competition or by hiring a design firm. The ideal location for this is adjacent to the UP Depot, with Union Pacific as a funding partner. Alternatively, The City can assemble currently vacant or blighted parcels. This plaza should be named to support the brand — Expedition Plaza and



should be designed to host the 150th anniversary of the Powell expedition.

3. Establish festival parking areas, including street parking and shared parking agreements with UP and owners of other lots.

Leadership:

Green River Parks and Recreation
Green River Arts Council
Green River Main Street

Approximate costs:

Temporary plaza- within events budgets
\$2,000,000 Plaza/Park (5 acres)
\$1,000,000 North 1st East improvement

Possible funding sources:

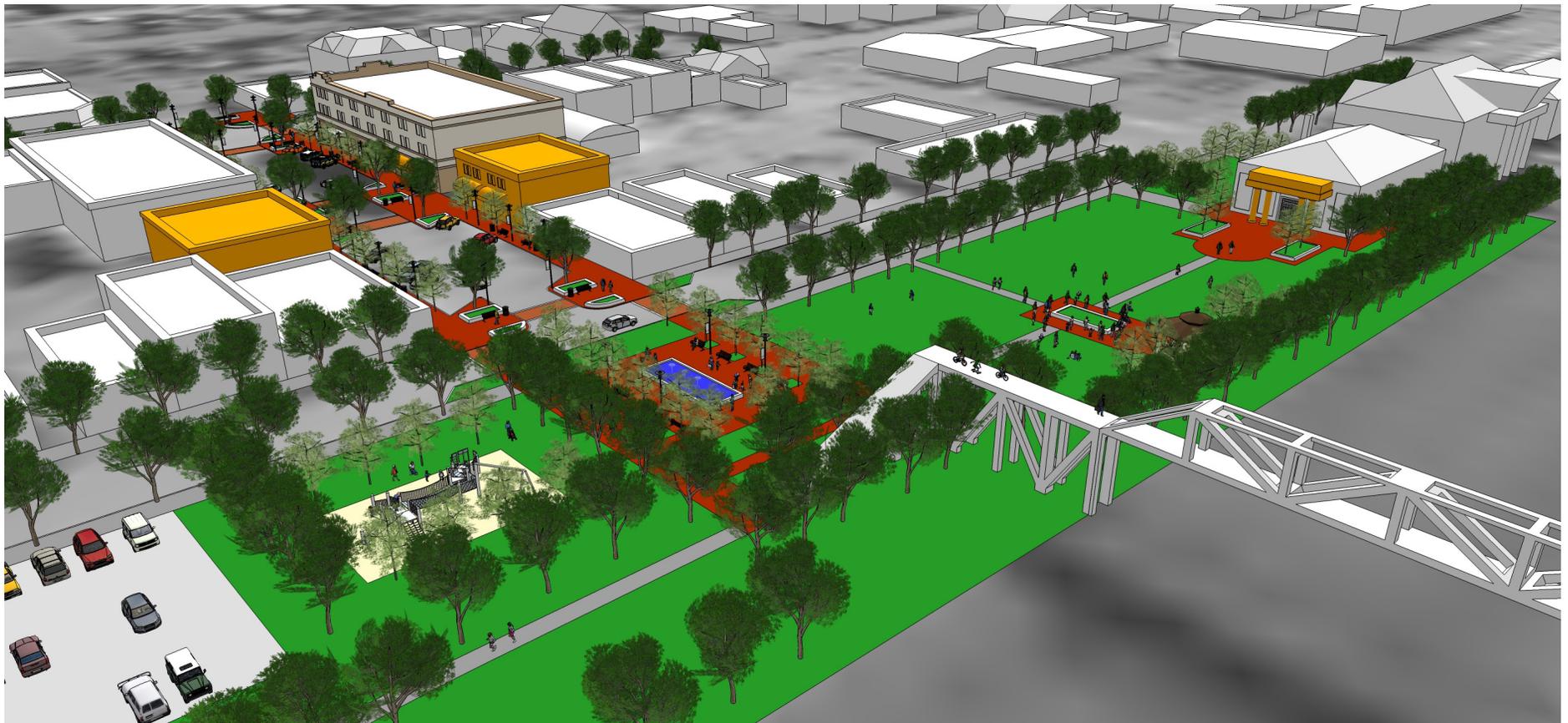
Green River Parks and Recreation
Federal Community Development Block Grant
Union Pacific Foundation or partnership

Timeline for implementation:

Summer 2010 Temporary festival space
2012 to 2019 Permanent festival plaza (in phases)

¹ Fred Kent, Kathy Madden and Phil Myrick. *Project for Public Spaces*. http://www.pps.org/squares/info/squares_articles/squares_intro.

Fig. 6: Create a festival space downtown



“Parks have long been recognized as major contributors to the physical and aesthetic quality of urban neighborhoods. But a new, broader view of parks has recently been emerging. This new view goes well beyond

the traditional value of parks as places of recreation and visual assets to communities, and focuses on how policymakers, practitioners, and the public can begin to think about parks as valuable contributors to larger

urban policy objectives, such as job opportunities, youth development, public health, and community building.”²

²Christopher Walker. Urban Institute. <http://www.urban.org/url.cfm?ID=311011>

24: Remake North 1st East into a lively cross-street



What?

North 1st East creates Green River's primary crossroads and accesses some of The City's most interesting and unique features. It is strategically located as the connection to the river, the railroad and many historic buildings.

The street has potential to be the most favored pedestrian area, and can be transformed to allow festivals to take place along it. This requires new streetscape, features to slow down traffic and a flexible design that can accommodate festivals (see Fig. 7).

Why?

One of the measures of a good Main Street is the ability to have a parade down it. Green River actually has two streets that work well - Flaming Gorge Way and North 1st East. North 1st East is unencumbered by the limitations WYDOT has placed on Flaming Gorge Way, which have hampered that street's efforts to become more walkable.

With a focus on one particular street for special events, people can expect something exciting downtown and business owners can relocate accordingly. Festival relocation should happen immediately to get people into the habit of coming downtown.

How?

This will be phased, starting with the essentials for functionality and safety, then moving into comfort and aesthetics.

1. Starting in 2010, close North 1st East for city festivals to establish this and Expedition Plaza as exciting places.
2. Improve walkability and traffic calming first to improve pedestrian circulation and festival access.
 - Work with WYDOT to develop design for bulb-outs intersections on Flaming Gorge Way.
 - Mid-block crossings.
 - Special pavement at crosswalks.
 - Timed pedestrian signals at the intersection of Flaming Gorge Way.
3. Encourage facade improvements of adjacent buildings with matching grants or low-cost loans.
4. Add new streetscape and beautification, including:
 - Street trees
 - Wayfinding signage
 - Kiosks
 - Lighting
 - Planters
 - Special paving pattern on the sidewalk and street, possibly a river pattern.

- Awnings
- Benches/seating area

Leadership:

Green River Main Street
Green River Urban Renewal Agency
Green River Arts Council

Approximate costs:

\$250,000 Traffic calming
\$500,000 Streetscape
\$20,000 annually for Facade improvements

Possible funding sources:

City and County streets budget
SAFETEA-LU enhancement funds

Timeline for implementation:

2010 Festival relocation
2014 Traffic calming
2019 Streetscape

Fig. 7: Remake North 1st East into a lively cross-street



North 1st East can be Green River’s living laboratory for designing quality urban spaces. Green River should set a goal to “transform the design and construction of public streets into places that improve the quality of human life

and the environment rather than simply move vehicles from place to place.”³

³ Project for Public Spaces. http://www.pps.org/info/streets_as_places/

25: Protect and reuse historic buildings and features



What?

Green River's history is expressed on the ground in a variety of buildings, infrastructure, and even the grid layout of downtown. In 2009, The City achieved the status of a Downtown Historic District on the National Register of Historic Places. Notable historic features include: (* notes buildings located in the CBD)

- Tomahawk Hotel*
- Green River Mercantile*
- Union Pacific Depot*
- Union Pacific Bunkhouse*
- UP Pedestrian Bridge*
- Brewery*
- Old Post Office (Sweetwater County Museum)*
- Carnegie Building
- Old Isis Movie Theatre
- Old Congregational Church
- Bud Chrisman House (corner of W. Flaming Gorge Way and North 2nd West)
- Brandner's House
- Sears catalog homes and railroad company housing
- Downtown historic district
- Railyard and tracks

Other sites and buildings include the Credit Union on Railroad Avenue, Masonic Temple, Old Mt. Bell Building (cable TV), GT Machine, Old Standard Gas (Darren's Towing), Flaming Gorge Motel, Cowboy Café,

Green Gander (1870's), Wyo Saloon (Jobert Paint, circa 1890), old Crocker Building (next to Lucky Bucks Bingo, circa 1880), original City Hall, the original Red Feather Saloon, and the Water Treatment Building.

The Central Business District has a good concentration of these buildings, lending it a special character. These are beloved by residents and give Green River a character all its own. These are important features in the revitalization of downtown that should not be lost. They should be recorded according to HABS/HALS/HAER standards, so their memory can be revived, even in the face of renovations. This can be completed at a cursory level by university students in historic preservation.

Why?

Historic buildings add instant character and are the living evidence of a community's heritage and values. They can't be replaced or replicated. Once gone, so are the memories of that location. Historic buildings and districts can also be the catalyst for events downtown - walking history tours, home tours and historic re-enactments.

Historic buildings that are used are better maintained and protected. Preservation programs should allow flexibility and encourage creative reuse.

How?

The City of Green River can offer the following incentives to protect and reuse historic structures:

1. Establish a low-interest revolving loan fund.
2. Provide assistance to business owners on obtaining the Federal Historic Preservation Tax Credit.
3. Offer planning incentives such as waivers on parking or other requirements.
4. Record and document historic buildings and places.

Leadership:

Green River Historic Preservation Commission
Green River Community Department
Green River Main Street
Green River Urban Renewal Agency

Approximate costs:

\$100,000 Revolving loan endowment
\$10,000 Record historic sites (annually)

Possible funding sources:

National Main Street Program
National Trust for Historic Preservation program
University volunteers

Timeline for implementation:

2011 Establish loan, incentives and technical assistance
2012 Record historic buildings



26: Brand the City of Green River and Expedition Plaza with wayfinding, gateway and identity features

What?

Build a wayfinding program of gateway monuments, signs, banners, and mile markers that can help people find downtown and the major attractions. It supports the Green River Brand by directing people to places that “live the brand” including the river, Expedition Island, the whitewater park, the UP pedestrian bridge, historic downtown, festivals and the scenic byway to Flaming Gorge.

Wayfinding actually begins with trip planning and the information, maps and brochures people pick up or find online. On the ground, wayfinding begins on I-80 and continues as people are directed into and through town via our 3 proposed gateway features (see Figs. 8 and 9).

City gateways are an important identity feature to let people know they have arrived and to reinforce the positive image the community wishes to project. Gateways can be more than just a sign or sculpture. It can also include a carefully selected view, a canopy of street trees, or a special lighting and streetscape treatment. It can be located at a city boundary, or at the edge of a central business district.

For Green River, the project team proposes a sculptural sign that resembles the brand, complemented by a canopy of street trees to reinforce the green oasis image. This could happen near the highway exits or might be more effective close to town. Wayfinding signs need a

graphic look and feel that reflects the brand. Artwork, interpretation and street banners are another important identity feature and a cue to people that they have arrived to the heart of downtown. Banners can advertise events to give people a reason to return.

Using the “Expedition” brand to relabel several city features will help with both the brand and the memorability of important sites. Thus, several new names are proposed: *Expedition Plaza* is a proposed festival plaza downtown. *Expedition Trail* is a proposed link between downtown and the river and *Expedition Loop* is a proposed driving route between the two. Because these routes are a little long and convoluted, it is helpful to name and mark them in a special manner. Wayfinding from I-80 through town and banners and trail markers in town are needed to implement this.

Why?

Green River is frequently bypassed by travellers on I-80 or going to Flaming Gorge. Those who do actually detour often miss downtown. People are easily led by signs that are clear, attractive and easy to follow. High quality signs are also a sign of a community that cares. They send a message about the great lifestyle in Green River and the places that contribute to it.

These will help change the way people view Green River. These routes give people another reason to stop



and stay a while in Green River. They help make the mental connection to the river, as discussed in the goal: *Connect people to downtown and the river*. The gateway signs will also help entice people to take a route through downtown instead of bypassing it.

How?

1. Complete a wayfinding master plan to identify the best locations for signs, their exact design and construction, and their content. Wayfinding signs should be placed at:
 - Gateway signs should be placed at the gateways to The City at either end of Flaming Gorge Drive at the ends of the exit ramps as well as Uinta Drive as it approaches The City (see fig. 8).
 - Other wayfinding signs upon entering the Central Business District.
 - At key locations pointing out major attractions.
 - At key turning points of the Expedition Trail and Expedition Loop.
2. Design and build wayfinding signs for city, Expedition Loop and Expedition Plaza.



●● **Brand the City of Green River and Expedition Plaza with wayfinding, gateway and identity features** (continued)

3. Install banners on city streets.
4. Add Expedition Loop, Expedition Trail and Expedition Plaza to the Attractions Guide and post on websites.
5. Mark Expedition Trail and Expedition Loop to other city and visitor maps.
6. Create special downtown route guide with these and other nearby trails.

Leadership:

- Green River Main Street Board
- Green River Public Works
- Green River Banner Committee
- Green River Parks and Recreation
- Green River Public Relations specialist
- Flaming Gorge Scenic Byway committee

Approximate costs:

- Trail/route wayfinding signs:
- \$25,000 Master Plan
 - \$25,000 Design
 - \$175,000 Fabrication and installation
- \$10,000 Banners
 \$10,000 Mapping and printing route map

Possible funding sources:

- Federal CDBG
- City budget
- National Scenic Byways program grants

Timeline for implementation:

- Winter 2009 Master plan and design
- June 2010 - Create and publish route map
- June 2011 - Install wayfinding signs/banners

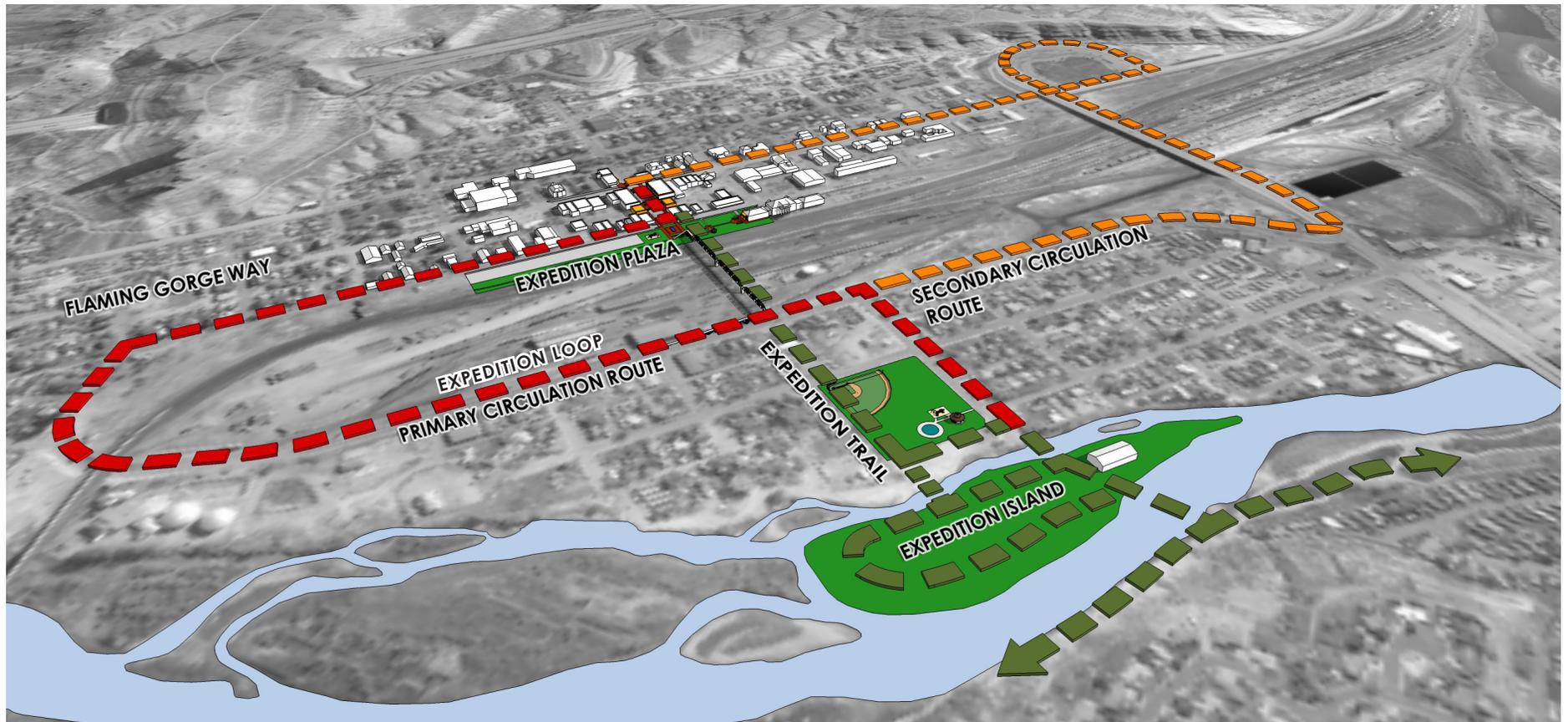


Fig. 8: Wayfinding along major routes



Primary auto routes from I-80 east and westbound through downtown Green River — also approaching on Uinta Drive. Key wayfinding points and gateway locations are shown.

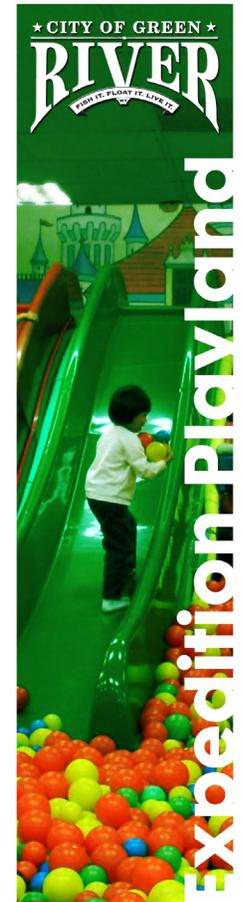
Fig. 9: Expedition routes



Expedition Trail is the bicycle and pedestrian path from downtown to the river. Expedition Loop is the preferred primary auto circulation route from downtown to the river.

Banner Options:

Street banners are identity elements that reinforce key branding messages while livening up the street.

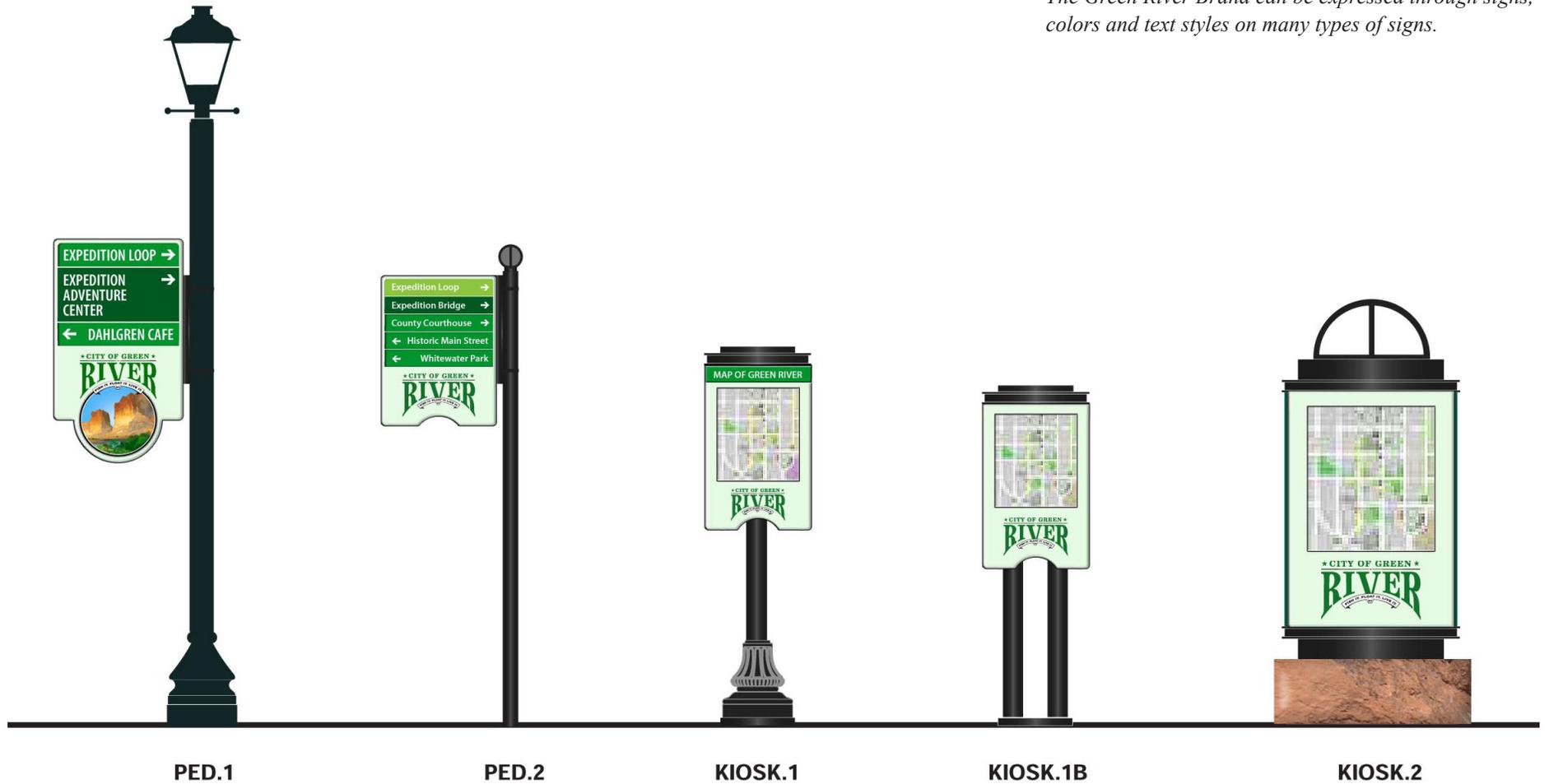


3 SIGN TYPE H - BANNERS
TYPICAL



Wayfinding Options:

The Green River Brand can be expressed through signs, colors and text styles on many types of signs.



Street Signage Options:

Even standard city signs, such as those for parking, should incorporate the brand image. They convey the message and a sense of quality.



27: Add art and interpretation that tells the story of Green River



What?

Green River has many stories to tell. Many can be found in the Sweetwater County museum and heard in a local cafe, but not everyone makes the effort to uncover these resources. Stories can come alive when out in the open, in parks, along trails, and in front of historic sites and natural features. This can be kiosks, interpretive trails, walking tours and historic district plaques. Interpretive themes can include history, natural wonders (such as Castle Rock and the river), and recreation safety along the river.

Artwork can complete the picture. With its strong arts focus, Green River can encourage and commission works that tell stories it wishes to convey. This can include sculptures, murals, art contests, sand sculptures, storefront galleries and temporary exhibits in public places.

Why?

Arts and culture complete a vibrant city. They make places memorable and beautiful. They are easy ways for people to participate in their community and connect to one another. With Green River's strong arts program, it is easy to add a new component and focus on downtown.

A master plan is important to organize the themes and messages The City wishes to convey. This helps reinforce branding efforts and makes the experience more memorable and meaningful.

How?

With a solid master plan, art and interpretation can be added over time as budgets permit. The following steps are necessary:

1. Complete a public art and interpretation master plan. This identifies locations and themes for exhibits, signs, sculpture and public art. It also prioritizes funding decisions.
2. Install interpretive signs.
3. Install major interpretive features, including the interpretive trail on the UP pedestrian overpass and the proposed Expedition Trail and Expedition Plaza.
4. Coordinate with the existing arts acquisition program to install outdoor public art.

Leadership:

Green River Arts Council
Green River Parks and Recreation
National Endowment for the Arts
Local artists

Approximate costs:

\$50,000 Public Art and Interpretation Master Plan
\$150,000 Interpretive signs and kiosk installation
\$100,000 Outdoor interpretive area
\$10,000 Art acquisition (annually)

Possible funding sources:

Wyoming State Art Council
National Scenic Byways grants

Timeline for implementation:

2012 Master Planning
2013-2019 Installation of elements

28: Make downtown more walkable



What?

Walkability is key to a healthy and vibrant community. Green River needs to remove the obstacles that discourage people from walking downtown and to adjacent destinations. Some important improvements (illustrated on Fig (s) 10, 11 and 12), include:

- Work with WYDOT to allow corner bulb-outs or predominant crosswalks on Flaming Gorge Way to shorten crossings.
- Crosswalks and corner bulb-outs on North 1st East.
- Complete pedestrian connections around town.
- Relocate light posts obstructing sidewalks.
- Make elevation changes more gentle.
- Make downtown universally accessible, as per ADA (Americans with Disabilities Act).

Some of these are currently not possible on Flaming Gorge Way because of WYDOT constraints. The City should start collaboration discussions with WYDOT about “complete streets” - providing the right mix of modes of travel. After proving the success of these improvements on North 1st East, The City can translate the design to Flaming Gorge Way. Streetscape features to improve walkability, are discussed in Task #29 Make downtown livable and beautiful.

Why?

Simply put, people will walk where there are places to walk. And people want to be where there are other people, thus walkability is essential to a busy downtown. Walkability is also a measure of good urban design - locating interesting destinations in close proximity (less than 1/4 mile) to residences and business encourages people to take to the streets.

Incomplete sidewalks and trails that lead to nowhere discourage people from getting out of their car. Hot, noisy, icy or dirty sidewalks are also sufficient deterrents to pedestrian traffic. In addition, simple obstacles, such as curbs, wide street crossings, and light posts placed in the middle of a walkway can be insurmountable challenges for many. Designing for universal accessibility will help old and young, and people of all abilities.

How?

With a master plan and design in place, improvements can be added over time as budgets permit. These should be required parts of the site improvements for any property that is redeveloped. The following steps are necessary:

1. Prepare a walkability master plan, showing both pedestrian and bicycle routes through downtown and connections to major routes. Work with WYDOT on shared solutions for “complete streets.”

2. Build walkability and ADA improvements on North 1st East.
3. Build walkability and ADA improvements on Flaming Gorge Way.

Leadership:

Sweetwater Economic Development Association
Green River Urban Renewal Agency

Approximate costs:

\$1,000,000 for North 1st East (see Task #24)
\$2,000,000 for Flaming Gorge Way

Possible funding sources:

Federal Community Development Block Grant (CDBG)
Green River Public Works
WYDOT
Option for Special Improvement District

Timeline for implementation:

2011 Design
2012 Build improvements on North 1st East
2015 Build improvements on Flaming Gorge Way

Fig. 10: Make downtown more walkable (continued)



Walkability should be one of Green River's first metrics for successful redevelopment. "Streets account for as much as a third of the land in a city, and historically, they served as public spaces for social and economic exchanges. Under

the planning policies of the past 70 years, however, people have for all intents and purposes given up their rights to this public property. While streets were once a place where we stopped for conversation and children played, they are

now more the domain of cars than people. Even where sidewalks are present along highways and high-speed streets, they feel inhospitable and out of place."⁴

⁴ Project for Public Spaces. http://www.pps.org/info/newsletter/great_streets/reinventing_streets_as_places

Fig. 11: Make downtown more walkable (continued)



Walkable streets can be beautiful places people want to visit. “Downtown streets can become destinations worth visiting, not just thruways to and from the workplace. Neighborhood streets can be places where parents feel

safe letting their children play, and commercial strips can be designed as grand boulevards, safe for walking and cycling and allowing for both through and local traffic.”⁵

⁴ Project for Public Spaces. http://www.pps.org/info/newsletter/great_streets/reinventing_streets_as_places

Fig. 12: Make downtown more walkable (continued)



The care and attention spent to the public places of a city does not go unnoticed. People walk where there are other people walking and where it is comfortable. This

is the most important investment The City can make in a revitalization area.

“The street is the river of life of the city, the place where we come together; the pathway to the center.”
*William H. Whyte*⁶

⁶ <http://www.pps.org/info/placemakingtools/placemakers/wwhyte>

29: Make downtown livable and beautiful

What?

Downtown needs to become both livable and beautiful before revitalization is truly complete. The City needs to invest in its public spaces before people are willing to invest in their private spaces. This includes streetscape, landscaping, infrastructure, design guidelines for signage and code enforcement to spruce up existing establishments (see Figs. 13 and 14).

Why?

Streetscape improvements put out a welcome mat to all that spend time there - locals or visitors. They are an essential part of improving the image of the community and should reinforce the Green River Brand. They also express the very strong pride residents have.

Downtown currently has some nice street blocks with landscaping, lighting and benches. The City now must inspired adjacent property owners to spruce up their holdings. Some parts of The City simply need cleaning up to better show off city pride. Many residents complained of lax code enforcement that has allowed some enclaves of the downtown to get run down.

While streetscape is an important step, it is also one that pays off more slowly. Trees and benches alone won't entice people to come downtown, but it will encourage them to linger. Downtown needs to have the right mix of thriving businesses before additional streetscape investments will really pay off.

How?

These recommendations are both functional and aesthetic. Many of these recommendations are detailed *Green River's Main Street Strategic Plan (2008)*.

1. Continue the streetscape program of benches, trees, trash cans, light posts on Flaming Gorge Way along the entire stretch of the redevelopment area.
2. Maintain and improve a continuous canopy of street trees on Flaming Gorge Way to act as a gateway and reinforce The City's green image.
3. Extend streetscape onto North 1st East with a festive, artistic theme distinctive from that of Flaming Gorge Way.
4. Add decorative lights to trees, banners, and landscape planters on both Flaming Gorge Way and North 1st East in areas that they currently don't exist.
5. Expand the public art on these streets.
6. Improve building facades to make them more appealing to pedestrians – add windows to blank or boarded up facades, remove AC units and utilities.
7. Restore historic facades (Fig. 14).
8. Step up code enforcement to improve the overall appearance of The City.
9. Add streetscape on 2nd South.
10. Create signage design guidelines for merchants to establish a high standard and harmonious appearance of signage. Work with merchants and city planning department to ensure they meet their



marketing needs and support the intent of city zoning ordinances.

Other ways to make downtown more livable include:

- Off-street parking for residents and businesses
- Free Wi-Fi
- Bike racks
- Information kiosks
- Centralized newspaper racks Add a new paragraph under the heading "Parking:"

Parking Considerations:

In struggling downtowns, too much area devoted to parking is typically a more serious problem than too little parking. The land devoted to parking has a positive impact in generating sales, but that must be balanced with the negative impact of occupying space that would otherwise be sales-generating floor space for a business. Many communities have eliminated minimum parking requirements for downtown to ease the burden on business owners. Many have taken a more pro-active role in helping to create public "shared parking" lots, that multiple businesses can utilize depending on their peak hours (daytime offices versus nighttime entertainment.) The City of Green River can also encourage new parking is sufficient to support

•• **Make downtown livable and beautiful** (continued)



redevelopment by adopting a policy to do a parking study whenever a parking lot is redeveloped.

Parking Recommendations:

Green River should first optimize its on-street parking for maximum efficiency. On-street parking is also a priority because it doesn't occupy valuable redevelopment land, makes sidewalks more pedestrian and business-friendly by creating a buffer from traffic, and slows down traffic to help travellers notice businesses along the street.

On-street parking adjacent to businesses on Flaming Gorge Way, North 1st East, Railroad Avenue and other major streets should become 1-hour parking. Parking behind buildings should be for employees only and can be signed "reserved for ..." where space is limited. Overflow parking is currently available on the UP leased area and appears to be sufficient. Parking garages are a viable alternative when the value of a parking space exceeds the value of the underlying land plus the cost to build it. A typical parking garage costs at least \$20,000 per space - far exceeding its current value. In addition, people commonly avoid parking garages where street parking is available.

Leadership:

- Green River Main Street
- Green River Urban Renewal Agency
- Green River Tree Advisory Board

Approximate costs:

- \$1,000,000 for Flaming Gorge Way streetscape
- \$500,000 for North 1st East streetscape
- \$250,000 for 2nd South streetscape
- \$100,000 for facade improvements program
- \$10,000 for Wi-Fi
- \$10,000 for Public Art (Task #26)
- Staff time for code enforcement

Possible Funding sources:

- Federal Community Development Block Grant
- City budget

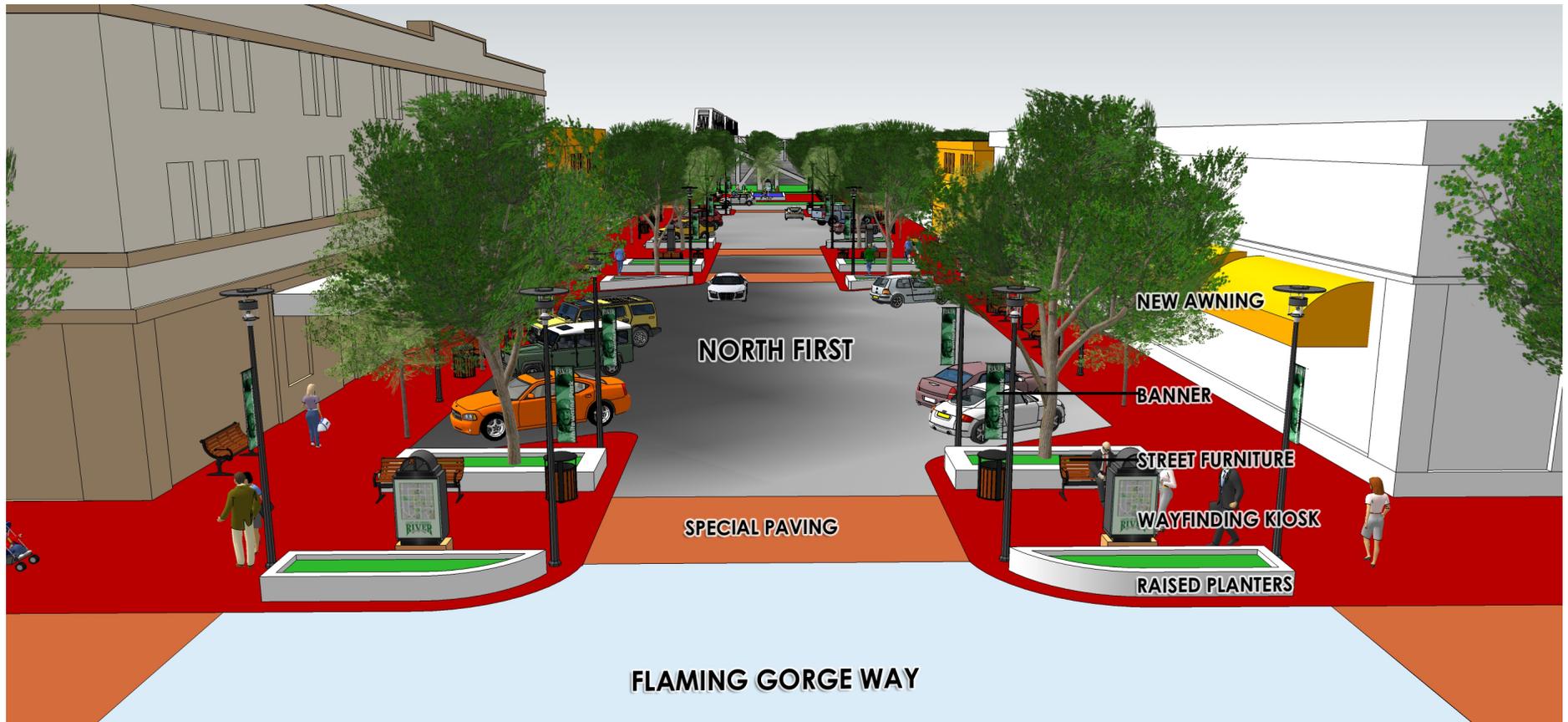
Timeline for implementation:

- 2011 Streetscape on North 1st East
- 2013 Streetscape on Flaming Gorge Way
- 2015 Streetscape on 2nd South.
- 2012 Improve building facades
- 2011 Install free Wi-Fi



Fig. 13: Typical streetscape improvements

This illustration shows typical locations of banners, lighting kiosks, signs, trash receptacles, and benches in downtown.



Green River prides itself on a sense of community, but has no urban place for people to experience this. Revitalization should make this a goal.

“Sidewalk contacts are the small change from which a city’s wealth of public life may grow.”⁸ Jane Jacobs

⁸ *The Death and Life of Great American Cities*. 1961.

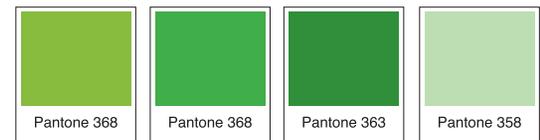
Fig. 14a: Building facades and merchant signage recommendations



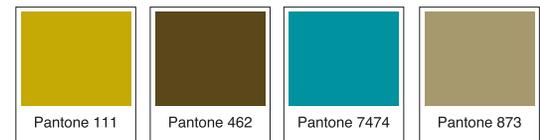
Fig. 14b: Building facades and merchant signage recommendations (continued)



Proposed color palette for identity package and signage



Alternative / complimentary color palette



The City of Green River is currently considering architectural guidelines for the downtown area. The above samples reference possible treatments of facades

and signage for merchants in Expedition Plaza. Note the use of brick, iron, natural woods and awnings to maintain and accentuate the historic feel of The City.

Urban Design Action Plan

TASK	TACTIC	PERSON RESPONSIBLE	TARGET DATE	COST
20. Build a downtown arts and recreation attraction.	<ol style="list-style-type: none"> 1. Concept plan and feasibility study. 2. Develop/upgrade building shell. 3. Install first phase of activities, exhibits and spaces. 	GR Parks and Recreation and Arts Council	<ol style="list-style-type: none"> 1. 2010 2. 2011 3. 2012 	<ol style="list-style-type: none"> 1. \$75,000 2. \$1,000,000 3. \$1,000,000
21. Expand river recreation.	<ol style="list-style-type: none"> 1. Solicit ideas. 2. Develop tubing and bicycling route and concessions. 3. Improve whitewater park. 4. Complete Killdeer trails and interpretation. 5. Establish fly-casting “park.” 6. Create recreation map. 	Parks and Recreation	<ol style="list-style-type: none"> 1. 2010 2. 2011 3. 2013 4. 2012 5. 2010 6. 2011 	<ol style="list-style-type: none"> 1. Staff time 2. \$25,000 3. \$50,000 4. \$50,000 5. no cost 6. in marketing
22. Connect people to downtown and the river.	<ol style="list-style-type: none"> 1. Wayfinding for Expedition Byway and Trail. 2. Use route for bike, walk or running events. 3. Include 2nd South in revitalization zone. 4. Gateway plaza at pedestrian bridge. 5. Add art and interpretation to Expedition routes. 6. 2nd South business district streetscape. 7. Study feasibility of raising riverfront out of flood-plain. 	Green River Parks and Recreation	<ol style="list-style-type: none"> 1. 2011 2. 2010 3. 2014 4. 2014 5. 2016 6. 2012 7. 2015 	<ol style="list-style-type: none"> 1. Goal #5 2. no cost 3. Staff time 4. \$100,000 5. \$30,000 6. included in Task 27 7. Staff time
23. Create a festival space downtown.	<ol style="list-style-type: none"> 1. Create a temporary festival space on North 1st East and relocate major festivals to this space. 2. Build Expedition Plaza for as permanent venue. 3. Establish festival parking. 	Green River Parks and Recreation	<ol style="list-style-type: none"> 1. Summer 2010 2. By 2019 3. By 2019 	<ol style="list-style-type: none"> 1. Event budget 2. 10 year phased budget 3. no cost agreements

Urban Design Action Plan (continued)

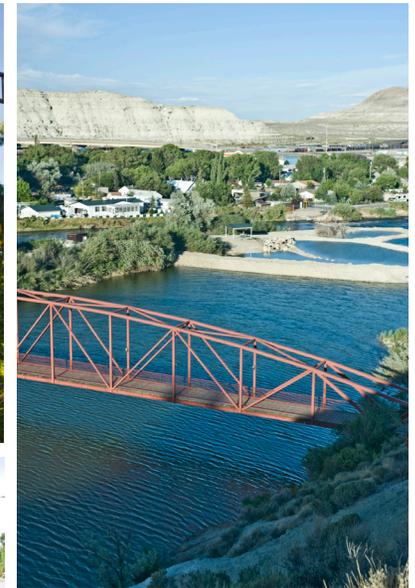
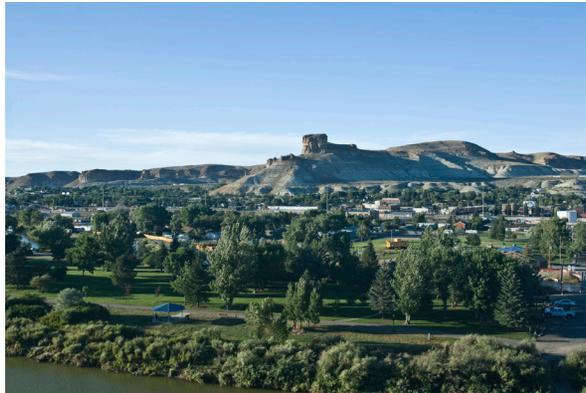
TASK	TACTIC	PERSON RESPONSIBLE	TARGET DATE	COST
24. Remake North 1st East into a lively cross-street.	<ol style="list-style-type: none"> 1. Establish use for festivals 2. Build traffic calming features. 3. Establish incentives for facade improvements. 4. Build streetscape. 	Green River Main Street	<ol style="list-style-type: none"> 1. 2010 2. 2014 3. 2012 4. 2019 	<ol style="list-style-type: none"> 1. no cost 2. \$250,000 3. \$20,000 annually 4. \$500,000
25. Protect and reuse historic buildings and features.	<ol style="list-style-type: none"> 1. Establish low-interest revolving loan fund. 2. Provide assistance with the Federal Historic Preservation Tax Credit 3. Establish planning incentives. 4. Record historic buildings. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2009 2. 2011 3. 2012 4. begin 2010 	<ol style="list-style-type: none"> 1. \$100,000 2. Staff time 3. Staff time 4. \$10,000 annually
26. Brand the City of Green River and Expedition Plaza with wayfinding and identity features.	<ol style="list-style-type: none"> 1. Complete a wayfinding master plan 2. Install wayfinding signs. 3. Install banners on city streets. 4. Add Expedition Loop, Expedition Trail and Expedition Plaza to the Attractions Guide and post on websites. 5. Mark Expedition Trail and Expedition Loop to other city and visitor maps. 6. Create special downtown route guide. 	Green River Parks and Recreation Green River Public Relations specialist Flaming Gorge Scenic Byway committee	<ol style="list-style-type: none"> 1. 2009 2. 2011 3. 2011 4. 2011 5. 2011 6. 2011 	<ol style="list-style-type: none"> 1. \$25,000 2. \$200,000 3. \$10,000 4. Staff time 5. In marketing materials 6. In marketing materials
27. Add art and interpretation that tells the story of Green River.	<ol style="list-style-type: none"> 1. Public art and interpretation master plan. 2. Install interpretive signs. 3. Build interpretive features. 4. Install public art in key locations. 	Green River Arts Council	<ol style="list-style-type: none"> 1. 2012 2. 2013 3. 2013 4. 2015 	<ol style="list-style-type: none"> 1. \$50,000 2. \$150,000 3. \$100,000 4. \$10,000 annually

Urban Design Action Plan (continued)

TASK	TACTIC	PERSON RESPONSIBLE	TARGET DATE	COST
28. Make downtown more walkable.	<ol style="list-style-type: none"> 1. Prepare a walkability master plan. 2. Build improvements on North 1st East. 3. Build improvements on Flaming Gorge Way. 	Green River Main Street and Public Works	<ol style="list-style-type: none"> 1. 2011 2. 2012 3. 2015 	<ol style="list-style-type: none"> 1. \$50,000 2. \$1,000,000 3. \$2,000,000
29. Make downtown livable and beautiful.	<ol style="list-style-type: none"> 1. Continue streetscape on Flaming Gorge Way. 2. Maintain & expand street trees on Flaming Gorge Way. 3. Extend streetscape onto North 1st East. 4. Add lights, banners and planters to areas of these two streets where this doesn't currently exist. 5. Expand the public art program. 6. Improve and restore building facades. 7. Add Wi-Fi. 8. Improve code enforcement. 9. Add streetscape on 2nd South. 	Green River Main Street	<ol style="list-style-type: none"> 1. 2013 2. 2013 3. 2011 4. 2015 5. 2011 6. 2012 7. 2011 8. 2011 9. 2015 	<ol style="list-style-type: none"> 1. Task 27 2. \$10,000 2. Task 27 3. \$250,000 4. Task #27 6. Task 26 7. \$100,000 8. Staff time 9. \$250,000

Community Photoshoot

A professional photoshoot of the community was conducted to document The City's existing conditions. Over 1,000 images were taken and put onto CD for The City's use. These photos become sole property of The City with full usage rights and are recommended images to promote the Green River Brand.



•• **Action Plan**

This Action Plan summarizes all of the recommendations of this master plan, showing phasing and priorities of downtown revitalization. A brief synopsis of each major time frame is included here. This plan should be revisited in no more than five years to stay current.

2-Year Plan:

Launch the brand.

Expected Outcome:

Excitement and curiosity about the new brand has begun to change people’s impression of The City. Green River citizens, always great assets, are now advocates for the community. Signage, maps and brochures are directing people to the elements that embody the Green River lifestyle. Branding is honest and authentic, featuring things that have always existed in The City, just casting them in a new light.

5-Year Plan:

Build downtown attractions and encourage residential redevelopment.

Expected Outcome:

People have many reasons to come downtown, creating a critical mass of people on the streets. Coming downtown is now a habit and the idea of living and working there is appealing. The Central Business District is thriving and change is starting to spread to adjacent parts of downtown. Private investors are approaching The City about building the residential and commercial development downtown.

10-Year Plan:

Invest in beautification, attract target tenants and build tourism.

Expected Outcome:

Continue downtown’s rise by expanding the improvements beyond the Central Business District. New public infrastructure improves quality of life and city image for residents and tourists.

2011: The 2-Year Plan

TASK	TACTIC	TASK LEADER	TARGET DATE	COST
1. Create an identity package / brand usage and style guide.	<ol style="list-style-type: none"> Finalize identity system and department logos Develop Brand Usage and Style guide. 	Green River Public Relations specialist or consultant	<ol style="list-style-type: none"> Mar 2010 Apr 2010 	<ol style="list-style-type: none"> Staff Time \$20,000
2. Launch the Green River Brand internally to residents and business owners.	<ol style="list-style-type: none"> Organizing committee for launch party. Prepare launch presentation and materials. Produce brand souvenir “script cards”. Conduct launch at community event. 	Green River Public Relations specialist or consultant	<ol style="list-style-type: none"> Nov 2009 Apr 2010 June 2010 	<ol style="list-style-type: none"> Volunteer time Staff time \$3,000
3. Launch the Expedition Plaza brand for the downtown district.	<ol style="list-style-type: none"> Create identity package for downtown. Obtain mailing list for launch party and brand education. Prepare launch presentation and materials. Prepare and print downtown events newsletter. Conduct launch at community event. Follow marketing tasks jointly with city brand. 	Green River Public Relations specialist or consultant	<ol style="list-style-type: none"> Aug 2010 April 2010 April 2010 April 2010 June 2010 Ongoing 	<ol style="list-style-type: none"> \$10,000 Staff time Staff time Staff time Staff time Staff time
4. Identify the internal and external target audiences.	<ol style="list-style-type: none"> Recruit assistance to compile database. Collect existing lists. Collect new information from relevant lists. Create data base. 	Green River Public Relations specialist or consultant	<ol style="list-style-type: none"> Fall 2009 Spring 2010 Summer 2010 Feb 2010 	<ol style="list-style-type: none"> Staff time Staff/volunteer Staff/volunteer Staff/volunteer
5. Conduct a marketing and public relations campaign (external launch) to educate about the brand.	<ol style="list-style-type: none"> Analyze costs-benefits of hiring PR firm. Prioritize areas of public relations. External launch and advertising. 	Green River Public Relations Consultant	<ol style="list-style-type: none"> Fall 2009 Fall 2009 2012 	<ol style="list-style-type: none"> No cost No cost \$100,000 for first 2 years, \$30,000 annually after



ACTION PLAN

•• The 2-Year Plan (continued)

TASK	TACTIC	TASK LEADER	TARGET DATE	COST
6. Create new marketing and promotional materials that reflect the brand.	<ol style="list-style-type: none"> 1. Website(s) 2. Internet presence / social networking 3. Brochures 4. Advertising 5. Newsletter 6. Press kit 7. Real estate brochure 	Brand Development Committee	<ol style="list-style-type: none"> 1. June 2010 2. June 2010 3. June 2010 4. Fall 2010 5. Fall 2010 6. 2011 7. 2011 	<ol style="list-style-type: none"> 1. \$20,000 2. \$5,000 3. \$5,000 4. \$15,000 5. \$3,000 6. \$3,000 7. \$3,000
7. Launch a billboard advertisement campaign.	<ol style="list-style-type: none"> 1. Work with WYDOT on roadway signs. 2. Research, budget and buy billboard space. 	Chamber	<ol style="list-style-type: none"> 1. 2010 2. Sept 2010 	<ol style="list-style-type: none"> 1. Staff time 2. \$20,000 annually
8. Develop an Attractions/Activities Guide to promote brand elements.	<ol style="list-style-type: none"> 1. Collaborate on guide content. 2. Hire professional team to design and print. 3. Identify distributors. 4. Upload digital version onto websites. 	GR Parks and Recreation Chamber	<ol style="list-style-type: none"> 1. Fall 2010 2. June 2010 3. June 2010 4. June 2010 	<ol style="list-style-type: none"> 1. Staff time 2. \$15,000 3. Staff time 4. Staff time
9. Use special events to celebrate the Green River Brand.	<ol style="list-style-type: none"> 1. Write strategic plan to attract and expand events and activities. 2. Create online event marketing tool. 3. Actively recruit for events. 	Green River Public Relations specialist or consultant	<ol style="list-style-type: none"> 1. June 2011 2. Spring 2011 3. 2012 	<ol style="list-style-type: none"> 1. Staff time 3. Staff time 4. Staff time
10. Create an online photo library.	<ol style="list-style-type: none"> 1. Identify computer server to host library. 2. Select software to allow hosting. 3. Upload Community Photoshoot. 4. Solicit copyright-free photos from partners. 5. Acquire professional photography to support brand. 6. Acquire new photos annually. 	Green River Public Relations specialist or consultant	<ol style="list-style-type: none"> 1. Fall 2009 2. Fall 2009 3. Fall 2009 4. Fall 2009 5. Summer 2010 6. Ongoing 	<ol style="list-style-type: none"> 1. Staff salary 2. Staff salary 3. Staff salary 4. Staff salary 5. \$10,000 6. \$5,000 annually



•• The 2-Year Plan (continued)

TASK	TACTIC	TASK LEADER	TARGET DATE	COST
11. Develop a training program for business owners and employees.	<ol style="list-style-type: none"> 1. Identify training opportunities. 2. Prepare and conduct trainings. 3. Prepare Frequently Asked Questions guide. 	Green River Public Relations specialist or consultant	<ol style="list-style-type: none"> 1. Fall 2009 2. Spring-Fall 2010 3. Spring 2010 	<ol style="list-style-type: none"> 1. Board volunteers 2. Board volunteers 3. Staff salary
18. Prioritize capital facilities to anchor downtown redevelopment	<ol style="list-style-type: none"> 1. Work with City Planner, Commercial Real Estate Professional and Sweetwater County to develop public and private capital facilities wish list 	Green River City Planner	<ol style="list-style-type: none"> 1. Winter 2010 	<ol style="list-style-type: none"> 1. Staff time
19. Clearly define economic development roles.	<ol style="list-style-type: none"> 1. Recruit facilitator. 2. Complete vision. 3. Complete strategic plan. 	Green River Main Street	<ol style="list-style-type: none"> 1. Fall 2009 2. Fall 2009 3. Spring 2010 	<ol style="list-style-type: none"> 1-3. \$5,000
12. Retain and expand downtown employment.	<ol style="list-style-type: none"> 1. Encourage government offices to remain in CBD. 2. Start relocation assistance and rent subsidy program. 3. Develop technical assistance and incentives program. 4. Support incubator businesses (Tasks #16-17). 	Green River Community Development	<ol style="list-style-type: none"> 1. Ongoing 2. Fall 2011 3. Fall 2011 4. 2012 	<ol style="list-style-type: none"> 1. Staff salary 2. \$20,000 annually 3. Staff salary 4. Tasks #16-17
26. Brand The City with wayfinding and identity features.	<ol style="list-style-type: none"> 1. Wayfinding master plan and sign designs. 2. Fabricate and install signs. 3. Manufacture and install banners. 	GR Parks and Recreation	<ol style="list-style-type: none"> 1. Fall 2009 2. Summer 2010 3. Spring 2010 	<ol style="list-style-type: none"> 1. \$25,000 2. \$175,000 3. \$10,000
23. Create a festival space downtown.	<ol style="list-style-type: none"> 1. Create a temporary festival space on North 1st East. 2. Relocate major festivals to this space. 3. Build Expedition Plaza for as permanent venue. 	GR Parks and Recreation	<ol style="list-style-type: none"> 1. Summer 2010 2. Summer 2010 3. By 2019 	<ol style="list-style-type: none"> 1. Event budget 2. Event budget 3. 10 year phased budget

2014: The 5-Year Plan

TASK	TACTIC	TASK LEADER	TARGET DATE	COST
20. Build a downtown arts and recreation attraction.	<ol style="list-style-type: none"> 1. Concept plan and feasibility study. 2. Develop/upgrade building shell. 3. Install first phase of activities, exhibits and spaces. 	Green River Parks and Recreation (and Arts Council)	<ol style="list-style-type: none"> 1. 2010 2. 2011 3. 2012 	<ol style="list-style-type: none"> 1. \$75,000 2. \$1,000,000 3. \$1,000,000
21. Expand river recreation.	<ol style="list-style-type: none"> 1. Solicit ideas. 2. Develop tubing and bicycling route 3. Partner with concessionaires. 4. Improve whitewater park. 	Parks and Recreation	<ol style="list-style-type: none"> 1. 2010 2. 2011 3. 2011 4. 2013 	<ol style="list-style-type: none"> 1. Staff time 2. \$25,000 3. Staff time. 4. \$50,000
22. Connect people to downtown and the river.	<ol style="list-style-type: none"> 1. Wayfinding for Expedition Byway and Trail. 2. Use route for bike, walk or running events. 3. Include 2nd South in revitalization zone. 4. Gateway plaza at pedestrian bridge. 5. Add art and interpretation to Expedition routes. 6. 2nd South business district streetscape. 	Green River Parks and Recreation	<ol style="list-style-type: none"> 1. 2011 2. 2014 3. 2010 4. 2014 5. 2016 6. 2012 	<ol style="list-style-type: none"> 1. Goal #5 2. no cost 3. Staff time 4. \$100,000 5. \$30,000 6. Goal #29
13. Create revitalization areas.	<ol style="list-style-type: none"> 1. Develop zoning designation and planning ordinance. 2. Create incentives program. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2012 2. 2012 	<ol style="list-style-type: none"> 1. Staff time or \$30,000 2. Staff time or \$20,000
25. Protect and reuse historic buildings and features.	<ol style="list-style-type: none"> 1. Complete historic district designation and associated city planning ordinances. 2. Establish revolving loan for preservation. 3. Record historic buildings. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2009 2. 2011 3. 2012 	<ol style="list-style-type: none"> 1. Staff time 2. \$100,000 3. \$10,000 annually

•• The 5-Year Plan (continued)

TASK	TACTIC	TASK LEADER	TARGET DATE	COST
14. Encourage residential downtown – loft, infill, live-work units.	<ol style="list-style-type: none"> 1. Create residential revitalization overlay zone and incentives. 2. Grants and low-cost loans for residential conversions, remodels, and expansion. 3. Market The City and the brand to developers experienced with this kind of product. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2009 2. 2012 3. 2012 	<ol style="list-style-type: none"> 1. Staff time 2. \$100,000 annually 3. Staff time
15. Start incubator business space downtown.	<ol style="list-style-type: none"> 1. Identify partners. 2. Select location and build space. 3. Develop support services and programs. 	Small Business Development Council	<ol style="list-style-type: none"> 1. 2010 2. 2012 3. 2012 	<ol style="list-style-type: none"> 1. Staff time 2. \$200,000 3. \$100,000 annually

2019: The 10-Year Plan

TASK	TACTIC	TASK LEADER	TARGET DATE	COST
23. Create a festival space downtown. (continued)	1. Build Expedition Plaza as permanent festival space.	Green River Parks and Recreation	1. 2012 through 2019 in phases	1. \$2,000,000
24. Remake North 1st East into a lively cross-street.	1. Build traffic calming features. 2. Build streetscape.	Green River Main Street	1. 2014 2. 2019	1. \$250,000 2. \$500,000
27. Add art and interpretation that tells the story of Green River.	1. Public art and interpretation master plan. 2. Install interpretive signs. 3. Build interpretive features. 4. Install public art in key locations.	Green River Arts Council	1. 2012 2. 2013 3. 2013 4. 2015	1. \$50,000 2. \$150,000 3. \$100,000 4. \$10,000
28. Make downtown more walkable.	1. Prepare a walkability master plan. 2. Build improvements on North 1st East. 3. Build improvements on Flaming Gorge Way.	Green River Transportation and Public Works	1. 2011 2. 2012 3. 2015	1. \$50,000 2. \$1,000,000 3. \$2,000,000
29. Make downtown livable and beautiful.	1. Continue streetscape on Flaming Gorge Way. 2. Extend streetscape onto North 1st East. 3. Add streetscape on 2nd South. 4. Expand the public art program. 5. Improve building facades. 6. Add Wi-Fi. 7. Improve code enforcement.	Green River Main Street	1. 2013 2. 2010 3. 2015 4. 2013 5. 2012 6. 2011 7. 2010	1. Task #28 2. Task #28 3. \$250,000 4. Task #27 5. \$100,000 6. \$10,000 7. Staff time
14. Encourage residential downtown – loft, infill, live-work units. (continued)	1. Create a non-profit community housing corporation to build affordable units.	Green River Economic Development	1. 2015	1. Staff time

•• The 10-Year Plan (continued)

TASK	TACTIC	TASK LEADER	TARGET DATE	COST
16. Start retail incubator space downtown.	<ol style="list-style-type: none"> 1. Choose targeted area. 2. Develop incentive programs. 3. Provide training and mentorship. 	Small Business Development Center	<ol style="list-style-type: none"> 1. 2011 2. 2012 3. 2012 	<ol style="list-style-type: none"> 1. Staff time 2. \$100,000 3. Staff time
17. Encourage downtown retail, outdoor cafes, outfitters, etc.	<ol style="list-style-type: none"> 1. Establish planning incentives and disincentives. 2. Assign new police beat to downtown. 3. Start grant and loan funding programs. 	Green River Community Development	<ol style="list-style-type: none"> 1. 2014 2. 2010 3. 2014 	<ol style="list-style-type: none"> 1. Staff time 2. Staff time 3. \$50,000

•• Funding Opportunities

Local Government Tools

Planning Incentives

Because cities in Wyoming are not eligible to use tax-increment financing, they often offer other incentives such as expedited approvals, loosened infrastructure requirements and matching city improvements.

Special Improvement Districts

Cities can work with property owners of specifically defined districts to levy a tax to pay for special improvements in those areas, such as streetscape, new sidewalks, lighting and other amenities.

State of Wyoming Incentives

The State of Wyoming has many programs that offer incentives and technical assistance to communities working on Economic Development. A general guide can be found at www.whywyoming.org/assistance.aspx, and is excerpted here. The University of Wyoming Small Business Development Center (SBDC) is another good resource at www.wyomingentrepreneur.biz.

Wyoming Humanities Council Grants

Any nonprofit organization or public agency in Wyoming may apply for council funding to pursue humanities projects of their own design. The humanities must be central to the project and a humanities professional must be integrally involved in the planning and development of the project.

Wyoming Main Street Loan Participation

The Wyoming Business Council can participate with a local lender on a loan to a building owner for building improvements to maintain the structure's historical character. The state's portion of the participation may be up to 75% of the loan (maximum of \$100,000) in a shared note and collateral position with the local lender.

Wyoming Partnership Challenge Loan Program

The Wyoming Partnership Challenge Loan Program provides low-interest loans to community development organizations that, in turn, match these funds and make low-interest loans to new and existing businesses. The funds may also be used to purchase participations on loans originated by commercial lenders. Interest rates on these loans are generally fixed for the first five years and may be as low as 5%. The maximum loan amount per business is \$250,000. The Wyoming Business Council administers these funds.

Business Ready Community Grant & Loan Program

The Business Ready Communities program provides financing for publicly owned infrastructure that promotes economic development within Wyoming communities. Projects may include direct job-creating projects where a business has committed to locate or expand in a community, and community readiness projects where no specific company has committed to expand or locate in a community.

Wyoming Partnership Bridge Loan

The Wyoming Business Council can participate with a local lender on a loan to a business. The state's portion of the participation may be up to 35% of the project (maximum of \$500,000) in a shared note and collateral position with the local lender.

Wyoming Small Business Innovation Research & Technology Transfer Programs

The Mission of the WSSI is to assist all qualified Wyoming small businesses and individuals in accessing the funding opportunities provided by the Small Business Innovative Research (SBIR) and Small Business Technology Transfer (SBTT) Programs. Approximately \$2 billion annually.

•• Funding Opportunities (continued)

Wyoming First Products

The Wyoming First Program assists companies located in the state with the identification and promotion of their Wyoming made products or substantially enhanced products and services. The program is managed by the Agribusiness Division of the Wyoming Business Council.

Federal Incentives

Community Development Block Grants (CDBG)

The CDBG Program provides grants to local governments for community, housing and economic development projects. The CDBG Program makes convertible loans based on job creation as well as other tools that may assist businesses. The Wyoming Business Council administers this federally-funded program and approves grant recipients for the money issued to Wyoming.

Federal Historic Preservation Tax Program

This program rewards private investment for rehabilitating income-producing historic properties such as offices, rental housing, and retail stores with a 20% credit on federal income taxes. Abandoned or under-used schools, warehouses, factories, churches, retail stores, apartments, hotels, houses, and offices in many cities have been restored to life in a manner that retains their historic character. The Preservation Tax Incentives

have also helped to create moderate and low-income housing in historic buildings. Non-historic structures built prior to 1936 are eligible for a 10% tax credit. This program is administered by the Wyoming State Historic Preservation Office (SHPO).

Public Works and Economic Development Program sponsored by the U.S. Department of Commerce: Economic Development Administration

Public Works and Economic Development investments help support the construction or rehabilitation of essential public infrastructure and facilities necessary to generate or retain private sector jobs and investments, attract private sector capital, and promote regional competitiveness, including investments that expand and upgrade infrastructure to attract new industry, support technology-led development, redevelop brownfield sites and provide eco-industrial development

Federal Mineral Royalty Capital Construction

Incorporated cities and towns, counties, special districts and joint powers boards are eligible to apply for these funds. Funds can be used for planning, construction, acquisition, and improvement or emergency repair of public facilities and acquisition of emergency vehicles. Funded with Federal Mineral Royalties, grants may up to 75 percent of the total project cost.

Non-profits and Foundations

National Development Council

NDC is the oldest national non-profit community development organization in the U.S. Their mission is to increase the flow of capital to underserved urban and rural areas for job creation and community development. They offer community partners development assistance and professional training as well as small business financing and debt and equity for residential, commercial, public and non-profit facilities projects. NDC employs 501(c)(3) and 63-20 bond financing, New Markets Tax Credits, Historic Preservation Tax Credits to assist in financing alternatives.

Union Pacific Foundation Grants

This 501(c)(3) public charity provides funding to public charities or municipalities located on railroad lines that Union Pacific operates. This program helps communities improve and enrich the quality of life for their citizens in three target areas: 1. creating a wider opportunity for the enjoyment and participation in the visual and performing arts, 2. assisting organizations dedicated to improving the level of health care and 3. providing human services are the three essential focuses of this grant.

Review of Past Studies

- 119 Review of Past Studies
- 126 Public Input Summary
- 130 Economic Data
- 144 Travel Statistics



A community photoshoot recorded existing buildings, streets and features of Green River.



Review of Past Studies (continued)

Our team reviewed previous community studies and reports to get a sense of persistent challenges, evolution of The City’s image, growth and infrastructure needs. This supported the information gathered during interviews and help provide a check on city myths versus realities. The City’s biggest challenge - revitalizing downtown - has existed for decades with little resolved. The variety of issues to tackle to improve the downtown is daunting and evidence that a comprehensive, concerted effort must be undertaken.

City of Green River Comprehensive Plan
July 1975 by Parker & Associates

Official city general plan, prepared during a boom time from expanding mines and Bridger power plant.

Challenges included:

- Strip development on major streets
- Unsafe streets
- Poorly defined commercial areas, changing the character of formerly residential areas
- New development with poor services provided (trees, parks, facilities)
- Lack of social, cultural and recreational activities and facilities

Downtown Revitalization Study

July 1977 by BRW/Noblitt

Describes Green River industries and commercial strengths. Comparisons to Rock Springs. Includes numerous graphics of existing and proposed conditions. Downtown, at the time, still provided the greatest variety of services, although with smaller square footage. Downtown was focus for banking, government, professional services and commercial, while Uinta Drive was gaining on the commercial.

Actions needed to retain a healthy downtown included:

- Parking
- Cleanup of streets, sidewalks, alleys, yards
- Storefront renovation
- Pedestrian and streetscape improvements
- Retaining post office and government centers
- Removing blighted properties

Perceptions:

- Barriers to The City growing to the north and east
- Positive impact of government buildings
- River is a barrier
- Railroad and stockyards are a visual blight
- Intersection of Flaming Gorge Way and Uinta Drive is confusing and unattractive
- Lack of retail stores in Green River

Suggestions:

- Gateway improvements
- Parking
- Shopping mall downtown
- Senior housing program
- New housing near downtown

City of Green River Partnership Meetings

July 1983 by BBC

First comprehensive downtown and commercial property owners meeting – to strategize The City’s future. Saw the major challenges as:

- Beautification
- Marketing (no image, need to diversify, need to compete w-Rock Springs)
- Better government support of business (lowest bidder system doesn’t help local businesses)
- Revitalize downtown (as professional/gov’t center, retail is south of river by residents; due to enforcement)
- Positive attitude (foster loyalty to local retail)
- Community pride (cooperation, identity, natural beauty)
- More incentives for business (confusion on where taxes are spent, combative approach of zoning)



Review of Past Studies (continued)

Approaches:

- Upgrade UP parking lot
- Install gateway signs and trees into town
- High school local business coupon book
- Walking tours
- Promote idea of “Downtown / Uptown”
- Celebrations downtown and on the island.
- Flowers at participating businesses
- Clean up river banks
- Tree planting program
- Get rid of junk cars
- Clean up arterials
- Develop downtown entertainment facility
- Finish LBarge road
- Emphasize history
- Rezone to get more commercial and industrial
- Landscape Uinta Drive
- Develop a green belt
- Model trains to display history
- Relocate Modern Trailer Court
- Develop Convention Center
- Establish marina on river
- Develop FMC park
- Develop UP land between Flaming Gorge Way and the tracks

Theme for The City “Come grow with us, Growing better every day”

Assets and Liabilities Analysis and Economic Development Strategies for Sweetwater County

1985 by the Fantus Company

Rated Rock Springs and Green River’s appeal for business site selectors. Described Rock Springs appearance as a liability, especially the routes into town, residential areas and downtown. Described Green River as more pleasing due to topography, geographic features, less jumble and a less depressing downtown, but still called its appearance a liability.

Notes key aspects of the economy as boom-bust, dependent on mineral industries (leading to higher wages), far from major markets, cheap energy available, rivalry between the two cities.

State of Wyoming Assessment

May 1989 by Citymark

Executive summary of an assessment of The City as part of a State of Wyoming “familiarization tour.” Comments on the “AAA” efforts put forward by Green River and Rock Springs staff during their visit. Called the host team “one of the very best, and said of the school facilities “we have not seen better.” Describes the two cities as,

“a diamond in the rough...the brain power in this area is fantastic, numerous well-educated people, nice schools, hospital, homes, parks and most important, good attitudes.”

The Wyoming Community Assessment Report

May 1990 by Economic Development & Stabilization Dept. and Wyoming Economic Development Assoc.

Outlines Communities assets and liabilities. Assets include:

- Location on I-80 and the Green River and proximity to Flaming Gorge
- Good infrastructure, government, labor force, education, and attitudes.
- Great recreation, but little focus on the river
- Loyalty to buy locally
- Liabilities include:
- Poor signage on I-80
- Tourism far underdeveloped
- Lack of enforcement of ordinances
- Citizen lack of confidence in government
- Streets in disrepair, unattractive gateways
- Inappropriate business mix downtown
- Poor building maintenance downtown
- No plan for a marketable image
- Hard to keep people employed in non-mining industries

Evaluates community assets and liabilities and developing suggestions for improving the environment, social and economic future of The City. Summarizes important data to businesses, including taxation, utilities, infrastructure, education, amenities, city and county economics. Includes comments and insights from



Review of Past Studies (continued)

numerous interviews.

Green River, Wyoming Assessment Report

February 2003 by Green River Resource Team (WY Rural Development Council)

Evaluates community assets and liabilities and developing suggestions for improving the environment, social and economic future of The City. Summarizes important data to businesses, including taxation, utilities, infrastructure, education, amenities, city and county economics. Includes comments and insights from numerous interviews.

Themes include:

- Stay small (not like Rock Springs)
- Land-locked so we can't grow
- Need more job diversity
- Need industrial business, grocery, hotel center, restaurants
- Confusion finding tourism attractions (Wild Horse Loop, route to Flaming Gorge) because of minimal wayfinding
- Lack of direction/image

Team recommendations include:

- Marketing Wild Horse loop better – billboard, wayfinding
- Realistic feasibility study of access road to Rock Springs and second Bridge
- Don't duplicate medical services, but offer more medical staff on certain days in Green River

- Create better shuttle or occasional expanded DFS services in Green River
- A second Smith's in different location to make second grocery store viable
- Develop unique job niche with start-ups, student "intern" opportunities
- Stronger ordinances/enforcement to clean-up of community
- Continue enhancement of the Greenbelt and River

City of Green River Comprehensive Master Plan

February 2005 by the Community Development Department

Update to the 1983 plan. Responds to the 1995 Sweetwater County growth management plan to concentrate growth into the urban area.

Recommendations include:

- Designate an urban growth area for Green River and Rock Springs
- Coordinate development requests between city and county
- Focus on revitalization and infill
- Increase community involvement

Strengths:

- Healthy economy based on soda ash, natural gas, diversified natural resources
- Well-developed transportation – rail, road, pipelines

- Stable tax base
- Location is advantageous to visitors – tourism is significant and growing

Statement of community:

Our mission is to maintain and enhance the quality of life in Green River through managed and balanced growth.

Goals:

- Maintain physical environment, scenic and historic resources
 - Greenbelt and bronze belt
 - Drainage areas
 - Agricultural uses to protect scenery without degrading landscape
 - Land trades with BLM for areas within urban growth boundary
 - Recycling
 - Protect wildlife habitat
- Development through revitalization (not necessarily population or physical expansion).
 - Physical constraints and land capacity analysis
 - Neighborhood planning
 - Rebuild infrastructure as first step to revitalization
 - Promote infill, consider city-directed land assembly and redevelopment
- Public-private program for economic development and diversification.



Review of Past Studies (continued)

- Revitalize downtown for niche businesses
- Expand tourism through natural and historic resources
- Recruit diversity of new businesses
- Market the business park
- Recruit a hotel/meeting center
- Promote diversity of housing
- Adopt design criteria for Urban Renewal District and establish Urban Renewal Agency
- Upgrade infrastructure.
 - Utility replacement coordinated with pavement rehabilitation
 - Rehabilitate sewer, water and storm sewer on north side of river
 - Promote additional river overpass
 - Promote capital facilities tax for downtown, parks, enhancement projects
- Enhanced communication and community involvement.

Community ID – Green River and Rock Springs
2007 by Buxton

Study aimed at measuring the potential of the two cities to recruit new retailers, including restaurants. Examined two sites in Rock Springs and one in Green River at Riverview Drive and Uinta Drive. Includes extensive demographic information.

Recommendations included:

- The Rock Springs site at Dewar Drive and Foothill Blvd. was felt to have the most potential (highest population, access to I-80)
- The Green River site primarily has access to families with children, living in suburban areas with an above average income and education.

Future phases of this study could target likely retailers. Phase II not undertaken to date.

Strategic Plan – 2007-2012-2022

2007 by the Mayor, City Council and Mgmt Team
Vision study to guide next 20 years.

Vision 2022 includes:

- An attractive city
 - Preserve vistas to rock formations and green river
 - Attractive gateways and corridors
 - Open river to public and restore Killdeer Wetlands Natural Area
 - Public art
 - Cleanups and beautification
- A well planned city
 - Adequate water, wastewater and infrastructure
 - Housing for temporary workers that can be

adapted for future use

- An active downtown and riverfront
 - Restaurants, entertainment, niche retail and government
 - Community events (Flaming Gorge Days, Riverfest/Art on the Green, 4th of July)
 - 2nd story living
- Preferred residential neighborhoods in the region
 - Choice
 - High owner-occupied rates
 - Quality construction, infrastructure and walkability
- A family community
 - Safe and fun
 - Services for all ages
 - Quality daycare and afterschool programs
 - Quality medical
- Great choices for recreation
 - Top quality rec center and pool
 - Access to outdoor recreation
 - River with education, kayak course, interpretation
 - FMC park (sportsmen) and Scott’s Bottom (natural areas and trails)

Policy Priorities 2007-2008:

- BLM land negotiation
- FMC park infrastructure
- Second route to Rock springs



Review of Past Studies (continued)

- Whitewater park repairs
- Affordable housing
- Impact Fees
- 2nd South
- Grocery Store Attraction Strategy
- Recreation Center Expansion

Management Priorities 2007-2008:

- Water Master Plan
- Street Rehab plan
- Emergency management plan
- Wastewater Master Plan
- Council chamber upgrade
- Water/Sewer services for Uinta
- Integrated solid waste management plan
- Commuter parking lot
- Main Street Program
- Tourism Businesses Attraction Strategy

Green River Main Street Downtown and Community Revitalization Plan

2005 by City of Green River

Plan defines Main Street District, Urban Renewal District and highlights key historic properties to protect and redevelop and blighted sites to redevelop. It creates the Districts, the Urban Renewal Agency and Main Street committee and establishes their powers.

Branding, Marketing and Redevelopment for Rock Springs Wyoming

October 2007 by Destination Development

Development of a new brand for The City with the stated purpose of creating a downtown that attracts residents and a city brand that attracts visitor. Proposed brand is the “Two –Wheel Capital of Wyoming” – centered on enhancing the visibility of The City’s biking and motorcycling amenities and using that to generate more visitation and a reputation. Discusses downtown revitalization and the land use mix needed to turn Rock Springs into a vibrant 24-7 tourist destination. Plan is a thorough road map for executing this brand.

Main Street Strategic Plan

2008 by Green River Main Street Committee
Plan prepared with assistance of Main Street National Trust for the Green River Main Street (GRMS) program.

Recommendations include:

- Increase GRMS committee volunteers.
- Create speaker’s bureau.
- Develop fundraising committee, grants and 501(c)3 status.
- Hold networking coffees.
- Work with WYDOT on traffic calming.
- Release news articles and stories about Green

- River history and GRMS activities.
- Host one or two signature events a year downtown.
- Establish beautification plan – planters, etc...
- Marketing and branding to overcome negative attitudes.
- Increase parking.
- Survey existing businesses to find ways to support them.
- Research acquiring buildings for revitalization.
- Work on zoning to allow mixed use and housing downtown.
- Develop strategy for attracting businesses downtown.
- Support business owners with education and networking.
- Facade improvements.
- Research revolving loan programs.
- Create historic district.
- Improve streetscapes and public spaces.



Review of Past Studies (continued)

Rock Springs and Green River travel guide

2004 by The Rough Guide

United States > Travel Guides > Rockies > Wyoming > South and central Wyoming > Southwest Wyoming > Rock Springs and Green River

Rock Springs and Green River

- Rock Springs and Green River
• Butch Cassidy & the Sundance Kid

Wyoming cities

- Select City -

All U.S. city guides

ROCK SPRINGS, the largest town in southwest Wyoming, is also wholly unremarkable, a down-at-heel mining community that experienced its latest short-lived boom in the 1980s. If you need to stay, there's the Knotty Pine Lodge at 1234 Ninth St (tel 307/362-4515; up to \$35); not far away, the Santa Fe Trail Restaurant at 1635 Elk St (tel 307/362-5427) serves fresh Tex-Mex.

Ramshackle GREEN RIVER is fourteen miles west. Wedged between high buttes, and sliced through by the railroad, the interstate and the Green River itself it's not an easy place to find your way around. Embers, 95 E Railroad Ave (tel 307/875-9983), is the most popular eating spot, while the Coachman Inn, 470 E Flaming Gorge Way (tel 307/875-3681; up to \$35/\$35-50), is a good-value motel. Campers should note that both Green River and Rock Springs lie within easy reach of Flaming Gorge National Recreation Area. Roads south from either town run through the empty hills, looking out over incandescent orange rocks and a dramatic artificial lake.

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Travel to

Hotels
More Hotels...



Summary of Public Input

Public Input Opportunities

This plan relied on public input at several key points.

1. Kickoff Meeting with the Steering Committee (1.13.09);
2. Interviews with over 50 key informants (1.13.09, 3.4.09 thru 3.5.09. by phone in March 09);
3. Two public workshops (3.5.09)
4. Focus groups with youth and seniors (3.5.09)
5. Concept plan discussion with Steering Committee (4.23.09)
6. Concept plan presentation to City Council (5.12.09)
7. Action Plan strategy meeting (5.12.09)

Workshop Summary

The following is a summary of comments from the community workshops where Myths and Realities were discussed, community identity was explored, and projects for community development were prioritized.

Identity

The following themes rang the most true:

- **Great Outdoors** (Green River, Flaming Gorge, wild horses, hunting/fishing, boating, work hard/ play hard)
- **Main Street** (small town living, arts/culture, everyone is like family)

- **Frontier Heritage** – (history of Powell Expedition, railroad, mining, entrepreneurs – NOT the wild west)

(notes from the group discussions on identity)

- Heritage, History
- Live, Work, Play
- Dreams come true
- Arts, sculpture, Culture
- Main Street
- Frontier – JW Powell, railroad-not told enough
- Green
- IS NOT:
 - Tourism
 - Wild West (not like Cody, Jackson)
 - Flaming Gorge
 - “Green” (environmentally)
 - Pristine

Other comments:

- Gateway to Wild Horses
- Explore your river
- Gateway to Flaming Gorge
- Center of Industry / Mining
- Explore your opportunities
- I would rather live in Green River
- Hunting, wildlife
- Solitude, relaxation
- Rock monuments, bluffs, palisades

- Thomas Moran
- River walk
- Oasis in the desert
- Entrepreneurial, home businesses
- Greatest high school art teachers in the country
- Relaxed lifestyle
- Wildlife viewing
- Access to river
- Quilting
- Work hard / play hard 6 am – 6 pm at work
- “Garden Spot of Wyoming”
- Twin tunnels

Vision and Differentiators:

Our team identified the following major vision points and differentiators:

1. Vision:

- a. River
- b. Small community
- c. Arts
- d. Authentic

2. Differentiators:

- a. Non-natives become family
- b. Green, oasis
- c. Locally-owned

Summary of Public Input (continued)

Priorities

(Listed in order of “votes” for each priority on workshop worksheets. Note: Attendees were asked to respond to a list of priorities, and this was not a formal discussion topic. This activity was only completed at 2 of the 3 workshops)

Highest Priorities:

1. Support Main Street and Downtown redevelopment efforts.
2. Focus on areas of town available for redevelopment, restoration and infill to provide a diverse supply of housing for the coming decade.
3. Protect the amazing scenery, outdoors and history of Green River
4. Break down the actual and perceived barriers between The City and the river with better connections and generally cleaning up the area between The City and downtown.
5. Develop a business niche for small, local, innovative and high-quality businesses.
6. Adopt a strong identity/brand and use it everywhere possible—at The City, Chamber of Commerce, school, businesses, and so on.

Middle Priorities:

7. Continue to offer outstanding recreation, arts, and education programs and diversify winter offerings.
8. Priority: Engage citizens to invest their own time and energy in branding/identity efforts.
9. Build outdoor recreation amenities and businesses for both residents and tourists.
10. Make code enforcement a city and citizen priority.

Lowest Priorities:

11. Provide better, more integrated promotion of events to support the new city identity.
12. Develop new education, training and apprenticeship programs focused on new industries and technologies.
13. Develop mentoring and training opportunities for local residents to advance in existing government and service industry careers.
14. Fill empty storefronts and lots send with temporary uses, exhibits and events, incubator businesses and short-term workforce housing

Comments:

- What will attract kids here?
 - Evanston has buffalo/elk that people stop to see
 - We have great bird migration corridor
 - One of only 2 pedestrian viaducts over a working railroad in the country – could light it up to be visible from the highway
- Turn the pavilion into an education museum
- Have an outdoor interpretive area on Expedition Island
- Have a place for tourists to spend money
- Green River needs to finish something and stop changing directions
 - Annexation to the east
 - Tomahawk Building
 - Lincoln School / courthouse site
- Keep people here when it busts
- Need a tourism brand for downtown to complement Rock Springs
- Develop infrastructure and residential

Summary of Public Input (continued)

Interview Summary

(A survey of ten, open-ended questions was used as a guide to the interviews and was collected from participants at the workshops. The following is an abbreviated summary of the survey, showing the most common responses.)

1. What do you like best about Green River? Why?

- Summer weather
- Landscape and beauty
- Everyone welcomes transplants and becomes family
- Safe, low crime
- Can be in solitude and peace within minutes
- Small town feeling
- Simpler life
- Unhurried
- Open space and recreation
- The river and green belt
- Sunsets on the cliffs/palisades
- Great place to raise a family
- Less windy
- Outdoor opportunities—biking, hiking, ATV trails
- My job

2. What do you like least about Green River? Why?

- Winter weather
- Trash dumping
- Sense of entitlement – “that is the way it has always been”
- Lack of respect for land and environment

- Lack of preservation
- Work hard and then want not to participate in the arts and culture
- Unfinished and empty buildings
- Small town politics
- Distance to shopping, services and jobs
- Hard to do business – prices too high and not enough options
- Bedroom community
- Monopolies
- We’ll never have 2 grocery stores
- Lack of cultural exposures
- Lack of medical specialists
- “road only goes one direction” people leave GR to shop, but others don’t come to GR except for courts and splash pad park
- Domestic violence and drug problem
- No city plan
- Never finish what gets started

3. How do others describe Green River? Why?

- Green oasis
- How safe it is
- Everyone knows their neighbors
- Rural – don’t they ride horses through town there?
- Gateway to recreation
- Kayak festival
- Twin city to Rock Springs
- Anti-growth

4. What makes Green River unique or special? Why?

- The lifestyle
- Helpful attitude of citizens
- Blue skies
- Gateway to Flaming Gorge
- Rugged individualism
- Wild horses
- Not the Gorge – too far away
- Not agricultural
- Unions and democrats
- Everyone here is from somewhere else (originally a railroad town)
- I have lived in many communities that don’t have half the amenities Green River has – I love it here

5. How important is the history of Green River to you? John Wesley Powell? Railroad? Trona? Western Heritage?

- Not our focus, but need to do more with it
- Expand museums, etc. to the point that it gets people to stop
- Marginal unless promotes
- There is potential
- **Very**
- **Kids don’t seem to care**
- **Very important**



Summary of Public Input (continued)

6. *How would you say Green River is different than Rock Springs? Similar?*

- Family town – like Mayberry
- Less traffic
- Landlocked
- Rock Springs is the business center
- Less transient than Rock Springs
- Better schools and parks in Green River
- Rock Springs has big city problems

7. *What are Green River’s greatest challenges? Why?*

Wayfinding

- Getting everyone to buy in on a brand
- Landlocked – can’t expand
- To keep attracting 24-35 yr olds and families
- Streamlining business friendliness
- Hard to develop the river front – limited access, sewage treatment, private property (but not likely to flood)
- Fragile desert – is being destroyed
- Boom/bust
- Competing for population and tax dollars

8. *Would you like Green River to become a tourist town? Why or why not?*

- Something that could be an attraction but not the whole picture
- Fruita, Colorado is a good example
- No need to be a destination
- Yes, if it results in permanent residents, new

- businesses and entrepreneurs
- Yes, show off its attributes – Palisades and the River
- No – low wages, seasonal jobs
- Festivals and River recreation
- A little more, but not totally
- To a point, but don’t want to be Moab
- Not really – would become too commercial

9. *Should the goal of Green River be to make it more attractive place to live? Does retail expansion make Green River a more attractive place to live? Does non-trona and oil/gas job growth make Green River a more attractive place to live?*

- Expanding tourism would reap benefits
- Attract industry to attract retail to attract people

10. *How do you envision Green River in 10 years? What should change? What should remain the same? What would your wish list be for Green River?*

The same – change doesn’t happen here

- More trees
- Wetlands west of town
- Revitalized downtown
- Infill on Railroad Ave
- Recreation and fishing
- A place people across the country know
- People can work from anyplace today – come to Green River
- Another restaurant and grocery

- Improve downtown appearance
- Improve access, connection to Rock Springs
- Revitalize Tomahawk Hotel for retail and downtown housing
- Revitalize Main Street / Downtown
- Riverfront development
- Do something with the UP Depot



Green River Economic Data

Demographic Summary

- The 2008 population of Green River was 12,127. This represents an increase of 319 persons or a 2.7% increase over the 2000 Census population of 11,808.
- In five (5) years Green River is expected to have a population of 12,559. This represents an increase of 432 (+3.6%) persons or an increase of approximately 164 new households over 2008.
- The 2008 population of Sweetwater County was 39,103. This represents an increase of 1,490 persons or a 4.0% increase over the 2000 Census population of 37,613.
- Thirty one percent (31%) of Sweetwater County residents live in Green River, 19,610 (50%) in Rock Springs and the balance (7,366) live in the unincorporated areas of the county.
- 75.4% of Green River residents are 18 years of age or older, and 8% are 65 years plus. The median age is 34.5 years.
- Median household income of Green River residents is \$66,069 with 18.8% earning \$100,000 or more.

- Median household incomes of Green River residents is 9.3% higher than Sweetwater County and 35.1% greater than Wyoming as a whole.
- 74.4% of the Green River housing units are owner occupied and median home values are \$186,523 and with 87.2% of housing built before 1989.
- 90.8% of Green River residents reported themselves racially as white alone and with 11.5% being Hispanic or Latino.
- 28.2% of Green River residents have an Associate Degree or higher.
- 46.6% of Green River residents have “White Collar” jobs, and 35.2% are employed in Services. 18.7% are employed in Agriculture/ Mining and 10.5% in Manufacturing.
- 69.2% of Green River residents drove alone to jobs, and with 51% driving from 20 to 34 minutes to work.

Retail Mix Economic Summary

Buyer Profiles

Green River residents generally fall into the following three major “Consumer Groups”.

These groupings of “market segments” are commonly used by national marketing groups to understand their consumers/ constituents to supply them with the right products and services and to reach them via their preferred media. This form of market segmentation began 30+ years ago and classifies U.S. neighborhoods based on their socioeconomic and demographic composition.

These “Consumer Groupings” represent a robust segmentation system that can accurately profile many diverse markets and their versatility and predictive power are used by major retailers to identify their best market segments and identify how to reach them through the most effective channels.

- ***Middle Aged, Affluent Married-Couple Families*** - A “little bit country,” these residents live in pastoral settings of developing suburban fringe areas. The median age is 39.9 years. Married couples with and without children comprise most of the households and live in single-family dwellings. This upscale market has a median household income of \$62,300 and a median home value of \$179,700. These do-it-yourselfers maintain and remodel their homes—paint, install carpet, or add a deck—and own all the necessary tools to accomplish these tasks. They also take care of their lawn and gardens, again, with



Green River Economic Data (continued)

the right tools. Vehicles of choice are motorcycles and full-sized pickup trucks. For exercise, residents ride their bikes and go water skiing, canoeing, and kayaking. Other activities include bird-watching, power boating, target shooting, hunting, and attending auto races.

- **Younger, Affluent Married-Couple Families** – Approximately half of these households include children. The median age for this market is 33.5 years. Residents prefer single-family homes in suburban areas. The median home value is \$131,900. Families with two or more workers, more than one child, and two or more vehicles is the norm for this market. Residents are well insured for the future. The presence of children drives their large purchases of baby and children’s products and timesavers such as fast food. For fun, residents play video games, chess, backgammon, basketball and football, or fly kites. Favorite cable channels include Toon, Disney, The Discovery Health Channel, ESPNNews, and Lifetime Movie Network.
- **Aspiring Young Families** - Mainly composed of young, married-couple families or single parents with children, the median age for this segment is 30.4 years. Half of the households are owner-occupied, single-family dwellings or townhomes, and half are occupied by renters, many living in newer, multiunit buildings. Residents spend much of their discretionary income on baby and children’s products and toys as well as home furnishings.

Recent electronic purchases include cameras and video game systems. Leisure activities include dining out, dancing, going to the movies, attending professional football games, fishing, weight lifting, and playing basketball. Vacations would probably include visits to theme parks. Internet usage mainly involves chat room visits.

Sweetwater County

Sweetwater County residents are characterized as the following with is different from the Green River major “Consumer Groups”.

These “market segments” grouping differences may be considered by Green River as they develop strategies to distinguish Green River in the market place.

- **Middle America** - The median age of 36.3 years matches the U.S. median. Most households are composed of married-couple families, half with children and half without. The median household income is \$48,200. Housing developments are generally in rural areas throughout the United States (more village or town than farm). Homeownership is at 84 percent. Two-thirds of households are single-family structures; 28 percent are mobile homes. This is a somewhat conservative market politically. These do-it-yourselfers take pride in their homes, lawns, and vehicles. Hunting, fishing, and woodworking are favorite pursuits. Pet ownership, especially

birds or dogs, is common. Many households have a satellite dish, and TV viewing includes various news programs as well as shows on CMT and Outdoor Life Network.

Green River Consumer Spending Data

2009 Consumer Spending shows the amount spent on a variety of goods and services by households that reside in the market area. Expenditures are shown by broad budget categories that are not mutually exclusive.

In reviewing these numbers it is important to understand that consumer spending does not equal business revenue because no area is able to capture all the potential spending of a resident population because of mail order, internet, vacation and out of market spending.

From each category of spending potential existing sales by existing retailers is deducted. The “retail gap” or retail potential is thus estimated. Green River retailers are therefore have the opportunity to annually capture the following:

- Motor Vehicle & Parts Dealer - \$20.9 million
- Food and Drink - \$6.6 million
- Apparel & Services - \$2.3 million
- Health & Personal Care - \$2.5 million
- Home Furnishings - \$1.1 million
- Sporting Goods, Hobby, Book, and Music - \$.15 million



Green River Economic Data (continued)

Green River Retail Mix

The “retail opportunity gap” for Green River retailers was then evaluated examining industry standards for retail sales per square ft, typical retail rent rates and normal business ratios for profit and facilities rents. The anticipated retail mix that the Green River market areas can support are therefore:

- Motor Vehicle & Parts Dealer - One dealer
- Food and Drink - At least four (4) stores/ restaurants/Café/Bar of approximately 3,500 sq ft each
- Apparel & Services - One (1) store of approximately 3,500 sq ft
- Health & Personal Care - At least 6 (6) stores/ shops 1,500 sq ft each
- Home Furnishings - One (1) store of approximately 5,000 sq ft
- Sporting Goods, Hobby, Book, and Music - One (1) store of approximately 1,000 sq ft

Green River Retail Potential Analysis

Retail Market Analysis

A retail market analysis (RMA) is a way to evaluate the health of local retail sales, provide direction and support for the exploration of new and unique retail market opportunities. Such an analysis is critical for a variety of economic development issues such as:

- Downtown revitalization
- New business attraction
- Business expansion

Any community’s ability to support an active and successful retail base is dependent on several market trends which impact retail spending:

- Size of the residential population – the larger the population, the higher the potential sales
- Income of the residential population – the higher the income the higher the potential sales
- Age of the residential population – what people buy is impacted by age. Younger families spend more on children and household items. Older families spend more on travel and entertainment.
- Other demographic and economic issues including education levels of the residential population impact spending patterns.

Market Area

A market area is the geographic area that contains most of the customers of a local or regional shopping district. A Market Area is the area from which 60-80% of the center’s sales originate

Different retail products have different market areas. For example:

**TABLE 3.43
DISTANCES SHOPPERS WILL DRIVE FOR
SPECIFIC SHOPPING GOODS**

	Distance in Miles				
Type of Shopping Trip	Up to 1	Up to 5	Up to 10	Up to 15	15+
New clothes	100%	97%	71%	46%	57%
Grocery (to stock up)	100%	90%	45%	21%	17%
Routine Grocery	100%	67%	14%	4%	4%
Yard and Garden	100%	90%	45%	16%	7%
Pharmacy	100%	70%	19%	7%	10%

Note: Source data is expressed in miles; one can reasonably convert to drive times.

Source: Newspaper Agency Corp, 1999; Bonneville Research, 2005



Green River Economic Data (continued)

In some cases, buyers of shopping goods like to compare the items in several stores by traveling only a minimum distance. As a result stores offering complementary items often tend to cluster. Locating next to a competitive store or restaurant is an often used strategy.

Types of Goods Purchased

Another factor affecting market area is the classification of the goods sold by a store. Retailers and customers tend to group products into three major categories:

- Convenience,
- Shopping
- Specialty goods.

Convenience goods generally have a low unit price, are purchased frequently, and are sold in numerous outlets. Examples of convenience goods are candy bars, coffee, beer, tobacco and milk. Generally eighty five percent of shoppers will drive 3 miles or less for convenience shopping.

Specialty goods are often sought by consumers who are already “sold” on the product, brand, or both.

Stores catering to this type of consumer may choose independent locations because they generate their own consumer traffic.

Retail Market Analysis

The analysis of the retail market potential for the proposed development focuses on population, households, and income trends in the anticipated market area.

Retail Trade Areas

The following charts represent typical characteristics of shopping centers and general guidelines for a primary trade area:

**TABLE 3.44
SHOPPING CENTER DEFINITIONS 2008**

Shopping Center Definitions-Primary Trade Areas				
Type of Center	Leading Tenant	Primary Trade Area	Minimum Population Support Required	Dev. in Square Feet
Convenience	Convenience Store, Bank, Dry Cleaner	.5 miles	up to 10,000	30,000
Neighborhood	Supermarket	3 miles	up to 40,000	30,000-150,000
Community	Discount Dept. Store, Supermarket, Home Improvement, Large Specialty/Discount Apparel	3-6 miles	40,000 to 150,000	100,000-150,000
Regional	Full-Line Dept. Store, Jr. Dept. Store, Mass Merchandise, Discount Dept. Store, Fashion Apparel	5-15 miles	150,000 or more	400,000-800,000

Source: retailcriteria.com, International Council of Shopping Centers, Bonneville Research 2008.

Different retail centers also have different market areas. For example the following information describes the shopping center market:

Shopping Center Definitions

The definition of shopping centers varies by region and has blurred in recent years, but basically there are ten different types of shopping centers:

1. Anchorless Strip
2. Neighborhood
3. Community
4. Regional
5. Super Regional
6. Fashion/Specialty
7. Lifestyle Center
8. Power Center
9. Theme/Festival Center
10. Outlet Center

Anchorless Strip

An Anchorless, “Strip” center provides a small number of retail and/or service tenants which are generally providing convenience goods and services. Typically this shopping center designation may have two to fifteen tenants. The “Strip” center rarely exceeds 30,000 square feet of gross leaseable area (GLA).

Neighborhood

A “Neighborhood” center provides for the sale of convenience goods (foods, drugs and sundries) and personal services (laundry, dry cleaning, barbering, shoe repairing, etc.) for the day-to-day living needs of the immediate neighborhood. It is built around a supermarket as the principal tenant. In theory, the neighborhood center has a typical gross leaseable area (GLA) of 60,000



Green River Economic Data (continued)

square feet. In practice, it may range in size from 30,000 to 150,000 square feet. A Neighborhood center occupies 3-15 acres and has a 3 mile market area.

Community

The “Community” center provides a wider range of facilities for the sale of soft lines (wearing apparel for men, women and children) and hard lines (hardware and appliances). Many are built around a discount apparel store, a home improvement store or a discount department store as the major tenant, in addition to a supermarket. In theory, its typical size is 150,000 square feet of gross leaseable area (GLA), but in practice, it may range in size from 100,000 to 350,000 or more square feet. A Community center occupies 10-40 acres and has a 3-6 mile market area.

Regional

The “Regional” center provides for general merchandise, apparel, furniture, and home furnishings in depth and variety, as well as a range of services and recreational facilities. It is built around one or two full-line department stores of generally not less than 75,000 square feet. In theory, its typical size may range from 250,000 to more than 900,000 square feet. The regional center provides services typical of a business district yet not as extensive as those of the super regional center. A regional center occupies 40-100 acres and has a 5-15 mile market area

Super Regional

A “Super Regional” center provides for extensive variety in general merchandise, apparel, furniture and

home furnishings, as well as a variety of services and recreational facilities. It is built around three or more full-line department stores of generally not less than 100,000 square feet each. In theory, the typical size of a super regional center is about 1,000,000 square feet of gross leaseable area (GLA). In practice, the size ranges from about 600,000 to more than 1,500,000 square feet. A super regional center occupies 60-120 acres and has a 5-25 mile market area.

Fashion/Specialty Center

A “Fashion/Specialty” center provides higher end, fashion oriented, apparel, furniture and home furnishings, as well as a variety of services and recreational facilities. The typical size of a Fashion/Specialty center is about 80,000 – 250,000 square feet of gross leaseable area (GLA), occupies 5-25 acres and has a 5-15 mile market area

Lifestyle Center

A “Lifestyle Center” center provides upscale specialty stores, dining and entertainment and may include a large-format *in outdoor setting* book store, multiplex, cinema, small department(s) and other big boxes. It is usually not anchored. The typical size of a Lifestyle Center is 150,000 – 500,000 square feet of gross leaseable area (GLA), occupies 10-40 acres and has a 5-8 mile market area

Power Center

A “Power Center” center provides category killer, home improvement, discount dept. store, warehouse club, and off-price tenants The typical size of a Power Center is

250,000 – 600,000 square feet of gross leaseable area (GLA), occupies 25-80 acres and has a 5-10 mile market area

Theme/Festival Center

A “Theme/Festival Center” center provides *Leisure, tourist-oriented*, Restaurants, entertainment *retail and service tenants*. The typical size of a Theme/Festival Center is 80,000 – 250,000 square feet of gross leaseable area (GLA), and occupies 5-20 acres.

Outlet Center

An “Outlet Center” center provides manufacturers’ outlet stores. The typical size of an Outlet Center is 50,000 – 400,000 square feet of gross leaseable area (GLA), occupies 10-50 acres, and has a 25-75 mile market area.

Source: retailcriteria.com, International Council of Shopping Centers, Bonneville Research 2005.

Retail and Real Estate Market Analysis

Purposes:

- Assess market feasibility for economic uses and type of development at specific sites
- Define target industries to attract to a community or development projects
- Determine market potential/recruitment targets for retail stores in commercial districts
- Improve understanding of customer markets for existing businesses to inform technical assistance and promotion work



Green River Economic Data (continued)

- Inform zoning and project design for land use, project and site planning
- Feasibility analysis and planning for development finance institutions

Quantitative and qualitative methods applied in four broad steps:

- Demand side analysis
- Supply side analysis
- Analysis of special conditions, opportunities and market segments
- Integrate analysis to define target markets, type of development/products/services to implement, and level of unmet demand (e.g. net warranted space for retail uses)

The critical goal is to identify market gaps to fill.

Analysis varies by demand generators for use:

- Retail real estate demand is driven by local income and spending
- Office and industrial real estate demand is driven by business and employment growth
- Demand for financial services can be driven by demographic factors, e.g. concentrations of low-income and immigrant population, or needs among niche businesses or non-profits

Supply side analysis also varies by development type and purpose:

- Retail market analysis focuses on competition from existing and future stores

- Office and industrial analysis focuses on competition from current vacant space and future projects
- Development finance market focuses on services and competition from banks and alternative financial institutions

Green River Market or Trade Area

- Demand Side Analysis
- Define market or trade area
- Determine number of households & Median/Mean HHI (US Census Data, BEA Population & Income Estimates)
- Determine aggregate spending potential
- Distribute for different product or store categories (Consumer Expenditure Survey)
- Can build more complex spending model tailored to different income and demographic groups
- Adjust for likely capture rate based on site location, normal leakage, etc.
- Square feet of retail space supportable by resulting sales

Retail Market Potential

Retail potential is an estimate of the sales that could be achieved in a retail area based on population. No market area however captures 100% of the retail potential in a market area because of mail order, internet and purchases made while traveling or on vacations. Some areas actually

enjoy retail sales greater than their residential population can support because of the unique character or nature of some the area or products or services offered that attract purchasers outside the market area. Recreational areas like Jackson Hole might be an example of this.

Green River Market Area

The analysis of the retail market potential for the proposed development focuses on population, households, and income trends in the anticipated market area.

Retail Trade Areas

Three Retail Trade Areas were identified for Green River general retail categories:

- Convenience Commercial – 5 Minute Drive Time Area
- Neighborhood Commercial – 10 Minute Drive Time Area
- Regional Commercial – 25 Minute Drive Time Area

Of the three (3) commercial land use categories, only Convenience and Neighborhood Commercial land use require an appropriate service trade area population, that being 10,000+. Three issues are important when evaluating a market area:

1. Existing retail sales
2. Market area population and income
3. Surplus/Leakage
4. Retail diversity



Green River Economic Data (continued)

**TABLE 3.43
DISTANCES SHOPPERS WILL DRIVE FOR
SPECIFIC SHOPPING GOODS**

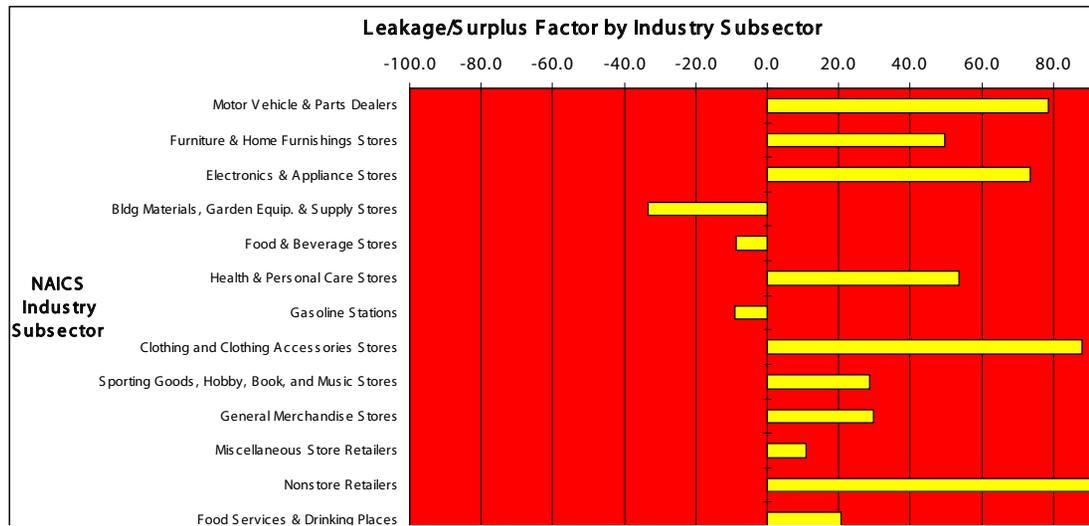
Green River Market Area Summary Demographics	5 Minute Drive Time Market Area	10 Minute Drive Time Market Area	25 Minute Drive time Market Area
2008 Population	12,127	12,853	36,969
2008 Households	4,506	4,778	14,368
2008 Median Disposable Income	\$52,909	\$52,444	\$50,071
2008 Per Capita Income	\$27,146	\$26,860	\$26,638

Source: ESRI BIS-2008, Bonneville Research, 2008

**TABLE 3.44 GREEN RIVER 5 - MINUTE
SHOPPING POTENTIAL 2008**

Green River Market Area - 5-Minute Convenience Shopping					
Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand-Supply)	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food and Drink (NAICS 44-45, 72)	\$130,910,378	\$89,404,126	\$41,506,252	18.8	72
Total Retail Trade (NAICS 44-45)	\$114,836,329	\$78,852,366	\$35,983,963	18.6	48
Total Food and Drink (NAICS 72)	\$16,074,049	\$10,551,760	\$5,522,289	20.7	24

**CHART 3.44
GREEN RIVER**



Green River Economic Data (continued)

5 - MINUTE SHOPPING POTENTIAL 2008

Retail Potential

The following retail categories appear to have the greatest potential in Green River.

TABLE 3.44 GREEN RIVER 5 - MINUTE SHOPPING POTENTIAL 2008

Rank	RETAIL SECTOR	Retail Sales Potential	Leakage Factor
1	Motor Vehicle & Parts Dealers (NAICS 441)	\$24,849,888	78.5
2	Automobile Dealers (NAICS 4411)	\$23,904,065	98.9
3	Clothing and Clothing Accessories Stores (NAICS 448)	\$4,867,487	88.1
4	Clothing Stores (NAICS 4481)	\$3,332,168	83.5
5	Nonstore Retailers (NAICS 454)	\$2,535,235	100
6	Vending Machine Operators (NAICS 4542)	\$1,689,349	100
7	Shoe Stores (NAICS 4482)	\$864,924	100
8	Direct Selling Establishments (NAICS 4543)	\$845,886	100
9	Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$670,395	100
10	Book, Periodical, and Music Stores (NAICS 4512)	\$453,554	100

TABLE 3.44 GREEN RIVER 5 - MINUTE SHOPPING POTENTIAL 2008

Green River					
Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Leakage/ Surplus Factor	Number of Estab
Motor Vehicle & Parts Dealers (NAICS 441)	\$28,248,189	\$3,398,301	\$24,849,888	78.5	3

Automobile Dealers (NAICS 4411)	\$24,039,471	\$135,406	\$23,904,065	98.9	0
Other Motor Vehicle Dealers (NAICS 4412)	\$2,710,536	\$2,262,885	\$447,651	9.0	1
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$1,498,182	\$1,000,010	\$498,172	19.9	2
Furniture & Home Furnishings Stores (NAICS 442)	\$4,918,077	\$1,656,279	\$3,261,798	49.6	2
Furniture Stores (NAICS 4421)	\$3,652,919	\$1,097,302	\$2,555,617	53.8	1
Home Furnishings Stores (NAICS 4422)	\$1,265,158	\$558,977	\$706,181	38.7	1
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$2,740,635	\$418,315	\$2,322,320	73.5	1
Specialty Food Stores (NAICS 4452)	\$163,885	\$119,117	\$44,768	15.8	1
Beer, Wine, and Liquor Stores (NAICS 4453)	\$732,149	\$707,875	\$24,274	1.7	2
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$3,149,872	\$955,356	\$2,194,516	53.5	1
Clothing and Clothing Accessories Stores (NAICS 448)	\$5,196,545	\$329,058	\$4,867,487	88.1	2
Clothing Stores (NAICS 4481)	\$3,661,226	\$329,058	\$3,332,168	83.5	2
Shoe Stores (NAICS 4482)	\$864,924	\$0	\$864,924	100.0	0

Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$670,395	\$0	\$670,395	100.0	0
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$943,996	\$522,090	\$421,906	28.8	5
Book, Periodical, and Music Stores (NAICS 4512)	\$453,554	\$0	\$453,554	100.0	0
General Merchandise Stores (NAICS 452)	\$17,125,703	\$9,301,957	\$7,823,746	29.6	2
Department Stores Excluding Leased Depts. (NAICS 4521)	\$9,205,364	\$2,330,912	\$6,874,452	59.6	1
Other General Merchandise Stores (NAICS 4529)	\$7,920,339	\$6,971,045	\$949,294	6.4	1
Miscellaneous Store Retailers (NAICS 453)	\$2,542,056	\$2,050,203	\$491,853	10.7	11
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$1,070,407	\$241,891	\$828,516	63.1	2
Used Merchandise Stores (NAICS 4533)	\$313,240	\$255,234	\$58,006	10.2	4
Nonstore Retailers (NAICS 454)	\$2,535,235	\$0	\$2,535,235	100.0	0
Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$0	\$0	\$0	0.0	0



Green River Economic Data (continued)

Vending Machine Operators (NAICS 4542)	\$1,689,349	\$0	\$1,689,349	100.0	0
Direct Selling Establishments (NAICS 4543)	\$845,886	\$0	\$845,886	100.0	0
Food Services & Drinking Places (NAICS 722)	\$16,074,049	\$10,551,760	\$5,522,289	20.7	24
Limited-Service Eating Places (NAICS 7222)	\$12,846,225	\$3,280,510	\$9,565,715	59.3	2
Special Food Services (NAICS 7223)	\$124,738	\$73,072	\$51,666	26.1	1
Drinking Places - Alcoholic Beverages (NAICS 7224)	\$2,343,156	\$2,248,400	\$94,756	2.1	7
SUMMARY					
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$130,910,378	\$89,404,126	\$41,506,252	18.8	72
Total Retail Trade (NAICS 44-45)	\$114,836,329	\$78,852,366	\$35,983,963	18.6	48
Total Food & Drink (NAICS 722)	\$16,074,049	\$10,551,760	\$5,522,289	20.7	24

from +100 (total leakage) to -100 (total surplus). A positive value represents 'leakage' of retail opportunity outside the trade area. A negative value represents a surplus of retail sales, a market where customers are drawn in from outside the trade area. The Retail Gap represents the difference between Retail Potential and Retail Sales. ESRI uses the North American Industry Classification System (NAICS) to classify businesses by their primary type of economic activity. Retail establishments are classified into 27 industry groups in the Retail Trade sector, as well as four industry groups within the Food Services & Drinking Establishments subsector.

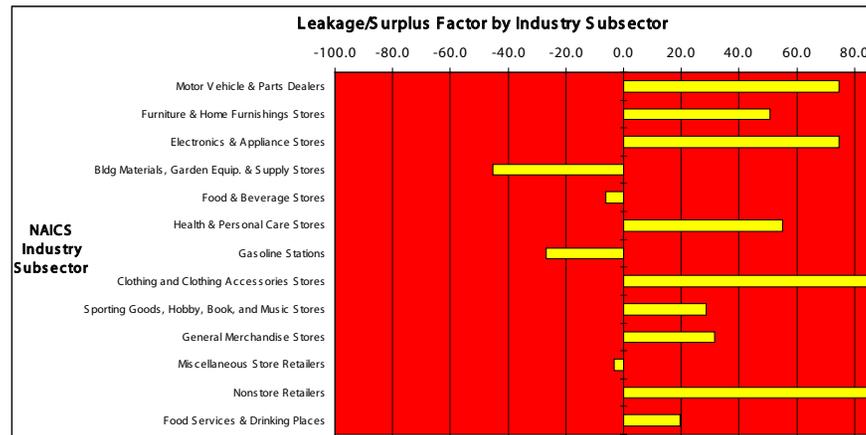
Green River Market Area - 10 – Minute Neighborhood Shopping

TABLE 3.44 GREEN RIVER 10 - MINUTE SHOPPING POTENTIAL 2008

Green River Market Area - 10 – Minute Neighborhood Shopping					
Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$137,313,373	\$109,812,347	\$27,501,026	11.1	83
Total Retail Trade (NAICS 44-45)	\$120,476,897	\$98,451,776	\$22,025,121	10.1	55
Total Food & Drink (NAICS 722)	\$16,836,476	\$11,360,571	\$5,475,905	19.4	28

Source: ESRI and infoUSA®, 2008, Bonneville Research, 2008

Data Note:
Supply (retail sales) estimates sales to consumers by establishments. Sales to businesses are excluded. Demand (retail potential) estimates the expected amount spent by consumers at retail establishments. Supply and demand estimates are in current dollars. The Leakage/Surplus Factor presents a snapshot of retail opportunity. This is a measure of the relationship between supply and demand that ranges



Green River Economic Data (continued)

**TABLE 3.44 GREEN RIVER
10 - MINUTE SHOPPING POTENTIAL 2008**

Green River Market Area - 5 - Minute Convenience Shopping Opportunities					
Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Leakage/Surplus Factor	Number of Estab
Motor Vehicle & Parts Dealers (NAICS 441)	\$29,667,519	\$4,269,041	\$25,398,478	74.8	6
Automobile Dealers (NAICS 4411)	\$25,242,173	\$236,960	\$25,005,213	98.1	1
Other Motor Vehicle Dealers (NAICS 4412)	\$2,855,658	\$2,708,321	\$147,337	2.6	2
Auto Parts, Accessories, and Tire Stores (NAICS 4413)	\$1,569,688	\$1,323,760	\$245,928	8.5	3
Furniture & Home Furnishings Stores (NAICS 442)	\$5,149,130	\$1,676,982	\$3,472,148	50.9	2
Furniture Stores (NAICS 4421)	\$3,824,361	\$1,118,005	\$2,706,356	54.8	1
Home Furnishings Stores (NAICS 4422)	\$1,324,769	\$558,977	\$765,792	40.7	1
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$2,869,944	\$418,315	\$2,451,629	74.6	1
Specialty Food Stores (NAICS 4452)	\$171,854	\$119,117	\$52,737	18.1	1
Beer, Wine, and Liquor Stores (NAICS 4453)	\$766,291	\$707,875	\$58,416	4.0	2

Source: ESRI and infoUSA®, 2008, Bonneville Research, 2008

Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$3,306,317	\$955,356	\$2,350,961	55.2	1	Nonstore Retailers (NAICS 454)	\$2,660,938	\$0	\$2,660,938	100.0	0
Clothing and Clothing Accessories Stores (NAICS 448)	\$5,444,992	\$329,058	\$5,115,934	88.6	2	Electronic Shopping and Mail-Order Houses (NAICS 4541)	\$0	\$0	\$0	0.0	0
Clothing Stores (NAICS 4481)	\$3,836,197	\$329,058	\$3,507,139	84.2	2	Vending Machine Operators (NAICS 4542)	\$1,771,071	\$0	\$1,771,071	100.0	0
Shoe Stores (NAICS 4482)	\$907,172	\$0	\$907,172	100.0	0	Direct Selling Establishments (NAICS 4543)	\$889,867	\$0	\$889,867	100.0	0
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$701,623	\$0	\$701,623	100.0	0	Food Services & Drinking Places (NAICS 722)	\$16,836,476	\$11,360,571	\$5,475,905	19.4	28
Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$988,626	\$548,364	\$440,262	28.6	6	Limited-Service Eating Places (NAICS 7222)	\$13,460,424	\$3,367,769	\$10,092,655	60.0	3
Book, Periodical, and Music Stores (NAICS 4512)	\$474,541	\$0	\$474,541	100.0	0	Special Food Services (NAICS 7223)	\$130,703	\$73,072	\$57,631	28.3	1
General Merchandise Stores (NAICS 452)	\$17,953,869	\$9,301,957	\$8,651,912	31.7	2	Drinking Places - Alcoholic Beverages (NAICS 7224)	\$2,450,236	\$2,294,494	\$155,742	3.3	8
Department Stores Excluding Leased Depts. (NAICS 4521)	\$9,647,582	\$2,330,912	\$7,316,670	61.1	1	SUMMARY					
Other General Merchandise Stores (NAICS 4529)	\$8,306,287	\$6,971,045	\$1,335,242	8.7	1	Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$137,313,373	\$109,812,347	\$27,501,026	11.1	83
Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$1,121,215	\$246,455	\$874,760	64.0	2	Total Retail Trade (NAICS 44-45)	\$120,476,897	\$98,451,776	\$22,025,121	10.1	55
Used Merchandise Stores (NAICS 4533)	\$327,832	\$255,234	\$72,598	12.5	4	Total Food & Drink (NAICS 722)	\$16,836,476	\$11,360,571	\$5,475,905	19.4	28

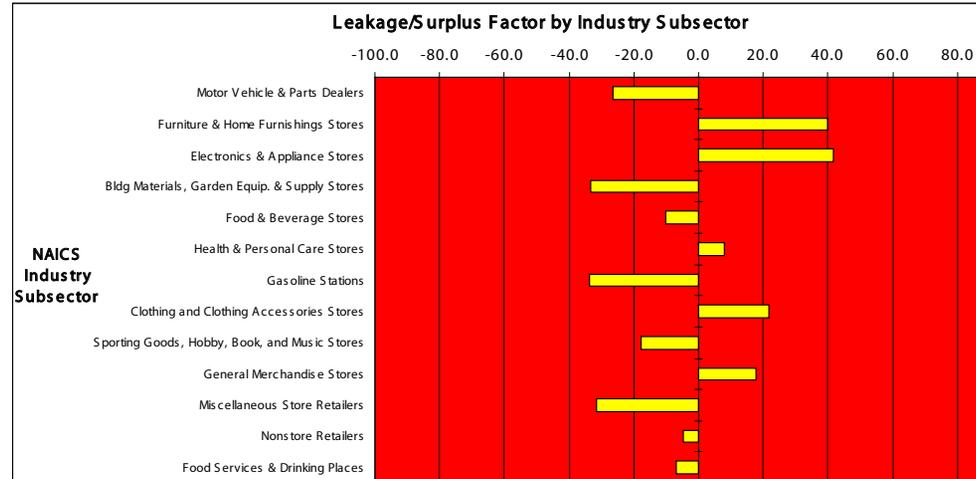
Green River Market Area - 25 - Minute Regional Shopping



Green River Economic Data (continued)

TABLE 3.44 GREEN RIVER REGIONAL SHOPPING POTENTIAL 2008

Green River Market Area - 25 – Minute Regional Shopping					
Industry Summary	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Leakage/Surplus Factor	Number of Businesses
Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$386,074,981	\$522,415,511	-\$136,340,530	-15.0	346
Total Retail Trade (NAICS 44-45)	\$338,667,305	\$467,924,231	-\$129,256,926	-16.0	256
Total Food & Drink (NAICS 722)	\$47,407,676	\$54,491,280	-\$7,083,604	-7.0	90



Green River Economic Data (continued)

**TABLE 3.44
GREEN RIVER CONVENIENCE
SHOPPING POTENTIAL 2008**

Green River Market Area - 5 - Minute Convenience Shopping Opportunities						Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$988,626	\$548,364	\$440,262	28.6	6	Limited-Service Eating Places (NAICS 722)	\$37,890,212	\$24,347,230	\$13,542,982	21.8	24
Industry Group	Demand (Retail Potential)	Supply (Retail Sales)	Retail Gap (Demand - Supply)	Leakage/ Surplus Factor	Number of Estab	Book, Periodical, and Music Stores (NAICS 4512)	\$1,346,443	\$1,343,720	\$2,723	0.1	4	SUMMARY					
Furniture & Home Furnishings Stores (NAICS 442)	\$14,343,980	\$6,180,760	\$8,163,220	39.8	9	General Merchandise Stores (NAICS 452)	\$50,532,505	\$35,391,982	\$15,140,523	17.6	8	Total Retail Trade and Food & Drink (NAICS 44-45, 722)	\$386,074,981	\$522,415,511	-\$136,340,530	-15.0	346
Furniture Stores (NAICS 4421)	\$10,644,373	\$2,239,496	\$8,404,877	65.2	3	Department Stores Excluding Leased Depts. (NAICS 4521)	\$27,096,439	\$19,458,165	\$7,638,274	16.4	6	Total Retail Trade (NAICS 44-45)	\$338,667,305	\$467,924,231	-\$129,256,926	-16.0	256
Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$8,042,568	\$3,321,841	\$4,720,727	41.5	11	Other General Merchandise Stores (NAICS 4529)	\$23,436,066	\$15,933,817	\$7,502,249	19.1	2	Total Food & Drink (NAICS 722)	\$47,407,676	\$54,491,280	-\$7,083,604	-7.0	90
Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$9,430,683	\$8,054,487	\$1,376,196	7.9	12	Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$3,141,412	\$2,773,794	\$367,618	6.2	9						
Clothing and Clothing Accessories Stores (NAICS 448)	\$15,305,160	\$9,814,557	\$5,490,603	21.9	24	Vending Machine Operators (NAICS 4542)	\$4,997,887	\$2,777,563	\$2,220,324	28.6	3						
Clothing Stores (NAICS 4481)	\$10,796,405	\$5,200,325	\$5,596,080	35.0	14												
Shoe Stores (NAICS 4482)	\$2,562,354	\$2,406,040	\$156,314	3.1	3												
Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$701,623	\$0	\$701,623	100.0	0												

Source: ESRI and infoUSA®, 2008, Bonneville Research, 2008



Green River Economic Data (continued)

Green River City has the potential to expand retail opportunities.

Retail potential is an estimate of the sales that could be achieved in a retail area based on population. A community’s ability to attract and support retailers is based primarily on the population, number of households, and income trends in the market area. No market area captures 100% of the retail potential in a market area because of mail order, internet and purchases made while traveling or on vacations.

Three issues are important when evaluating the Green River market area:

1. Existing retail sales
2. Market area population and income
3. Surplus/Leakage
4. Retail diversity

Three Retail Trade Ares were identified for Green River general retail categories:

- Convenience Commercial – 5 Minute Drive Time Area
- Neighborhood Commercial – 10 Minute Drive Time Area
- Community Commercial – 25 Minute Drive Time Area

Of the three (3) commercial land use categories, only Convenience and Community Commercial land use require an appropriate service trade area population, that being 10,000+.

Green River Retail Potential

The following retail categories appear to have the greatest potential in Green River.

Rank	RETAIL SECTOR	Retail Sales Potential	Leakage Factor
1	Motor Vehicle & Parts Dealers (NAICS 441)	\$24,849,888	78.5
2	Automobile Dealers (NAICS 4411)	\$23,904,065	98.9
3	Clothing and Clothing Accessories Stores (NAICS 448)	\$4,867,487	88.1
4	Clothing Stores (NAICS 4481)	\$3,332,168	83.5
5	Nonstore Retailers (NAICS 454)	\$2,535,235	100
6	Vending Machine Operators (NAICS 4542)	\$1,689,349	100
7	Shoe Stores (NAICS 4482)	\$864,924	100
8	Direct Selling Establishments (NAICS 4543)	\$845,886	100
9	Jewelry, Luggage, and Leather Goods Stores (NAICS 4483)	\$670,395	100
10	Book, Periodical, and Music Stores (NAICS 4512)	\$453,554	100

Tier Two Retail Sectors:

Rank	RETAIL SECTOR	Retail Sales Potential	Leakage Factor
11	Electronics & Appliance Stores (NAICS 443/NAICS 4431)	\$2,322,320	73.5
12	Office Supplies, Stationery, and Gift Stores (NAICS 4532)	\$828,516	63.1
13	Department Stores Excluding Leased Depts. (NAICS 4521)	\$6,874,452	59.6
14	Limited-Service Eating Places (NAICS 7222)	\$9,565,715	59.3
15	Furniture Stores (NAICS 4421)	\$2,555,617	53.8
16	Health & Personal Care Stores (NAICS 446/NAICS 4461)	\$2,194,516	53.5
17	Furniture & Home Furnishings Stores (NAICS 442)	\$3,261,798	49.6
18	Home Furnishings Stores (NAICS 4422)	\$706,181	38.7
19	General Merchandise Stores (NAICS 452)	\$7,823,746	29.6

20	Sporting Goods, Hobby, Book, and Music Stores (NAICS 451)	\$421,906	28.8
21	Special Food Services (NAICS 7223)	\$51,666	26.1
22	Food Services & Drinking Places (NAICS 722)	\$5,522,289	20.7

Bottom Ten Retail Sectors:

Rank	RETAIL SECTOR	Retail Sales Potential	Surplus Factor
1	Full-Service Restaurants (NAICS 7221)	-\$4,189,848	-73.4
2	Building Material and Supplies Dealers (NAICS 4441)	-\$4,056,886	-34.4
3	Bldg Materials, Garden Equip. & Supply Stores (NAICS 444)	-\$4,324,905	-33.2
4	Lawn and Garden Equipment and Supplies Stores (NAICS 4442)	-\$268,019	-21.3
5	Other Miscellaneous Store Retailers (NAICS 4539)	-\$319,679	-16.5
6	Florists (NAICS 4531)	-\$74,990	-9.8
7	Grocery Stores (NAICS 4451)	-\$3,795,048	-9.2
8	Gasoline Stations (NAICS 447/NAICS 4471)	-\$4,733,875	-9.1
9	Food & Beverage Stores (NAICS 445)	-\$3,726,006	-8.7
10	Sporting Goods/Hobby/Musical Instrument Stores (NAICS 4511)	-\$31,648	-3.1

Some possible reasons for retail surpluses:

1. Market niche
2. Unusual or unique product
3. Size of retail relative to competition
4. Complementary businesses

Some possible reasons for retail leakages:

1. The market area does not contain enough residents to support that type of retail establishment
2. Products are unique and specialized



Green River Economic Data (continued)

3. Retail establishments have generally getting larger and expecting shoppers to travel greater distances
4. Weak retailers, lack of parking or convenient access

Enhancing and Adjusting the Quantitative Analysis

- Serving special market niches or demographic groups can increase sales by expanding the market area served and/or change the market share achieved
- Is there a need to adjust total households for census undercount or recent population changes?
- Total income may need be adjusted by informal economic activity and EITC
- Informal economic activity may alter achievable market share for some store types
- How do trends in the market and competition effect the analysis and its conclusions?
- Is spending potential larger because you draw from larger market area or additional market segments:
- “Comparison goods” stores, agglomerations (e.g., many restaurants) or destination businesses that attract shoppers from a greater distance
- Serving demographic group that bring shoppers from outside the trade area/community
- Is there a significant “visitor” component to demand: employees, students, tourism, or other non-residents
- Avoid double counting employees and students who live in market area
- Define size and spending potential in “visitor” markets segments for relevant store types: e.g., bookstores, restaurants

**TABLE 3.45
CHARACTERISTICS OF TYPICAL
NEIGHBORHOOD SHOPPING CENTER
TENANTS 2008**

Tenant	Median GLA (SF)	Median Sales/SF	Average Store Sales
Supermarket	56,600	\$467	\$26,432,200
Specialty Food Store	10,000	\$578	\$5,780,000
Drug Store	10,000	\$956	\$9,560,000
Home Improvement	23,000	\$365	\$8,395,000
Home Furniture & Furnishings	8,000	\$317	\$2,536,000
Home Electronics & Entertainment	2,500	\$992	\$2,480,000
Restaurant	6,500	\$406	\$2,639,000
Fast Food	3,500	\$435	\$1,522,500
Women's Specialty	1,500	\$580	\$870,000
Women's Ready to Wear	6,000	\$304	\$1,824,000
Children's Apparel	1,800	\$335	\$603,000
Family Apparel	6,000	\$356	\$2,136,000
Athletic Shoes	2,500	\$300	\$750,000
Cards and gifts	2,500	\$277	\$692,500
Jewelry	1,000	\$1,100	\$1,100,000
Personal Care/Beauty Salon	1,200	\$661	\$793,200
Dry Cleaner	1,000	\$362	\$362,000
Bank	3,500		
Finance Company	1,600		
Medical/Dental	1,461		
Travel Agent	1,016		
TOTAL	151,177	\$453	\$68,475,400

Source: Urban Land Institute, ICSC Mountain Division-2008, Bonneville Research, 2007
 Source: Expenditure data are derived from the 1999, 2000, 2001 Consumer Expenditure Surveys, Bureau of Labor Statistics. ESRI BIS forecasts for 2008 and 2013.

Data Notes: The Spending Potential Index represents the amount spent in the area relative to a national average of 100.

- The Food Service category includes dollars spent on groceries, dollars spent dining out, dollars spent on alcoholic beverages were excluded from this analysis.
- Apparel & Services category of retail expenditures includes dollars spent on all apparel, footwear, jewelry and other apparel and services.
- Drug/Medicines category of retail expenditures includes dollars spent on prescription drugs and personal care products.
- Transportation category of retail expenditures includes dollars spent on automotive products and services, and travel.
- Leisure & Entertainment category of retail expenditures includes dollars spent on books and periodicals pet care, sporting goods, children's toys, video purchase/rental, and other equipment.
- The Home Furnishings/Improvement category includes major appliances, furniture, house wares, home improvement, and home services.



Green River Travel Analysis

Green River is a major “gateway” to Flaming Gorge National Recreational Area which straddles the Utah/Wyoming border and reaches into the incorporated boundaries of Green River City. It was from Green River Wyoming that John Wesley Powell started his famous explorations of the Green River, the Colorado River, and the Grand Canyon in the late 1800’s. This resultant tourism and recreation is now a major contributor to the county’s economy. The main recreational season runs from May to September, though a few facilities remain open all year for cross-country skiers, snowmobilers and ice fishers.

Recreation currently accounts for an insignificant portion of the Green River economy. Hospitality and Traveler employment in all of Sweetwater County by major employers is only 150 persons or 2.3% of the total. The economic impact and potential of Green River tourism is even less significant. Sweetwater County is ranked 5th in travel spending in Wyoming. Travelers spent \$21.2 million in 2000, and 70% of these travelers visited Flaming Gorge NRA. Travel and tourism spending supported 1,820 jobs in 2000, an increase of 60 from 1999.

I-80 Visitor Traffic

Green River has historically been a transportation crossroads and important way-stop along the Oregon Trail, Mormon Trail and now Interstate 80. Average daily traffic (ADT) along I-80 averages almost 15,000 vehicles per day.

- Traffic peaks on Wednesdays and in August, with May through October being the major traffic months.

- Traffic low periods are on Mondays and January, with January and February and Sunday through Tuesday being the low traffic periods.
- Truck traffic (including pick-ups) make up 72% of the traffic on I-80.
- Traffic peaks on Wednesdays and in August, with May through October being the major traffic months. Traffic low periods are on Mondays and January, with January and February and Sunday through Tuesday being the low traffic periods.
- I-80 visitor retail opportunities are limited to sales of gasoline, overnight stays and fast foods and would reflect the truck traffic, summer and mid week peaks.
- Opportunities exist for Green River to promote itself as a stopover for travelers on I-80 but the economic impact of such visitation will be seasonally limited and likely oriented to the I-80 frontage areas. Common strategies to extend the seasonally limited hospitality season such as conferences, Senior travel, motor coach, team/sports events and group travel will be difficult without significant investment in meeting space and conference centers.

Flaming Gorge

- Flaming Gorge National Recreation Area - Green River is the northern entrance to the world famous Flaming Gorge National Recreation Area. Flaming Gorge NRA

does not keep official statistics, but visitor estimates have been a stable 1.1 million per year.

- Travel and tourism opportunities for Green River of this traffic to Flaming Gorge through Green River is limited to those visitors who would come off of I-80 going to the Lucerne Marina in Manila, UT, or one of the much smaller marinas in the northern part of the FG NRA. Retail opportunities are limited to sales of gasoline and fast foods and possibly some “forgotten” items.
- Flaming Gorge National Recreation Area has 1.0 Million visitors per year
- Flaming Gorge Reservoir Visitation Use estimates - 92,500 annual visitors
 - » Power Boating/Water Skiing - 62.8%
 - » Boat Fishing - 31.7%
 - » Boat Camping - 1.8%
 - » Swimming/Water play - 3.7%
- Flaming Gorge Reservoir Visitation Location estimates - 92,500 annual visitors
 - » 52.8% of use at Lucerne Valley Marina and boat ramps
 - » 15.8% of use at Buckboard Crossing Marina and boat ramps
 - » 15.8% of use at Cedar Springs Marina and boat ramps

Green River Travel Analysis (continued)

- Flaming Gorge Reservoir Visitation Use Value estimates - \$13,975,000
 - » Power Boating/Water Skiing - 66.1%
 - » Boat Fishing - 32.7%
 - » Boat Camping - 1.0%
 - » Swimming/Water play - 0.2%
- Timing - 75% of usage May - August & 45% in June and July
 - » January - 0.2%
 - » February - 0.0%
 - » March - 0.9%
 - » April - 6.2%
 - » May - 16.0%
 - » June - 21.6%
 - » July - 23.4%
 - » August - 13.7%
 - » Sept - 7.8%
 - » October - 7.1%
 - » November - 1.9%
 - » December - 1.2%
- Green River Visitation Use estimates - 92,500 annual visitors
 - » Scenic Floating - 26.8%
 - » Guide Boat Fishing - 12.3%
 - » Private Boat Fishing - 20%
 - » Shoreline Fishing/Trail Use - 38.4%
 - » Camping - 2.5%
- Green River Visitation Value estimates - \$4,800,000
 - » Scenic Floating - 24.2%
 - » Guide Boat Fishing - 43.5%
 - » Private Boat Fishing - 14.5%
 - » Shoreline Fishing/Trail Use - 17.4%
 - » Camping - 0.5%
- Timing
 - » March - 3.6%
 - » April - 11.8%
 - » May - 11.5%
 - » June - 17.3%
 - » July - 24.6%
 - » August - 18.5%
 - » Sept - 10.5%
 - » October - 2.2%

Visitor Demographics

The following demographic information has been compiled from the Ashley National Forest National Visitor Use Monitoring Data gathered in fiscal year 2000-2001. Data from a Customer Survey conducted at Flaming Gorge in 1990 by the Outdoor Recreation and Wilderness Assessment Group, Southeastern Forest Experiment Station was also used because the data is specific to the Flaming Gorge NRA rather than the entire Ashley National Forest.

Approximately one million people from the United States and foreign countries visit the Flaming Gorge NRA each year. Although the FGNRA is several hours from major population sources, it is a key destination vacation area for Utah, Wyoming, Colorado, Nevada, Idaho, and Arizona as well as

other national and international travelers. The majority of users are from Provo, Salt Lake City, Ogden (Wasatch Front), Vernal Utah, and the Green River/Rock Springs, Wyoming areas.

Basic descriptors of the forest visitors were developed based upon those visitors interviewed then expanded to the national forest visitor population. Tables 1 and 2 display gender and age descriptors.

12/13/2007 Final NRA Business Plan 5 Recreation Enhancement Act

Table 1. Gender distribution of Ashley NF recreation visitors

Gender	Male 74.4	Female 25.6
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Table 2. Age distribution of Ashley NF recreation visitors

Age Group	Percent in Group
Under 16	21.5
16-20	2.3
21-30	9.6
31-40	12.8
41-50	24.6
51-60	11.1
61-70	15.5
Over 70	2.5

Table 3. Race/ethnicity of Ashley NF recreation visitors

Green River Travel Analysis (continued)

Category	Total Percent National Forest Visits
Black/African American	0.1%
Asian	0.3%
White	96.4%
American Indian/Alaska Native	0.5%
Native Hawaiian or Other Pacific Islander	0.5%
Spanish, Hispanic, or Latino	0.9%
Other	1.2%

Visitor Satisfaction Information

Twenty-five percent of visitors interviewed on the forest rated their satisfaction with the recreation facilities and services provided. Although their satisfaction ratings pertain to conditions at the specific site or area they visited, this information is not valid at the site-specific level.

Table 4. Satisfaction of Ashley NF recreation visitors at Developed Day Use sites

Item Name	Item by Percent Response by *PFLAG				VG	Mean ** Satisfaction of Visitors (n)	Mean ** Importance to Visitors (n)
Scenery	0.0	0.0	0.0	0.0	100	5.0 50	4.9 42
Available Parking	0.0	0.0	9.2	31.9	59.0	4.5 49	4.4 42
Parking Lot Condition	0.0	0.0	5.0	12.2	82.8	4.8 48	4.0 42
Cleanliness of Restrooms	0.0	0.0	2.5	6.4	91.1	4.9 37	4.7 32
Condition of the Natural Environment	0.8	0.0	1.4	13.1	84.7	4.8 50	4.9 42
Condition of Developed Recreation Facilities	0.0	0.0	5.2	25.7	69.1	4.6 40	4.7 34
Condition of Forest Roads	4.9	2.4	9.0	23.4	60.3	4.3 43	4.5 36
Condition of Forest Trails	0.0	0.0	9.9	61.5	28.6	4.2 16	4.5 18
Availability of Information on Recreation	0.0	0.0	0.5	67.6	31.9	4.3 34	4.2 30
Feeling of Safety	0.0	0.6	3.8	42.8	52.8	4.5 50	4.8 42
Adequacy of Signage	0.0	5.3	3.8	35.5	55.4	4.4 48	4.6 40
Helpfulness of Employees	0.0	1.1	4.9	15.5	78.5	4.7 43	4.6 37
Attractiveness of the Forest Landscape	0.0	0.0	0.0	7.0	93.0	4.9 50	4.9 42
Value for Fee Paid	2.8	1.5	7.1	1.2	87.4	4.7 36	4.9 31

Economic Information

Flaming Gorge NRA is important to the overall economy of Daggett County, Utah and Sweetwater County, Wyoming. NRA management and programs affect both counties. Daggett County lacks an industrial base and is dependent on agriculture and the recreation and tourism industries, all of which are emphases of Flaming Gorge NRA. While tourism and recreation are also important to Sweetwater County, it is not as dependent on them due to its more diversified economy with both light and heavy industries.

Daggett County is the least populated county in Utah (population: 900). The land ownership is 81% federal, 9% state, and 10% private. There are two small towns in the County: Manila, the County Seat, and Dutch John.

Other than agriculture and some county and state government jobs, virtually all of Daggett County's employment is somehow dependent on Flaming Gorge NRA.

Payrolls from approximately 39 permanent and 30 seasonal Forest Service personnel, over 70 concessionaire employees, and an estimated 80 seasonal and non-seasonal outfitter-guide positions provide critical cash flow for the community. Daggett County tourism employment accounts for 47% of all jobs in the county, the second highest rate in Utah.

In addition to the cash flow from wages, travelers to Daggett County spent \$11.7 million on recreation services in 2000. This represents a 6.4% increase from the previous year, in contrast to a decline in tourism spending in many Utah counties.

Green River Travel Analysis (continued)

Sweetwater County, Wyoming has a population of 39,500. Major employers primarily represent the mining, railroad/transportation and recreation/tourism industries. The two communities most affected by Flaming Gorge NRA are Rock Springs and Green River. These towns represent important gateways to the NRA from Interstate 80.

Lodging Inventory

Green River currently has a total of 7 lodging properties which represent 433 rooms 75% of which were built more than 10 years ago. They are all oriented to the I-80 corridor. Lodging statistics reflect the mid-week and summer traffic peaks. Lodging properties in Green River are mostly older, with only one property built post 2000. Leisure travelers represent only 15% of annual occupancy, with “blue collar” and “business travelers” making up the largest group at 70%.

2008 Annual Overall Lodging Survey

Green River	# of Rooms	% of Rooms
Total	433	100%
Oak Tree Inn	191	44%
Hampton Inn	106	24%
Super 8 Motel	34	8%
Sweet Dreams Inn	32	7%
Western Motel	32	7%
Mustang Motel	20	5%
Coachman Inn	18	4%

Source: STR Six-Year Trend Report – Sweetwater County, WY, & SCJTTB database, Analysis Bonneville Research, 2009

Green River has 19% of the Sweetwater County lodging properties.

Sweetwater County 2008 Annual Overall Lodging Survey	# Properties	# of Rooms	% of Rooms
Total	36	2,287	100%
Green River	7	433	19%
Rock Spings	23	1,648	72%
Flaming Gorge	3	33	1%
Other (Includes Little America)	3	173	8%

Source: STR Six-Year Trend Report – Sweetwater County, WY, & SCJTTB database, Analysis Bonneville Research, 2009

Green River lodging properties were mostly built over 10 years ago. 2008 Annual Overall Lodging Survey

Green River	
Hampton Inn	Sep-08
Oak Tree Inn	Sep-97
Sweet Dreams Inn	Jun-95
Super 8 Motel	Jan-82
Western Motel	Jun-70
Mustang Motel	N/A
Coachman Inn	N/A

Source: STR Six-Year Trend Report – Sweetwater County, WY, & SCJTTB database, Analysis Bonneville Research, 2009

Lodging Market Mix

According to the Sweetwater County RTM 2008 Lodging Survey, blue collar workers account for the largest market segment in Sweetwater County with a 2008 average of 57.3%. When combined with the individual business traveler (12.4%), the total business market segment equates to 69.7% of the lodging occupancy in the Sweetwater County area. Typically, RTM sees individual business travel in the range of 30% to 40% in communities of comparable size however many Wyoming counties average 50% or higher due to the minerals/mining industry in the state.

2008 Annual Overall Lodging Market Mix

2008	Group - Category
69.70%	Business
57.30%	Blue Collar Workers (mineral industry, commercial, construction laborers)
12.40%	Individual business travelers (white collar)
15.00%	Leisure
12.80%	Tourists visiting or passing through as a part of a longer trip
2.20%	Visiting local friends and relatives
12.50%	Conference/Meeting/Group
4.90%	Conference/meetings group tour/motor coach
3.60%	Group tour/motor coach
3.40%	Weddings/reunions/family events/social events
0.60%	Team sports/events (tournaments, rodeo, BMX, etc.)
2.80%	Other

Source: STR Six-Year Trend Report – Sweetwater County, WY, & SCJTTB database, Analysis Bonneville Research, 2009

Green River Travel Analysis (continued)

Seasonal Lodging Analysis

June, July and August represent the peak lodging season for Sweetwater County. May and September are the shoulder months with potential for improvement.

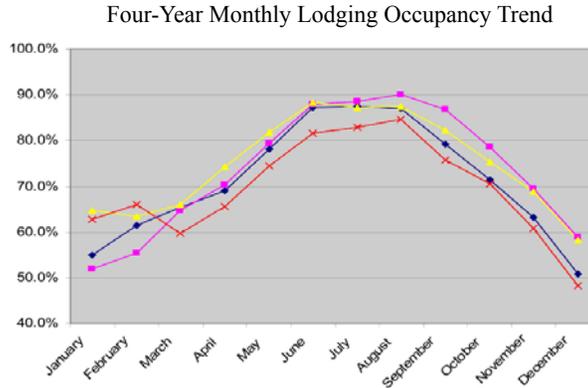
MONTHLY LODGING OCCUPANCY PERCENTAGES

Month	2003	2004	2005	2006	2007	2008
January	45.90%	49.90%	55.00%	52.00%	64.80%	62.70%
February	48.20%	53.90%	61.50%	55.40%	63.50%	66.00%
March	50.10%	58.60%	65.40%	64.80%	65.90%	59.70%
April	54.80%	63.80%	69.00%	70.30%	74.30%	65.60%
May	77.20%	74.00%	78.10%	79.40%	81.70%	74.50%
June	88.60%	84.70%	87.20%	87.90%	88.30%	81.60%
July	90.20%	90.10%	87.40%	88.50%	87.30%	82.90%
August	89.20%	87.90%	87.10%	90.10%	87.40%	84.70%
September	85.90%	83.70%	79.30%	86.70%	82.20%	75.70%
October	74.90%	76.00%	71.40%	78.50%	75.30%	70.60%
November	62.00%	68.80%	63.20%	69.50%	68.90%	60.70%
December	48.90%	53.30%	50.80%	58.90%	58.10%	48.30%

Source: STR Six-Year Trend Report – Sweetwater County, WY

Yearly Lodging Analysis

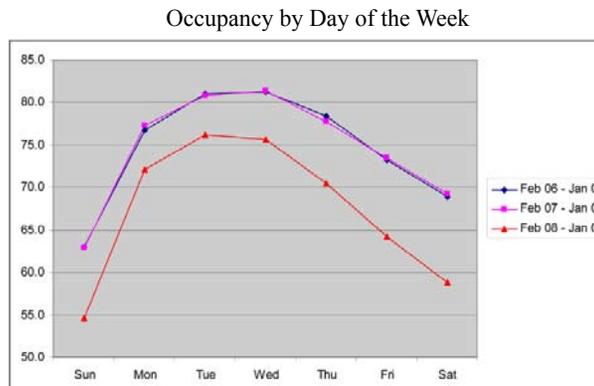
Lodging data indicates a slight declining trend in occupancy levels from 2006 to 2008.



Source: STR Six-Year Trend Report – Sweetwater County, WY

Day of Week Lodging Analysis

Lodging data indicates a significant drop in occupancy levels on weekend nights. This is a clear opportunity for outdoor recreation and festival strategies.

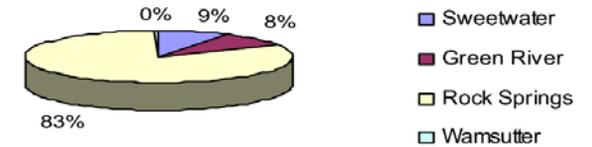


Source: STR Six-Year Trend Report – Sweetwater County, WY

Lodging Tax Distribution

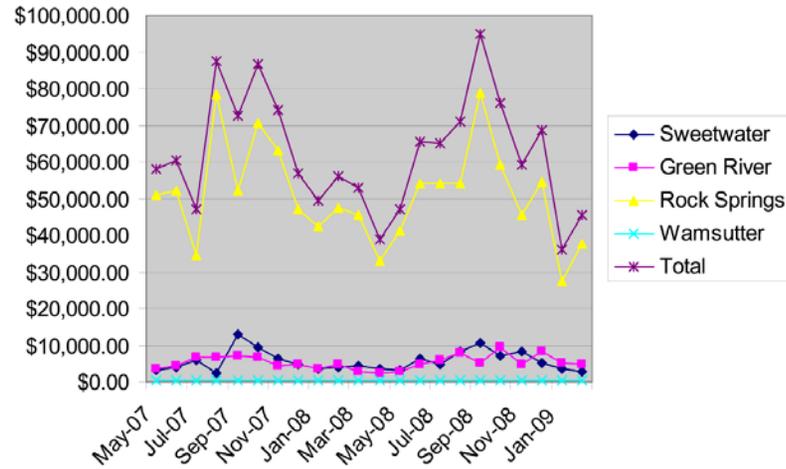
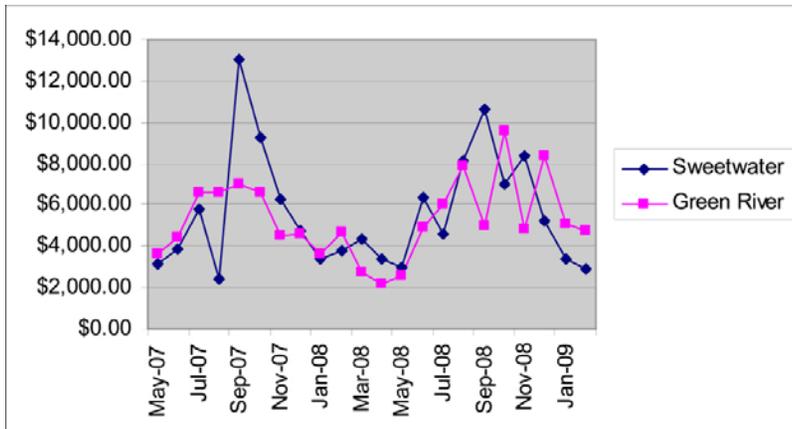
Green River represents 8.5% of the total (5/31/2007-2/27/2009) 22 months. This is almost the same as the unincorporated Sweetwater County receives. Rock Springs is 83% of total.

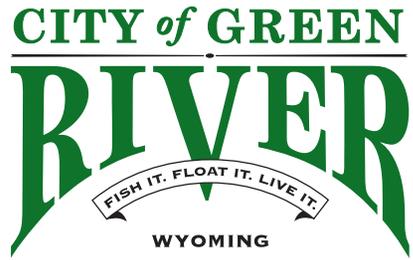
Percentage Within County



Green River Travel Analysis (continued)

Seasonal peaks occur in September and October. Seasonal lows are in March, April & May.





MARKETING, BRANDING AND DESIGN
ACTION PLAN



BLUECANOPY
A Professional Alliance for Community Renewal