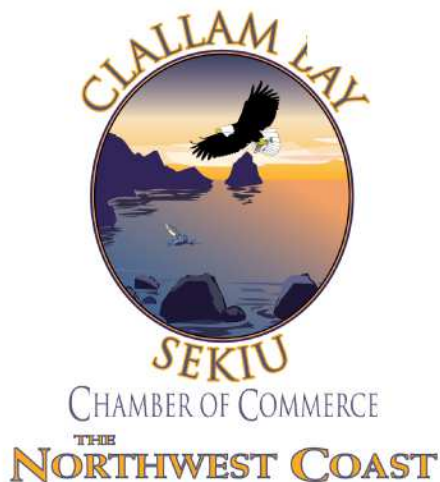


2009-2010 BUSINESS & MARKETING STRATEGIES

For Clallam Bay/Sekiu
September 2009

Prepared by West End Consulting



EXECUTIVE SUMMARY

In 2007, the local Clallam Bay/Seki Chamber of Commerce and the Community Advisory Council applied for a United States Department of Agriculture (USDA) grant through the Clallam County Economic Development Council. The Rural Business Opportunity Grant (RBOG) was awarded in December of 2007. In February of 2008, a part-time consultant was hired to coordinate and manage the grant. A month later, a town meeting was held and community members voted for four top economic development issues: Revitalization, Tourism, Community Garden/COOP, and Infrastructure.

Since then, the Chamber of Commerce and community members have been working diligently to address these economic issues. In December of 2008, the Clallam Bay/Seki Community Action Team (CAT) was officially formed to address certain issues that may not directly relate to, but affect, the business community, such as community design projects, town cleanups, trails, and Slip Point.



Both the Chamber of Commerce and Clallam Bay/Seki CAT voiced a need to have a report which provides business and marketing strategies for Clallam Bay/Seki overall as well as for individual businesses and start-ups.

This report is also a major component of the long range continuous action plan (CAP), which is a deliverable required by the USDA grant. Additionally, it was written to be distributed to Chamber of Commerce members to provide concrete advice, marketing contacts, and business resources. The completion of this report is a strategic goal in both the 2009 Chamber Strategic Plan (see **Appendix I**) and the 2009 CAT Strategic Plan (**Appendix II**).

The first section of this report is an introduction and historic economic overview of Clallam Bay/Seki. There is a discussion of key economic statistics, population, lack of basic services, housing, workforce, and economic reliance on outside forces. Current and future economic strategic goals developed by the Chamber of Commerce and Community Action Team are described.

The second section includes business strategies for the community of Clallam Bay/Seki. Census data is listed. Promoting local start-ups businesses is recommended over the alternative strategy of recruiting large, national corporations. Retention of current, local businesses is also considered to be important. It is proposed that a “buy local” campaign supplements any future economic development projects. Strategies for individual businesses are incorporated into the second section, which contains a brief description of a one page business plan, a list of Washington State business incentives, and resources for business and financial assistance.

The third section is an overview of marketing strategies for Clallam Bay/Seki. This begins with an identification of tourism audience segments. Media outlets and associations for these audience segments are in an excel spreadsheet (which should be viewed separately due to the large amount of data – **Appendix IV** was minimized to save on space). Cost of advertising in magazines is also included. Advertising tools

needed to market to the audience segments are explained as well as why it is important to continue marketing efforts during a recession. Finally, marketing tips and resources for individual businesses are presented.

This report is the compilation of recommendations and research performed by the Project Manager hired through the grant process in February of 2008. Statements made in this report do not represent official positions, recommendations, or policies of the Clallam Bay/Seki Chamber of Commerce, Community Action Team, or any other community organization.

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Section 1: Business Strategies

INTRODUCTION AND OVERVIEW

Historic Economic Overview

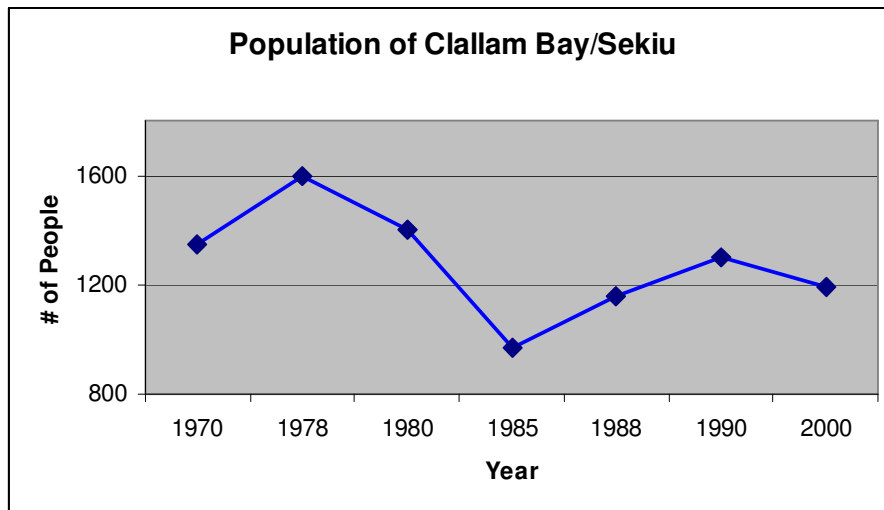
The combined community of Clallam Bay and Sekiu is situated on the northwest coast of Washington State in Clallam County. It hosts a beautiful bay with views of Vancouver Island and the Strait of Juan de Fuca. Clallam Bay/Sekiu is mainly a resort community, serving recreational fishermen in the summer months. The community is also located on the 112 Scenic Byway, which leads to other tourists destinations, such as Ozette National Park and the Makah Reservation. The natural resources of this area lend itself to many outdoor activities and sports, including hiking, kayaking, horseback riding, birding, whale watching, and biking.

The economy of Clallam Bay/Sekiu has been in decline over the last several decades. Clallam Bay/Sekiu fall well behind the national and county averages for critical economic factors, such as median household income and percentage of individuals below poverty level.

2000 Census Data	United States Average	Clallam County	Clallam Bay and Sekiu	Comparison to United States Average
Median household income	\$41,994	\$36,449	\$31,599	75% less than national average
Individuals below poverty level	12.4%	12.5%	17.4%	140% more poverty than national average

Population

Population dipped severely after Crown Zellerbach left, contributing to the closure of the grocery store. When rumors began that the Clallam Bay Correctional Facility may be sited in the community, population increased again. The growth management population projections for Clallam County show an increase of 9-25% by 2030, according to Washington’s Office of Financial Management. This presents an opportunity to attract some of these newcomers to Clallam Bay and Sekiu.

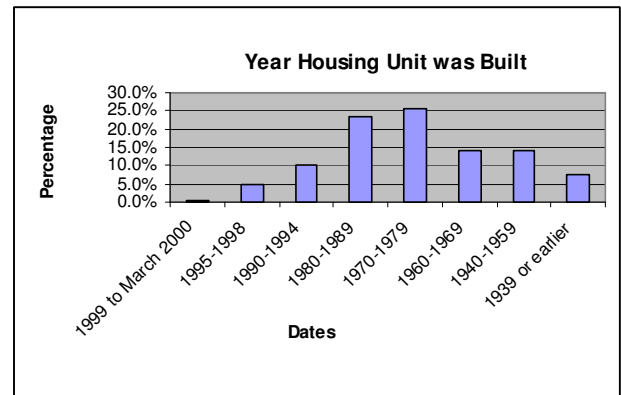


Lack of Basic Services

In September of 2004, Bank of America, the only bank serving the west end communities of both Clallam Bay/Seki and Neah Bay closed. In 2006, the only grocery store located in Clallam Bay/Seki closed. The Clallam Bay/Seki local pharmacy also closed. In 2008, 73 local businesses were identified through the WA Department of Revenue (not including government, nonprofits, or churches), with 22 of these businesses providing lodging mainly to recreational fishermen in the limited months of June-September. See **Appendix VII** for this list. Many businesses are currently for sale. From 2004-2007, Clallam Bay/Seki lost 65 or more jobs between the closure of the bank, pharmacy, hardware store, grocery and several restaurants.¹

Housing

From 2000 census data, 49% of housing units in the area were built from 1970-1989. After 1989, there was a substantial decline in new units. 22% of this housing is in the form of mobile homes. From observation, there have been no significant housing units added since 2000. Severe weather damage has taken its toll on many housing units, leaving many residential areas (including those in the Hwy 112 scenic corridor) run down. A new housing development, the first of its kind for at least a decade, is planned for 2010 and will include a 6,384 sq. ft convenience store in Phase I, as well as 6 commercial lots, 10 residential lots, and 7 mixed use lots in Phase II.



Workforce

The Clallam Bay/Seki workforce is split between (1) service, (2) management and professional, and (3) production and transportation. This represents jobs mostly from the hotel/motel industry, Clallam Bay School, the Clallam Bay Correctional Facility, and timber companies (logging and log truckers). The prison currently employs 474 staff. However, only 24% of employees live in the Clallam Bay/Seki area. 76% of employees commute from Port Angeles (50 miles each way) or Forks (29 miles each way). Other employment from government agencies includes the Makah Tribe, the Department of Natural Resources, National Park Service, the Department of Fish and Wildlife, and Clallam County. Cape Flattery School District currently has approximately 120 staff, with an estimated 90% of staff living in the area of Clallam Bay/Seki or Neah Bay.

Generally, the workforce has not historically had access to higher education that includes sufficient managerial, entrepreneurial, and marketing skills for local business incubation. Yet, 14.6% of people are self-employed in their own not incorporated businesses.

From anecdotal information, many businesses have complained of not being able to fill positions with honest, hard working, reliable employees who show up on time. Consequently, honest, hard working, reliable employees in the community sometimes have up to three different part time jobs.

Economic Reliance on Outside Forces

Although tourism is a viable option for the area due to its natural beauty and recreational fishing, this is only a substantial contribution in the summer months and relies heavily on gas prices and economic prosperity of tourists. Both park systems and the correctional facility are also reliant on government dollars to keep them funded. There is a substantial lack of industry that is reliant on forces within control of the local community.

¹ Rotmark, Linda. *USDA RBOG Application*. 2007; Page 1

In addition, most money that is made in the community is spent in Forks or Port Angeles. Without a grocery store, most residents make weekly trips to these neighboring towns to stock up on supplies. Most prison employees live in different cities, so these dollars are also lost with the exception of some snacks and lunch food. According to “*The impacts of a new prison on a small town: Twice blessed or double whammy?*” by Katherine Carlson, when the grocery store opened in mid-1987, the proportion of residents found a majority of their shopping in Clallam Bay/Sekiou quadrupled from 9% in 1986 to 33% in 1988. Thus, lack of a grocery store in Clallam Bay/Sekiou is probably the most influential factor in the loss of revenue to neighboring towns.

Current and Future Economic Strategic Goals

Through the USDA RBOG, the Clallam Bay/Sekiou Chamber of Commerce and CAT have been working to make progress on economic and community initiatives.

This report is contributing to many strategic goals set by the CAT in 2009:

- Complete a potential industries report for Clallam Bay/Sekiou;
- Create a plan to attract businesses (bank/pharmacy/grocery store);
- Create a marketing plan to attract tourists; and
- Create a buy local campaign.

This report is also contributing to the completion of the strategic goal set by the Chamber in 2009:

- Increase business to business communications through a local economic report about business/marketing opportunities and resources

OVERALL BUSINESS STRATEGIES FOR CLALLAM BAY/SEKIU

To provide overall business strategies for the area, it is important to first understand the population statistics of the community of Clallam Bay/Sekiou. Businesses rely on these residents and tourists for their economic vitality. As the census data for 2010 is made available, these statistics should be compared to the 2000 data to look for trends in population, housing, and workforce.

Clallam Bay/Sekiou Census Statistics from 2000

Total Population (includes 848 prisoners)	2043
Total Housing Units	922
Occupied Units	57.8%
Owner occupied	65.0%
Renter occupied	35.0%
For seasonal, recreational, or occasional use	22.5%
Median Household Income in 1999	\$31,599
Education Statistics	
9th to 12th grade, no diploma	26.7%
Some college, no degree	24.1%
High school graduate	22.7%
Less than 9th grade	13.1%
Bachelor's degree	6.3%
Associate degree	4.2%
Graduate or professional degree	2.8%
Occupation	
Services Industries	32.2%

	Management & Professional	31.8%
	Production, Transportation, & Moving Occupations	12.6%
	Sales and Office Occupations	10.0%
	Farming, Fishing, & Forestry Occupations	7.4%
	Construction, Extraction, & Maintenance Occupations	5.9%
	Manufacturing Industries	3.3%
Class of Worker		
	Government workers	52.3%
	Private wage and salary workers	32.0%
	Self-employed workers in own not incorporated business	14.6%
	Unpaid family workers	1.1%
Industry		
	Public administration	29.6%
	Educational, health & social services	23.5%
	Agriculture, forestry, fishing & hunting, & mining	12.9%
	Retail trade	6.3%
	Professional, sci., management, admin, & waste services	5.4%
	Arts, entertainment, recreation, accommodation & food services	4.6%
	Transportation and warehousing, and utilities	4.1%
	Construction	3.3%
	Manufacturing	3.3%
	Wholesale trade	3.3%
	Other services (except public administration)	2.2%
	Information	0.9%
	Finance, insurance, real estate, & rental & leasing	0.7%

Recruiting Outside Businesses

Recruiting outside businesses is often one of the first solutions suggested by community members to solve an economic crisis. However, it is not always the best idea for the long term economic health of a community.

Recruiting large national or international corporations has many disadvantages. Firstly, the money being made locally is being outside the community. Secondly, it leaves a small community dependent on decision making processes several states or countries away. As an example of what can occur by recruiting large national corporations to the area, Bank of America located in Clallam Bay, decided in 2006 to pull out, which led to a cascade of economic deterioration in its path. The bank, as any typical national corporation, was looking out for its shareholders, not the local community of Clallam Bay/Seki.

Another example of the disaster that can occur by recruiting national or international corporations to communities can be found in Eugene, Oregon. In 1998, Oregon officials began aggressively luring industry to Eugene. “Hynix received \$58.5 million in property tax abatements from 1998 to 2006. The company also gained from two \$250,000 grants for worker training, one administered through Lane Community College and the other paid directly to Hynix.”² Freightliner was also lured there, and the “company received \$1.45 million in workforce training grants and \$207,000 in pollution control tax credits.”³ Both businesses shut their doors in 2008 due to decisions made in South Korea and Germany, leaving 2,300 specialized workers behind.

² Jacket, Ben. “Goodies can’t hold Hynix or Freightliner.” *Oregon Business*. December 2008.

³ Jacket, Ben. “Goodies can’t hold Hynix or Freightliner.” *Oregon Business*. December 2008.

In addition, it would be very difficult to recruit outside industries to Clallam Bay/Seki for the following reasons:

- It is geographically situated far from major transportation lines;
- It is without a significant population base to draw employees or sell to;
- It is unincorporated;
- There is a lack of housing and entertainment for employees;
- There are severe winter storms;
- There is a lack of industrial buildings with sufficient infrastructure available; and
- Government permitting is described anecdotally as extremely frustrating.

In 2008, Sunsets West Coop called True Value, a hardware cooperative, to assess whether opening a store in Clallam Bay could be successful. True Value conducted a standard site evaluation. Sites are scored on a variety of factors and rated on a scale of 1-100. Clallam Bay/Seki scored 34. Notes in the evaluation site “Very rural area with few households, well below avg. 5 yr growth; zero existing retail activity; well below state avg. household incomes. Approx. \$900K in combined hardware and home center retail sales.” Outside investors for any medium/large business will likely conduct similar business evaluations. Therefore, business recruitment will be extremely difficult compared to the alternative option of promoting local start-ups who grow their business in a slower, more sustainable fashion.

Promoting Local Start-Ups

Promoting local start-ups is a far more sustainable path for economic growth for several reasons:

- Local start-ups are created by people dedicated to living in the area;
- A majority of the money produced from these start-ups will stay in the community;
- Local owners are more likely to be involved in their community; and
- Local owners are more likely to hire local residents

One recommendation to promote local start-ups is to create a satellite, video conferencing office of the Peninsula College at the library with entrepreneurial classes at low cost that would target students graduating from Clallam Bay School.

Another recommendation is to continue the Business Basics Lunch at the library, which was originally an idea from the Wenatchee Mainstreet Program. In this program, business owners in the community gather to review a book and discuss it every month. Business basics in 2009 reviewed several topics, such as marketing, business planning, and public relations. However, attendance was poor for these meetings with 1-4 attendees at each session.

The low attendance for entrepreneurial education is not due to a lack of people who own businesses. It seems that many businesses are unaware or do not wish to follow current business and/or marketing practices which are occurring in other major cities. For example, there were many businesses that did not even have a logo to supply during the production of the sponsorship poster for the Spring Spruce Up. Unfortunately, Clallam Bay/Seki businesses are competing against outside businesses in a new, globalized economy as well as other towns in Washington who are now catering to tourism.

An explanation for mediocre marketing practices may be that the success seen in the 70s and 80s during the recreational fishing days made it seem as if all Washingtonians had heard of Clallam Bay/Seki for its famous fishing (Just as many now recognize the town of “Forks” due to Twilight). Unfortunately, this name recognition no longer seems to be case for Clallam Bay/Seki. Anecdotally, most people, who live outside the Peninsula, do not know where Clallam Bay/Seki is located. More surprisingly is that there

are Port Angeles residents who either haven't heard of Clallam Bay/Seki or have heard of it, but never travelled to the community on a day trip.

Another explanation for the reduced need for marketing and entrepreneurial education may come from the fact that there is a limited amount of lodging currently available in the hotel/motel industry. These facilities are full during fishing season, so there is no need to conduct further marketing. Filling rooms in the off season is an option, but many hotel/motel owners shut their doors in the winter.

There are several business owners, however, who do show exceptional marketing skills. These leaders should promote enthusiasm for marketing and business entrepreneurial spirit for all businesses in the community. For example, Chito Beach Resort and Bullman Beach Resort were both recently purchased by new owners. To improve their businesses, they have made vast improvements to their lighting, signage, bedding, general accommodations, access to technology, and marketing messages/strategies. These upgrades are necessary to compete with other tourism markets in Washington State and even local lodging such as Makah, Quileute, and Forks, who are all undergoing enormous expansions of their lodging accommodations.

Decreased entrepreneurial marketing spirit and education does not bode well for other potential industries that could be located in Clallam Bay/Seki since they would most likely be competing statewide, nationally, or globally for their share of the market.

The Business Basics program may be more successful if organized by the student's Future Business Leaders of America. Starting with a younger generation, this could prompt students to think of other entrepreneurial options, such as owning their own business instead of leaving the Clallam Bay/Seki for employment by others. As seen in the long list of potential start-up businesses, there is no lack of needs for new businesses, just a lack of people willing and wanting to start a business with the necessary entrepreneurial education to be profitable.

In conclusion, promoting an interest in entrepreneurial education in the community will be an uphill battle and take a considerable amount of time with no significant immediate results. However, this path would eventually result in bountiful rewards, not only to the community, but also to the general welfare and independence of the local economy.

Identification of potential start-ups businesses

The identification of potential start-up businesses was compiled from North American Industry Classification System (NAICS) categories deemed appropriate for the area. This list in no way guarantees that such business would be financially successful. Careful financial business planning should be taken before creating any business. Useful resources for planning may be found in the "Business Strategies for Individual Businesses" section of this report. A successful strategy for start-ups may be to combine several of these businesses into one inter-related business.

There are currently many opportunities due to the stimulus package relating to renewable energy. Biomass energy projects have been promoted by a variety of organizations and individuals for the West End. Currently, a feasibility study is being developed to research the possibility of Clallam Bay Correctional Center switching to energy produced from biomass. This would present an opportunity for a new local wood pellet company and other related businesses.

Another strategy would be to contact Clallam Bay Correctional Center for information on what goods, services, and equipments are needed for their operation and contractual requirements for such items.

From 1987-1988, only 7.34% of prison expenditures came from Clallam Bay/Seki, while 42.14% of expenditures come from Port Angeles.⁴

Construction

Plumber
Electrician
Construction Company (General Contractor)
Painters

Agriculture & Forestry

Soybean Farming
Potato Farming
Berry Farming
Mushroom Production
Nursery and Tree Production
Chicken Egg Production
Other Poultry Production
Goat Farming
Shellfish Farming
Horses and Other Equine Production
Fur-Bearing Animal and Rabbit Production
Forest Nurseries and Gathering of Forest Products
Support Activities for Forestry

Manufacturing

Seafood Canning, Fresh and Frozen Seafood Processing, Retail Bakeries, Commercial Bakeries, Dry Pasta Manufacturing, Bottled Water Manufacturing, Ice Manufacturing, Breweries, Wineries, Distilleries, Yarn Spinning Mills, Yarn Texturizing, Throwing, and Twisting Mills, Thread Mills, Fabric Mills, Carpet and Rug Mills, Curtain and Drapery Mills, Textile Bag Mills, Canvas and Related Product Mills, Rope, Cordage, and Twine Mills, Tire Cord and Tire Fabric Mills, Sheer Hosiery Mills, Outerwear Knitting Mills, Underwear and Nightwear Knitting Mills, Clothing Manufacturing Mills, Hat, Cap, and Millinery Manufacturing, Glove and Mitten Manufacturing, Men's and Boys' Neckwear Manufacturing, Leather and Hide Tanning and Finishing, Women's Handbag and Purse Manufacturing, Wood Preservation, Hardwood Veneer and Plywood Manufacturing, Softwood Veneer and Plywood Manufacturing, Engineered Wood Member (except Truss) Manufacturing, Truss Manufacturing, Reconstituted Wood Product Manufacturing, Wood Window and Door Manufacturing, Cut Stock, Resawing Lumber, and Planing, Other Millwork (including Flooring), Wood Container and Pallet Manufacturing, Box Manufacturing, Folding Paperboard Box Manufacturing, Die-Cut Paper and Paperboard Office Supplies Manufacturing, Envelope Manufacturing, Stationery, Tablet, and Related Product Manufacturing, Sanitary Paper Product Manufacturing, Commercial Lithographic Printing, Commercial Gravure Printing, Commercial Flexographic Printing, Commercial Screen Printing, Quick Printing, Digital Printing, Manifold Business Forms Printing, Books Printing, Blankbook, Looseleaf Binders, and Devices Manufacturing, Prepress Services, Synthetic Organic Dye and Pigment Manufacturing, Gum and Wood Chemical Manufacturing, Plastics Material and Resin Manufacturing, Cellulosic Organic Fiber Manufacturing, Noncellulosic Organic Fiber Manufacturing, Medicinal and Botanical Manufacturing, Pharmaceutical Preparation Manufacturing, In-Vitro Diagnostic Substance Manufacturing, Biological Product (except Diagnostic) Manufacturing, Printing Ink Manufacturing, Explosives Manufacturing, Flat Glass Manufacturing, Other Pressed and Blown Glass and Glassware Manufacturing, Glass Container Manufacturing, Glass Product Manufacturing Made of Purchased Glass, Lime Manufacturing,

⁴ Carlson, Katherine. *The impacts of a new prison on a small town: Twice blessed or double whammy?* 1990; Page 113.

Gypsum Product Manufacturing, Abrasive Product Manufacturing, Cut Stone and Stone Product Manufacturing, Cutlery and Flatware (except Precious) Manufacturing, Tool Manufacturing, Kitchen Utensil, Pot, and Pan Manufacturing, Ornamental and Architectural Metal Work Manufacturing, Bolt, Nut, Screw, Rivet, and Washer Manufacturing, Arms Manufacturing, Ammunition Manufacturing, Sawmill and Woodworking Machinery Manufacturing, Optical Instrument and Lens Manufacturing, Air Purification Equipment Manufacturing, Industrial and Commercial Fan and Blower Manufacturing, Power-Driven Handtool Manufacturing, Electronic Computer Manufacturing, Computer Storage Device Manufacturing, Computer Terminal Manufacturing, Telephone Apparatus Manufacturing, Radio and Television Broadcasting and Wireless Communications Equipment Manufacturing, Audio and Video Equipment Manufacturing, Bare Printed Circuit Board Manufacturing, Semiconductor and Related Device Manufacturing, Printed Circuit Assembly (Electronic Assembly) Manufacturing, Search, Detection, Navigation, Guidance, Aeronautical, and Nautical System and Instrument Manufacturing, Analytical Laboratory Instrument Manufacturing, Watch, Clock, and Part Manufacturing, Other Measuring and Controlling Device Manufacturing, Software Reproducing, Prerecorded Compact Disc (except Software), Tape, and Record Reproducing, Magnetic and Optical Recording Media Manufacturing, Electric Lamp Bulb and Part Manufacturing, Residential Electric Lighting Fixture Manufacturing, Commercial, Industrial, and Institutional Electric Lighting Fixture Manufacturing, Electric Housewares and Household Fan Manufacturing, Switchgear and Switchboard Apparatus Manufacturing, Battery Manufacturing, Fiber Optic Cable Manufacturing, Wiring Device Manufacturing, Carburetor, Piston, Piston Ring, and Valve Manufacturing, Gasoline Engine and Engine Parts Manufacturing, Vehicular Lighting Equipment Manufacturing, Other Motor Vehicle Electrical and Electronic Equipment Manufacturing, Motor Vehicle Steering and Suspension Components (except Spring) Manufacturing, Motor Vehicle Brake System Manufacturing, Motor Vehicle Transmission and Power Train Parts Manufacturing, Motor Vehicle Seating and Interior Trim Manufacturing, Motor Vehicle Metal Stamping, Motor Vehicle Air-Conditioning Manufacturing, Aircraft Manufacturing, Aircraft Engine and Engine Parts Manufacturing, Other Aircraft Parts and Auxiliary Equipment Manufacturing, Guided Missile and Space Vehicle Propulsion Unit and Propulsion Unit Parts Manufacturing, Ship Building and Repairing, Boat Building, Motorcycle, Bicycle, and Parts Manufacturing, Military Armored Vehicle, Tank, and Tank Component Manufacturing, Wood Kitchen Cabinet and Countertop Manufacturing, Wood Television, Radio, and Sewing Machine Cabinet Manufacturing, Wood Office Furniture Manufacturing, Custom Architectural Woodwork and Millwork Manufacturing, Blind and Shade Manufacturing, Surgical and Medical Instrument Manufacturing, Surgical Appliance and Supplies Manufacturing, Dental Equipment and Supplies Manufacturing, Ophthalmic Goods Manufacturing, Dental Laboratories, Jewelry (except Costume) Manufacturing, Jewelers' Material and Lapidary Work Manufacturing, Costume Jewelry and Novelty Manufacturing, Sporting and Athletic Goods Manufacturing, Doll and Stuffed Toy Manufacturing, Game, Toy, and Children's Vehicle Manufacturing, Pen and Mechanical Pencil Manufacturing, Lead Pencil and Art Good Manufacturing, Marking Device Manufacturing, Carbon Paper and Inked Ribbon Manufacturing Sign Manufacturing, Gasket, Packing, and Sealing Device Manufacturing, Musical Instrument Manufacturing, Fastener, Button, Needle, and Pin Manufacturing, Broom, Brush, and Mop Manufacturing, and Burial Casket Manufacturing.

Wholesale

Lumber, Plywood, Millwork, and Wood Panel Merchant Wholesalers
Computer and Computer Peripheral Equipment and Software Merchant Wholesalers
Medical, Dental, and Hospital Equipment and Supplies Merchant Wholesalers
Ophthalmic Goods Merchant Wholesalers
Electrical Apparatus and Equipment, Wiring Supplies, and Related Equipment Merchant Wholesalers
Other Electronic Parts and Equipment Merchant Wholesalers
Sporting and Recreational Goods and Supplies Merchant Wholesalers
Toy and Hobby Goods and Supplies Merchant Wholesalers

Jewelry, Watch, Precious Stone, and Precious Metal Merchant Wholesalers
Printing and Writing Paper Merchant Wholesalers
Stationery and Office Supplies Merchant Wholesalers
Industrial and Personal Service Paper Merchant Wholesalers
Piece Goods, Notions, and Other Dry Goods Merchant Wholesalers
Men's and Boys' Clothing and Furnishings Merchant Wholesalers
Women's, Children's, and Infants' Clothing and Accessories Merchant Wholesalers
Confectionery Merchant Wholesalers
Fish and Seafood Merchant Wholesalers
Beer and Ale Merchant Wholesalers
Wine and Distilled Alcoholic Beverage Merchant Wholesalers
Book, Periodical, and Newspaper Merchant Wholesalers
Business to Business Electronic Markets

Retail

Camping Supplies
Furniture Store
Hardware Stores
Camera and Photographic Supplies Stores
Computer and Software Stores
Nursery, Garden Center, and Farm Supply Stores
Supermarkets and Other Grocery (except Convenience) Stores
Fish and Seafood Markets
Baked Goods Stores
Pharmacies and Drug Stores
Cosmetics, Beauty Supplies, and Perfume Stores
Optical Goods Stores
Food (Health) Supplement Stores
Clothing and Shoe Stores
Jewelry Stores
Sporting Goods Stores
Hobby, Toy, and Game Stores
Sewing, Needlework, and Piece Goods Stores
Musical Instrument and Supplies Stores
Department Stores
Florists
Office Supplies and Stationery Stores
Gift, Novelty, and Souvenir Stores
Pet and Pet Supplies Stores

Transportation

Scenic and Sightseeing Transportation (Land and Water)
Port and Harbor Operations (Sea Planes, Sailboats)
Moving Company

Information

Periodical Publishers
Book Publishers
Directory and Mailing List Publishers
Greeting Card Publishers
Software Publishers

Music Publishers
Data Processing, Hosting, and Related Services
Internet Publishing and Broadcasting and Web Search Portals

Financial

Credit Unions
Commercial Banking
Portfolio Management
Investment Banking and Securities Dealing
Securities Brokerage
Investment Advice
Insurance Agencies and Brokerages

Real Estate and Rental and Leasing

Passenger Car Rental
Recreational Goods Rental

Professional, Scientific, and Technical Services

Offices of Lawyers
Offices of Notaries
Offices of Certified Public Accountants
Tax Preparation Services
Landscape Architectural Services
Geophysical Surveying and Mapping Services
Surveying and Mapping (except Geophysical) Services
Graphic Design Services
Custom Computer Programming Services
Computer Systems Design Services
Marketing Consulting Services
Environmental Consulting Services
Photography Studios
Commercial Photography
Veterinary Services

Administrative and Support and Waste Management and Remediation Services

Employment Placement Agencies
Document Preparation Services
Telephone Answering Services
Telemarketing Bureaus
Collection Agencies
Travel Agencies
Tour Operators
Investigation Services
Security Guards and Patrol Services
Locksmiths
Landscaping Services
Solid Waste Collection
Hazardous Waste Collection
Remediation Services
Materials Recovery Facilities

Educational Services

Computer Training
Professional and Management Development Training
Flight Training
Fine Arts Schools
Sports and Recreation Instruction
Educational Support Services
Apprenticeship Training
Colleges (or an extension of Peninsula College)

Health Care and Social Services

Offices of Physicians, Mental Health Specialists
Offices of Dentists
Offices of Optometrists
Family Planning Centers
Outpatient Mental Health and Substance Abuse Centers
Nursing Care Facilities
Continuing Care Retirement Communities
Homes for the Elderly
Services for the Elderly and Persons with Disabilities
Child Day Care Services

Arts, Entertainment, and Recreation

Theater Companies and Dinner Theaters
Musical Groups and Artists
Racetracks
Museums
Historical Sites
Zoos and Botanical Gardens (Marine-related)
Nature Parks and Other Similar Institutions
Amusement and Theme Parks
Casinos
Golf Courses and Country Clubs
Miniature golf
Fitness and Recreational Sports Centers
Bowling Centers
Marinas
Paintball facility
Kayak rental
Shooting range

Accommodation and Food Services

Additional Hotels/Motels/RV Parks
Mobile Food Services
Smoked salmon
Restaurants

- Pizza with delivery
- Mexican
- Soup and Sandwich
- Chinese
- Drive Through

Other

Car Washes
Consumer Electronics Repair and Maintenance
Computer and Office Machine Repair and Maintenance
Appliance Repair and Maintenance
Footwear and Leather Goods Repair
Coin-Operated Laundries and Drycleaners
Environment, Conservation and Wildlife Organizations

Public Administration

Administration of Air and Water Resource and Solid Waste Management Programs
Administration of Conservation Programs
Administration of Housing Programs
Administration of Urban Planning and Community and Rural Development
Administration of General Economic Programs

Retention/Expansion of Local Businesses

In 2008, 73 local businesses were identified (not including government, nonprofits, or churches), with 22 of these businesses providing lodging mainly to recreational fishermen in the limited months of June-September. See **Appendix VII** for this list. Many of these businesses are currently for sale, such as the Breakwater Restaurant, Morgan's Drive In, the Coho Resort, the Spring Tavern, Ray's Grocery, and the Olson's Resort. Retaining local businesses is important because their success encourages others to start their own business.

Retaining businesses and expanding local businesses could involve the following strategies:

- Hold a Chamber of Commerce meeting and send out an email to gather feedback, possibly in survey form, on what type of assistance is *most* important for current businesses. E.g. workforce assistance, town beautification, customer service training, business education, county communications/permitting, etc.;
- Continue holding the Chamber of Commerce's annual Customer Service Training;
- Develop and advertise the online job board on the website www.cbsekiucats.com or develop a local system for employers to find and hire responsible, skilled employees; and
- Hold an annual informational meeting with the Chamber of Commerce regarding EDC services, SCORE, and USDA rural business loans.

Buy Local Campaign

The number one economic issue in Clallam Bay/Seki is that the money made in the community is spent outside of the community.

This outflow of money is due in large part, to the lack of a local grocery store, as sited previously in this report: when the grocery store opened in mid-1987, the proportion of residents found a majority of their shopping in Clallam Bay/Seki quadrupled from 9% in 1986 to 33% in 1988.⁵ The number one priority for economic development as seen in this statistic and from the prioritization of economic initiatives by the community in March of 2008, is to develop a sustainable grocery store. Due to the community's ability to prioritize their economic initiatives, the organization and incorporation of Community Action

⁵ Carlson, Katherine. *The impacts of a new prison on a small town: Twice blessed or double whammy?* 1990; Page 104.

Team, and everyone's tremendous support of the USDA RBOG process, USDA awarded a Rural Business Enterprise Grant (RBEG) grant of \$45,000 to Sunsets West COOP for business planning in July 2009. This is a tremendous step in the right direction for the economic well-being of the community.

This success must be paralleled by a "Buy Local" campaign for several reasons. First, residents are comfortable and habituated into driving forty minutes to an hour away for their groceries. Secondly, even with a grocery store, there will be items that residents must purchase outside the area, such as pharmaceuticals and hardware. Banking services are still not available. This leaves the door open to purchasing items in a convenient, one-stop shopping situation, such as Thriftway in Forks. "I have to go to the bank or buy some sand paper, so I might as well buy the groceries there as well." There must also be a psychological deterrent from the behavior or habit of doing what is more convenient (as seen historically in recycling and litter campaigns).

The key to creating behavioral change in a location whose residents possess an independent nature is *fostering community pride*. Perhaps the best example of this was the "Don't Mess with Texas" littering campaign in Texas. According to Wikipedia, "The campaign is credited with reducing litter on Texas highways by 72%." Fostering community pride in the area through such a campaign would not only serve to encourage residents to buy local, but also assist with revitalization and town beatification.

Another option to creating a local community pride campaign would be to join a buy local campaign already in existence. In 2004, Sustainable Connections created a buy local campaign in Washington with the motto "Think Local. Buy Local. Be Local." This campaign can be found at www.sustainableconnections.org. Local businesses, the Community Action Team, and/or Chamber of Commerce could join as a member and start attending workshops or conferences for more information.

One member at a Community Action Team meeting replied to the idea of a "buy local" campaign with the remark that there is nothing to buy locally. This may be a common perception in the area. One idea from the www.sustainableconnections.org website to combat this opinion is for the Chamber of Commerce to create a local coupon book. This coupon book would also help promote the local Salmon bucks that are often given out by the Chamber. Joining the statewide "buy local" campaign would surely result in many more excellent promotional ideas and is highly recommended.

BUSINESS STRATEGIES FOR INDIVIDUAL BUSINESSES

Business Plans

This purpose of a well thought out business plan is to:

- Focus your business strategies;
- Stay competitive in global market;
- Understand your consumer base and market conditions;
- Provide investors with a clear message about what your business is; and
- Apply for bank loans.

Business plans range from the complex to a simple one page format. Contact your local EDC office or SCORE representative for assistance from a professional business planner. Individuals can develop more simple business plans on their own. Recommended reading includes, "The One Page Business Plan" by James Horan, and can be found in the business section in the local Clallam Bay library.

According to James Horan, there are five parts to a business plan:

- **Vision**
- **Mission**
- **Objectives**
- **Strategies**
- **Plans**

Vision

- Optimistic statement
- What you want your business to be
- Powerful adjectives
- Not boring

Mission Statement

- Why does this business exist (from the customer's point of view)?
- Short and memorable
- Not a tagline
- Commitments
- Promises to your customers

Objectives

- Specific, measurable goals
- Timeframes
- Financial impacts of the objectives

Strategies

- Take four areas critical to the growth of your business
- Develop strategies to address those areas
- Describes any improvements that need to happen
- Takes into account **Strengths, Weaknesses, Opportunities, and Threats**
- Research into what current companies are doing to address your industry's issues

Plans

- Describes specific action projects
- Describes how to measure if the projects are completed
- Gives a specific completion date
- Assigns a person to be responsible for the project

An example of a one page business plan, taken out of "The One Page Business Plan," can be found on the next page:

Colorado Garden Window Company
2004 Business Plan Summary



Vision	<p>Within the next 3 years grow the Colorado Garden Window Company into a \$40 million home products company specializing in manufacturing and distributing custom and replacement garden windows and skylights.</p>
Mission	<p>Bring light, air and the beauty of nature into homes through creative windows!</p>
Objectives	<ul style="list-style-type: none"> • Achieve 2004 sales of \$17 million • Increase pretax profits to \$1.5 million. • Grow garden window division at 8% per year & achieve \$5.3 million in 2004. • Expand skylight/custom window product lines; grow sales to \$7.5 million in 2004. • Implement profit improvement programs & reduce product cost to 38%. • Reduce distribution costs to 4% of sales through facility consolidation & technology. • Reduce inventory levels to 3.3 months by Aug. 31st. • Achieve 98% on-time delivery with 98% order accuracy in 1st quarter.
Strategies	<ul style="list-style-type: none"> • Focus on new upscale home developments & baby-boomer remodeling trends. • Build Colorado Garden Window into nationally recognized brand name. • Become vendor-of-choice by maintaining inventory of standard window sizes. • Control quality by manufacturing in-house • Increase capacity by minimizing duplicate products & incr. mfg. efficiencies. • Centralize distribution into one location; reducing costs, improving service.
Plans	<ul style="list-style-type: none"> • Introduce new Scenic Garden Windows at SF Products Show (Mar 2004). • Hire new sales rep. By April; focus on Signature Homes in Denver and Provo. • Implement new MRP software by July 31st, to achieve inventory reduction. • Complete skylight product rationalization program by Aug. 15th. • Phase in new packaging design beginning Mar. 31st. • Complete employee benefit program re-design by Sept. 30th.

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Business Incentives⁶

Washington State Business Incentives

No Personal Income Tax

- Substantial benefit for entrepreneurs running their own company

⁶ Clallam Count EDC website. www.clallam.org/business/business-tax-incentives.html.

- Substantial benefit for highly compensated executives
- Reduced administrative costs associated with employees
- Reduced cost of labor since employees pay no income taxes

No Tax on Intangibles

- No tax on income from stocks, bonds, or investment portfolios

No Capital Gains Tax

- Substantial benefits for investors and retirees

B&O (Gross Receipts) Tax has low flat rates

- Benefit for firms with high profit margins
- Rate of just under one-half of one percent for most activities
- B&O Tax rates are easy to calculate

Average Property Taxes with protections for business

- Moderate, predictable property taxes
- Various property tax limitations
- Businesses and residential property are taxed the same

Many Tax Incentives

- Exemptions
- Preferential B&O Tax Rates
- B&O Tax Credits
- Sales/Use Tax Deferrals & Waivers

Hiring and Training Employees

Businesses can reduce costs through Washington's Hiring and Training Programs

Business and Occupation (B&O) Incentives

B&O Tax Credit Training Assistance

The Washington Customized Training Program is a revolving loan fund that covers businesses' up-front training costs and provides a 50% B&O tax credit to businesses locating or expanding in the state. The program will expire on July 2012. It is administered by the State Board for Community and Technical Colleges. For more information on this program, visit www.sbctc.ctc.edu.

B&O Tax Credit for New Jobs

For manufacturing, R&D, and computer service firms, there is a \$2,000 or \$4,000 (if wages exceed \$40,000) credit against the B&O tax for each new employment position created and filled by specific industries.

High Technology B&O Credit

There is an annual credit of up to \$2 million for high technology businesses that perform R&D in specific high technology categories.

B&O Tax Credit for Job Training Services

For manufacturers, and R&D (excluding light and power businesses) businesses, there is an incentive of 20% of the cost spent on job training. This incentive is limited to \$5,000 annually.

B&O Tax Credit for New Jobs in Programming or Software manufacturing

There is a tax credit of \$1,000 per year for every new employment position up to five years.

Information Technology Help Desk Services B&O Tax Credit

Third party help desk service firms are eligible for a 100% tax credit on income received.

Sales & Use Tax Exemptions & Deferrals

Manufacturing Machinery Sales & Use Tax Exemption

Exempts sales and use tax on machinery and equipment used directly in manufacturing or research operations. Includes installation, maintenance, and repairs in most cases.

Rural County Sales & Use Tax

For manufacturers, R&D (excluding light and power businesses) businesses that locate in qualifying rural counties or distressed areas, there is an incentive that defers or waives sales and use tax on machinery and equipment, cost of expansion or modernization of existing facility if floor space or production capacity is increased; construction costs for qualified leased building.

High Technology Sales & Use Tax Deferral

For advanced computing, advanced materials, biotechnology, electronic device technology, environmental technology businesses, there is an incentive that defers or waives sales and use tax associated with new R&D or pilot scale manufacturing operations, or expanding, renovating or equipping an existing facility to current operation.

Electricity Generating Equipment Sales & Use Tax Exemption

For energy firms, there is an incentive that provides a sales and use tax exemption for machinery and equipment used directly in generating electricity using fuel cells, wind, solar or landfill gas energy, and for the labor and services necessary to install such equipment, but only if the purchaser develops a facility capable of generating not less than 200 watts of electricity.

Financial Planning and Business Loans

Shorebank Enterprise Cascadia

www.sbpac.com – 360-565-2063

- Microloan Fund for small businesses unable to get loans elsewhere (\$1,000-25,000; under 5 employees; employ moderate to low income individuals)
- Operating costs
- Equipment
- Professional fees
- Debt refinancing
- Real estate acquisition
- 10% fixed interest rate
- 6 months to 5 years

Evergreen Community Development Association

www.ecda.com – 800-878-6613

- Partners with another bank to finance 90% of cost
- Minimum \$200,000 and up
- 10% down payment
- 10-20 years

USDA Loan Program for Rural Areas

www.rurdev.usda.gov/rbs/busp/b&I_gar.htm

The purpose of the Business & Industry Guaranteed Loan Program is to improve, develop, or finance business, industry, and employment and improve the economic and environmental climate in rural communities. This purpose is achieved by bolstering the existing private credit structure through the guarantee of quality loans which will provide lasting community benefits. It is not intended that the guarantee authority will be used for marginal or substandard loans or for relief of lenders having such loans.

First Priority

www.fsbwa.com - Mike Rainey – MikeR@fsbwa.com

- Financial Planning

First Federal

www.ourfirstfed.com - 360-374-6122

Local Business Resources

Access Washington

<http://access.wa.gov/business/start.aspx>

Steps to starting a business in Washington State

Department of Licensing (DOL)

<http://www.dol.wa.gov/business/startbusiness.html>

Get a business license for the State of Washington

Department of Revenue (DOR)

<http://dor.wa.gov/content/doingbusiness/>

File a Master Business Application online

WA Department of Commerce (formerly CTED)

www.commerce.wa.gov

The Washington State Department of Commerce is the lead agency charged with enhancing and promoting sustainable communities and economic vitality in Washington State.

Their programs support state and local efforts to:

- Attract, retain and expand business activities
- Provide services for managing growth and energy resources
- Increase international trade and tourism
- Develop affordable housing, community facilities and public infrastructure
- Provide support services for vulnerable populations to assist them in times of crisis and help them achieve self-sufficiency

Economic Development Council (EDC)

www.clallam.org – 360-457-7793

- Assistance to new and existing businesses
- Facilitates business counseling through SCORE and SBDC
- Demographics

Service Corps of Retired Executives (SCORE)

www.score.org – 360-457-7793

- Business counseling
- Counseling is available by appointment on Tuesdays and Thursdays in Port Angeles.

Small Business Development Center (SBDC)

Kathleen Purdy – kpurdy@clallam.org – 360-417-5657

- Business planning
- Market development
- Financing

Washington Manufacturing Services

www.wamfg.org – 425-438-1146

- Link manufacturers with both local expertise and hard-to-access national resources

Western Washington University- Economic Gardening Program

www.cbe.wvu.edu/sbdc – 360-733-4014

- Fee-for-service
- Market Research
- Cost/benefit Analysis
- Surveys
- Prospect Lists
- Business Plan Review
- Business Loan Applications

Additional Business Resources

US Small Business Administration (SBA)

www.sba.gov

The SBA was created in 1953 as an independent agency of the federal government to aid, counsel, assist and protect the interests of small business concerns, to preserve free competitive enterprise and to maintain and strengthen the overall economy of our nation. The SBA recognizes that small business is critical to our economic recovery and strength, to building America's future, and to helping the United States compete in today's global marketplace. Although SBA has grown and evolved in the years since it was established in 1953, the bottom line mission remains the same. The SBA helps Americans start, build, and grow businesses. Through an extensive network of field offices and partnerships with public and private organizations, SBA delivers its services to people throughout the United States, Puerto Rico, the U. S. Virgin Islands and Guam.

Internal Revenue Service (IRS)

<http://www.irs.gov/businesses/small/>

Forms and publications for small businesses.

Business Week

www.businessweek.com

BusinessWeek is a global source of essential business insight that inspires leaders to turn ideas into action. Through content, context, and collaboration, BusinessWeek moderates global conversations and moves business professionals forward. Founded in 1929 and published by the McGraw-Hill Companies, BusinessWeek magazine is the market leader, with more than 4.8 million readers each week in 140 countries.

Entrepreneur

www.entrepreneur.com

Entrepreneur Media Inc. is the premier content provider for and about entrepreneurs. Entrepreneur Media Inc. products engage and inspire every day with the advice, solutions and resources that fuel the bold and independent way entrepreneurs think.

As the original magazine for the small and midsize business community, Entrepreneur continues to be the definitive guide to all the diverse challenges of business ownership. Entrepreneur.com is the most widely used website by entrepreneurs and emerging businesses worldwide. Entrepreneur Press publishes the books that turn entrepreneurial skills into business success.

AllBusiness.com

www.allbusiness.com

AllBusiness.com is an online media and e-commerce company that operates one of the premier business sites on the Web. The site has received critical acclaim and notoriety from The Wall Street Journal, Forbes, Business 2.0, Fortune, The New York Times, US News & World Report, USA Today, and other publications. AllBusiness.com helps business professionals save time and money by addressing real-world business questions and presenting practical solutions. The site offers resources including how-to articles, business forms, contracts and agreements, expert advice, blogs, business news, business directory listings, product comparisons, business guides, a business association, and more.

Inc.com

www.inc.com

Inc.com, the website for Inc. magazine, delivers advice, tools, and services, to help business owners and CEOs start, run, and grow their businesses more successfully. You'll find information and advice covering virtually every business and management task, including marketing, sales, finding capital, managing people, and much, much more.

Yahoo! Small Business Resource Center

<http://smallbusiness.yahoo.com/r-index>

Section 2: Marketing Strategies

OVERALL MARKETING STRATEGIES FOR CLALLAM BAY/SEKIU

Traditionally, Sekiu has been marketed specifically for tourism related to recreational fishing. This strategy served the area well until strict fishing regulations were imposed. In the 1990's, the fishing season, managed by the Washington Department of Fish and Wildlife, was reduced from the normal six to eight months season, down to three months in length, as a conservation measure. Many fishing and tourism-based businesses, including everything from fishing tackle shops, charter services, boat rentals, motels, restaurants and other related businesses failed during the first three years following this change because they could not make enough money in the shortened season to carry them through the remaining nine months of the year.

In 2008, the allowable recreational catch fishing quotas of King salmon in more populated areas of Puget Sound were increased to 46.6%, while quotas in the Clallam Bay and Sekiu area for King salmon were at 10.5%, the lowest sport catch since the 1970's. These changes in fishing seasons and allowable catch quotas have translated into a significant drop in the numbers of sport fishing visitors to the northwest coast, which also means fewer tourism dollars supporting the community. No favorable

predictions exist for increases in fishing seasons and allowable catch quotas, as enjoyed for decades prior to the 1990's.⁷

2008 visitor statistics for the Clallam Bay/Seki visitor center were 2,842 visitors, with 370 visitors from other countries. 2007 visitor statistics were 2,845 visitors, with 308 visitors from other countries. 48% of visitors were from Washington, 6.0% of visitors were from Canada, 5.3% of visitors were from California, and 4.7 % of visitors were from Oregon.⁸

In recent years, some resort owners have turned their attention toward eco-tourism and geo-tourism as a supplemental form of tourism. This strategy is based soundly on the local area's physical and geographical assets. Eco-tourism can be defined as "travel to fragile, pristine, and usually protected areas that strives to be low impact and (often) small scale. It helps educate the traveler; provides funds for conservation; directly benefits the economic development and political empowerment of local communities; and fosters respect for different cultures and for human rights."⁹ Geo-tourism is "tourism that sustains or enhances the geographically character of the place being visited- its environment, culture, aesthetics, heritage and well-being of its residents."¹⁰

Marketing strategies for any product or service depends on the target audience. One will find a significant difference between the Values, Attitudes, and Lifestyles of recreational fishermen and tourists drawn to the area for ecological or geographical reasons. Catering to the latter audience will require a significant change in tourist infrastructure to stay competitive statewide or nationwide.

Recommendations include:

- County assistance in addressing businesses on Hwy 112 with visible "junk" on their property
- Creation of publically accessible trails and/or a trail loop
- Focus on making recreational opportunities *conveniently* accessible
 - Advertisement of such activities (via a map)
 - Businesses, such as kayak rentals and activity guides
- Upgrades to current resorts
 - Internet availability in all resorts/hotels
 - Upgrades to accommodations, such as linens and cleaner facilities
 - Use and advertisement of "green" products
- Expansion of current cell phone provider from Verizon to other carriers
- Creation of more interpretive signage explaining wildlife in the area, e.g. bird and whale information

Another strategy that could be included into geo-tourism is to market the area as a premier maritime heritage site. This strategy fits well into the history and geographical assets of the community. The driving force behind implementing this strategy is the transfer of the Coast Guard Slip Point property to Clallam County for its development into a maritime museum. Recommendations for taking advantage of this strategy are:

- Participate in the Maritime Heritage Network (www.maritimeheritage.net/resources/mha.asp);
- Create a maritime theme throughout town through the use of anchors, boat accessories, or marine life;

⁷ Rotmark, Linda. USDA RBOG Application. 2007; Page 1

⁸ Schultz, Carol. *Marketing Report – 2008 Tourism Committee*.

⁹ Honey, Martha. *Ecotourism and Sustainable Development: Who Owns Paradise?* 2008; Page 33

¹⁰ Dowling, Ross. *Geotourism*; Page 157

- Encourage students to travel to the area for maritime educational opportunities, e.g. through the Olympic Park Institute (<http://yni.org/opi/>, 360-928-3720), the Seattle Aquarium, or the Pacific Education Institute (www.pacificeducationinstitute.org);
- Encourage sailboats to anchor in the harbor;
- Create an infrastructure for seaplanes;
- Creation of more interpretive signage explaining the maritime history of the area, e.g. three sisters rock, slip point lighthouse, shipwrecks, and tribal maritime use; and
- Eventual reinstallation of the Slip Point lighthouse and tribal longhouses.

Increasing one day visits is another marketing strategy for the area. Many residents of Port Angeles and Sequim, for example, have not been to Clallam Bay/Sekiou or have not stopped on their way through. Tourists visiting Neah Bay, Ozette National Park, and Forks could also be lured into the area as long as there is an exciting activity for them to do or perhaps a unique dining experience. Many tourists are driving through, but they are deciding not to stop (and shop) for three reasons: (1) recreational activities and dining experiences are not being effectively marketed; (2) the aesthetics of downtown Clallam Bay are acting as a deterrent; and (3) shopping stores within walking distance of each other do not exist (with the exception of resorts in Sekiou selling trinkets for sale in their check-in offices). Addressing these issues would result in significantly more tourism related business for the area. For more information on current trends in tourism, see **Appendix III**.

Local marketing strategies should also take into account research results in the Washington State Tourism Marketing Plan 2009/2010, which can be downloaded from www.experiencewa.com/industry. Additionally, marketing strategies should continue to be coordinated with the Olympic Peninsula Visitor Bureau at www.visitolympicpeninsula.org.

Audience Identification

When deciding where to spend marketing resources, the first step is determining who your target audience is. This includes an evaluation of their values, attitudes, lifestyle, and media outlets they subscribe to. It is recommended that the Chamber Tourism Committee prioritize these target audiences when deciding how to spend advertising dollars.

Assumed Audience Segments

Recreational Fishermen and Hunters

Includes subcategories:

- Saltwater
- Freshwater
- Salmon
- Bottomfish
- Fly Fishing
- Salmon
- Steelhead
- Bear
- Cougar
- Deer

Recreational Active

Includes subcategories:

- Surfers
- Kayakers/Canoers
- Campers/Hikers
- Divers
- Bicyclists
- ATVers
- Horseback Riders
- Sailing Enthusiasts

Hobbyists

Includes subcategories:

- Birders
- Whale Watchers
- Mushroom Pickers
- Photographers
- Lighthousers
- Twilighters

On the Road

Includes subcategories:

- RVers
- Bikers
- Classic Car Enthusiasts

Please refer to **Appendix IV** for the full audience identification matrix. This evaluation includes their age, gender, income, education, location, family, ethnicity, hobbies, stores they shop from, associations and clubs they participate in, websites they visit, newspapers they read, tv shows they watch, and magazines they read. This evaluation is available from the Clallam Bay/Seki Chamber of Commerce in electronic format as the appendix text is very small to conserve space.

Marketing Recommendations for Audience Segments

Recreational Fishermen and Hunters

Although most recreational fishing conducted in the area is saltwater fishing, another significant audience segment is fly fisherman and freshwater fishermen. Forks currently receives a majority of this business, however, many fishermen may want to broaden their fishing experience on the Peninsula while they are here. Hunting in the Clallam Bay/Seki area has also not been advertised very much. The area's assets lend itself toward a recreational fishing resort community, and its history as a fishing resort community should be promoted. One might find it interesting to note that even during the height of the recreational fishing boom in Sekiu, "Fishing interested American tourists less than 49 other subjects we [Oglivy and Mathers] had tested."¹¹ Thus, the marketing strategy for fishermen should avoid advertising to the general public and focus advertising efforts on specialized media outlets that cater exclusively to fishermen. Recommendations for increased marketing to this segment include:

- Advertising the Hoko, Sekiu, and Clallam River for flyfishing through local guide services
- Advertise in media outlets catering to fishermen only
- Advertise freshwater fishing through Forks collateral materials
- Advertise hunting activities, such as bear, cougar, and deer
- Build a local shooting range, which would be accessible to the public

Assets to market:

- Salmon, steelhead, and bottomfish
- Hoko, Sekiu, and Clallam Rivers
- Hunting on Merrill and Ring Pysht Tree Farm
- Bear, cougar, and deer seasons
- Fishing guide businesses
- Boat storage businesses
- Marine repair businesses
- Boat rental businesses
- Tackle/fishing gear businesses
- Hunting off the Department of Natural Resources (DNR) P1000 on Eagle Crest Way

¹¹ Oglivy, David. *Oglivy on Advertising*. 1985; Page 162

Recreational Active

Advertising to the recreational active represents a huge untapped marketing potential. Unfortunately, many of the activities which attract this market are currently unavailable or occur on private land and are inaccessible to the public.

Surfers- Surf breaks in the Clallam Bay/Sekiui area rarely work during the year (three to four times/year), with the exception of huge swells during the winter months. Most of this audience segment is travelling year round to Neah Bay and during the summer to La Push for easy access to beach surf. Their preference is to stay overnight closer to the surf breaks. Recommendations for marketing to this population include:

- Advertise Clallam Bay/Sekiui at the Hobuck campground and the La Push Lonesome Creek store, where the majority of surfers choose to spend most of their time.
- Partner with Surfrider Foundation to give discounts to their members

Assets to market:

- Restaurants and food/beverage items
- Coffee businesses

Kayakers/Canoers- Kayaking/canoeing opportunities through Clallam Bay/Sekiui represent the recreational activity (besides fishing) with the most potential to bring in additional tourists with disposal income. Recommendations for marketing to this population include:

- Attract a local kayak and canoe rental business
- Send brochures to local kayak stores for distribution
- Advertise through the water trail association and other associations
- Catering to this segment by providing advertised stops with restrooms, wildlife viewing platforms, interpretive signage, and facilities.
- Knock their socks off....Neah Bay's tribal journeys will bring upwards of 100,000 canoers and kayakers to the area in 2010. Give them a reason to come back.

Assets to market:

- Calm bay
- Kayak fishing
- Scenery from a water view
- Marine wildlife
- Clallam Bay Park
- Areas to land kayaks or canoes
- Public restrooms

Campers/Hikers- The Olympic National Park is a major tourist destination on the Peninsula. According the National Park Service's website, there were 3,142,774 recreational visits in 2005. Ozette National Park is an archeological site and one of the main attractions for camping in the area. Many campers pass through Clallam Bay/Sekiui on their way to Ozette. Recommendations for marketing to this population include:

- Attract a camping supply store to Clallam Bay (highly visible on the 112 Hwy)
- Partnering with REI and other camping outlets in a marketing campaign
- Create a system of publically accessible trails and/or a trail loop that includes One Mile Trail and the Little Hoko Trail
- Create a trails brochure

Assets to market:

- Ozette National Park
- Little Hoko Trail

Divers- Jacques Cousteau rated diving in the Puget Sound as second in the world only to the red sea! Even with the cold water temperatures, amazing diversity of marine life can be found diving along the Straits. The Seattle Aquarium captures many of their creatures right off of Bullman Beach. Jean Michel's Ocean Futures Society conducted a special on Wolf Eels in the area during 2005.

Recommendations for marketing to this population include:

- Promote diving supply businesses and ensure divers can find oxygen refills
- Partner with statewide dive clubs
- Obtain underwater photography of the area and advertise in local dive shops
- Write articles for submission in association newsletters

Assets to market:

- Diversity of marine life
- Pillar Point
- Bullman Beach
- Wolf Eels
- Sekiu breakwater
- Diving supply businesses

Bicyclists- Since the creation of the Olympic Discovery Trail of over 30 miles, the popularity of mountain biking on the peninsula seems to have grown. Every weekend, cars line the entrance of Olympic Discovery Trail on Hwy 112. Recommendations for marketing to this population include:

- Create a loop trail that includes One Mile Trail and Little Hoko Trail
- Partner with the land conservancy to acquire easements
- Partner with the Peninsula Trails Coalition and Port Townsend Bicycle Association
- Write articles for submission in association newsletters

Assets to market:

- Little Hoko Trail
- Ozette National Park
- DNR P1000 off Eagle Crest Way

ATVers- Many local residents enjoy ATVing in Clallam Bay/Sekiu. This activity could also be marketed to Port Angeles and Forks ATVers. Recommendations for marketing to this population include:

Assets to market:

- P1000 (on road only) on Eagle Crest Way

Horseback Riders- Many local residents enjoy horseback riding in Clallam Bay/Sekiu. Historically, the Little Hoko Trail was used as a horseback riding trail. Recommendations for marketing to this population include:

- Create a loop trail that includes One Mile Trail and Little Hoko Trail
- Write articles for submission in Backcountry Horsemen of Washington's newsletter

Assets to market:

- Little Hoko Trail

Sailing Enthusiasts- The Swiftsure Race course is every May and consists of 100 nautical miles from Victoria B.C. to Cape Flattery. Sekiu could easily be marketed as a stay over for sailing enthusiasts from Puget Sound. Recommendations for marketing to this population include:

- Inquire about corporate sponsorship of the Swiftsure International Yacht Race
- Distribute brochures through sailing associations
- Advertise the annual fly-in event to swiftsure participants

Assets to market:

- Calm bay
- Places to anchor
- Restaurants
- Lodging

Hobbyists

Birders- According to the Peninsula Chapter of the Audubon, birders are more likely to travel through Clallam Bay/Sekiu to view puffins at Cape Flattery in Neah Bay. The same birds are found in Clallam Bay/Sekiu as are found east on the peninsula. However, the specific population in Sequim represents a huge birding audience potential for day trips to Clallam Bay. Bald eagles are also much more prevalent in the west end. The community has two IBA (Important Bird Areas): one at Pillar Point, and one at the Clallam Bay County Park. See **Appendix V** for additional information on this audience segment. Recommendations for marketing to this population include:

- Build birding platforms and art sculptures at the IBAs and advertise them to birders
- Partner with Neah Bay and the Audubon to have a yearly field trip with Clallam Bay/Sekiu as a stop
- Increase presence and marketing at the Bald Eagle Festival in Neah Bay as it develops into a bigger event
- Write articles for submission in association newsletters

Assets to market:

- Clallam Bay Park and Pillar Point IBA
- Abundance of Bald Eagles from Sekiu to Neah Bay
- Overlooks of the area
- Little Hoko Trail

Whale Watchers- “Since 1991, when 4 million people went whale watching, the number of people participating has increased by an average of 12.1% per year, reaching more than 9 million in 1998. The total expenditures (the amount whale watchers spent on the tours, as well as travel, food, hotels and souvenirs) increased from \$317.9 million USD in 1991 to \$1,049 million USD in 1998 - an average annual increase of 18.6%.”¹² Although gray whales seem to reside around every corner of the strait, the tourism infrastructure for whale watching in Clallam Bay/Sekiu is non-existent. There

¹² Hoyt, Erich. *Worldwide Tourism Numbers, Expenditures, and Expanding Socioeconomic Benefits*. International Fund for Animal Welfare. 2001.

is an increasing trend to spot whales from the land, which makes Sekiu and Clallam Bay one of the premier spots in all of Washington for this activity. Recommendations for marketing to this population include:

- Continue to stay involved with the Whale Trail, including promoting Sekiu as a stop on the trail through the 112 Scenic Byway Association
- Create a stop on the whale trail at the proposed Sekiu Pocket Park, which includes whale wildlife signage and metal whale sculptures
- Attract a whale watching boat business to be docked in Sekiu

Assets to market:

- Resident Gray Whale populations
- Bullman Beach
- Chito Beach
- Sekiu Harbor

Mushroom Pickers- Mushroom picking is a popular hobby on the Peninsula. There are several events in Washington which revolve around mushrooming, including Beach's Wild Mushroom Celebration, Quinault Rain Forest Mushroom Festival, and Sequim's annual mushroom show. The Olympic Peninsula Mycological Society (www.olyrmushrooms.org) was founded in 1977 as the Jefferson County Mycological Society but eventually expanded to include nearly 200 members from Jefferson and Clallam counties. Members attend at least six meetings a year, often with guest speakers, and host an annual fall show. Recommendations for marketing to this population include:

- Write an article for insertion into newsletters of the Olympic Peninsula Mycological Society and the North American Mycological Association (www.namyco.org)

Assets to market:

- Merrill and Ring Tree Farm
- DNR P1000 off Eagle Crest Way (personal consumption only)

Photographers- Photographers are frequent visitors to the area due to its scenic nature. Since digital cameras are now widespread and inexpensive, amateur photography has increased tremendously. Several times during the year, visitors can be seen with professional cameras set up on the side of Highway 112. Recommendations for marketing to this population include:

- Send scenic photos of the area taken by John Gussman and photos entered into the 112 Scenic Byway's contest to local, regional, and statewide camera clubs, such as the Olympic Peaks Camera Club, Photographic Society of America (PSA), and the Northwest Council of Camera Clubs (NWCCC)

Assets to market:

- Physical beauty of the area
- Diversity of wildlife, including birds (eagles) and whales
- Fire red summer sunsets
- Marine scenes

Lighthouses- Every year, visitors who come through the Visitor's center in Clallam Bay ask for directions to get to the lighthouse. National lighthouse visitor statistics could not be found. Recommendations for marketing to this population include:

- Design a map with directions to Slip Point and allowable pedestrian paths
- Partner with the American Lighthouse Foundation, Washington Lightkeepers Association, and Friends of the Lighthouse, and U.S. Lighthouse Society

- Write articles for submission in association newsletters

Assets to market:

- Lighthouse Keeper's house and designated parking

Twilighters- The popularity of the Twilight books has made Forks one of the most popular travel destinations in Washington State. A total of 16,186 people passed through the Visitor Center in July of 2009, doubling June's number of 8,702, and in one month nearly reaching the entire year's total for 2008 - 18,485 people.¹³ Clallam Bay/Seki, which is only located 30 minutes north of Forks, has not seen this rise in twilight related tourism. A pair of women were said to have stayed at Chito Beach because they were afraid staying near vampires in Forks. Recommendations for marketing to this population include:

- Distributing Clallam Bay/Seki brochures in Forks with a sticker describing it as "Safe from Vampires."

Assets to market:

- No vampires or werewolves

On The Road

RVers- "According to a study released by the University of Michigan's Survey Research Center, the U.S. ownership of recreation vehicles (RVs) has reached record levels in the past couple of years. One in every 12 vehicle owning households in the U.S. owns an RV, representing approximately 8 million RV households, a growth of a stunning 58% since 1980." "The typical RV owner is age 49, married, owns a home and has an annual household income of \$68,000."¹⁴ Recommendations for marketing to this population include:

- Submit editorial ideas to RV magazines with pictures of the area and happy RVers
- Partner with local and regional RV clubs and write articles for their newsletters

Assets to market:

- RV resorts and facilities
- Newly chip sealed roads
- Beautiful scenery
- Restaurants and beverage businesses

Bikers- The Rainforest Run, an event held in Forks last year for the first time, had a run through Clallam Bay/Seki. The popularity of riding motorcycles in the countryside has not waned through the decades. Motorcycle enthusiasts can no longer be assumed to belong to the typical stereotype. Currently, many motorcyclists are very well educated and just enjoy the wind in their hair. Some statistics from the Motorcyclist Industry Council break these stereotypes: "An estimated 25 million people rode on motorcycles last year. The average income for motorcycle households was \$59,290 compared to \$50,233 for regular households. There are an estimated 5.7 million women riding which is 23% of total riders." Recommendations for marketing to this population include:

- Submit editorial ideas to biker magazines with pictures of the area and biker facilities
- Partner with local and regional biker clubs and write articles for their newsletters

Assets to market:

- Newly chip sealed roads

¹³ Dickerson, Paige. "Are campers safe from vampires?" Peninsula Daily News. August 06, 2009

¹⁴ www.rv-n-motorhomes.com

- Beautiful scenery
- Restaurants and beverage businesses
- Lodging

Classic Car Enthusiasts- Vintage vehicles and muscle cars pervade the American culture. Classic cars can often be seen cruising the Peninsula. Over 4,000 people attended the annual Port Angeles “Ruddell Cruise In” in 2009 with over 400 cars from Western Washington, including Bremerton, Tacoma, Puyallup, Bellingham, as well as Canada. Recommendations for marketing to this population include:

- Partner with local and regional car clubs and write articles for their newsletters

Assets to market:

- Newly chip sealed roads
- Beautiful scenery
- Restaurants and beverage businesses
- Lodging

Media Outlets & Ad Placement

Appendix IV includes listings of media outlets, audience size, contact information, advertising costs, and audience demographic information for each audience segment.

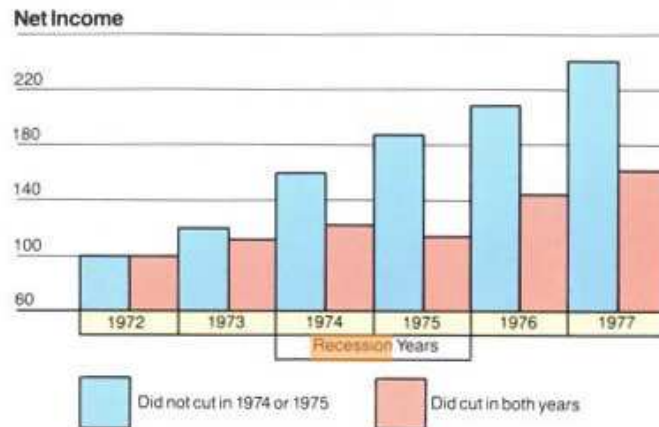
Advertising Tools Needed

- Standard print ad, B&W & Color
 - Advertise events in the *Festivals and Events Calendar* of the WA Festivals and Events Association
- Print ads targeted to prioritized target audiences
- Articles/editorials for insertion into newsletters of prioritized target audience associations
- Updated recreational brochure, which includes information for target audiences in the recreational active and hobbyist categories; to be distributed in stores target audiences visit
- 15 & 30 sec standard television advertisement
- Use of email addresses of associations in a marketing list to advertise Clallam Bay/Sekiou tourist opportunities (maybe a quarterly e-newsletter)
- Directions and map to handout at Visitor’s Center for Slip Point
- Social networking sites
 - Social networking sites should be taken advantage of, as they are free of charge and require only maintenance time. These sites represent the future of advertising, with many large companies advertising through news feeds. The most popular social networking sites include facebook, myspace, and twitter. On facebook, one can make a page which anyone could become a fan. One can post photos, videos, and links. Once a person becomes a fan of the page, all their friends see it on their page. If the average facebooker has 100 friends, this marketing effort becomes exponential at a minimal price. A surf clothing company, named Quiksilver, for example, currently has 228,394 fans. They can post a promotion or news item about products, and all those people view it (possibly including the friends of all those fans). This is more effective, less costly, and less time consuming than direct mail.

Marketing in a Recession

A common misperception is that no advertising/promotion will not affect your sales either way. This is wrong. If you are not advertising, other businesses are, and they will eventually reap the benefits in the long run. In a recession, slowing down or eliminating your advertising efforts may seem like it's saving you money now but it will cost you more in the long run.

This chart compares income of companies which cut back their advertising expenditures during the 1974-5 recession with income for companies that did not cut back. By 1977, the net income of companies that did not cut advertising had more than trebled, while for companies that did cut back during the recession, it had barely doubled.¹⁵



MARKETING STRATEGIES FOR INDIVIDUAL BUSINESSES

Marketing essentials include a basic message or tagline, logo, and collateral materials. Since the decline of logging and fishing in the area, it is no longer wise to assume the majority of the I-5 corridor has heard of Clallam Bay/Seki. Marketing essentials are standard in marketing tourist destinations. If you don't have them, it is safe to assume your competition to the east does, and they are using these tools to advertise to *your* audience.

Messaging/Tagline

- Think in the shoes of your audience, not through the lens of a local resident
- See Appendix IV to identify your specific audience
- “The average American is exposed to 247 commercial messages each day”
- The best message is simple, consistent, and inline with the consumer already believes
- If your product is not unique, make it unique in the consumer's mind
- The message must act to identify, understand, and remember your product
- Create a tagline, which is short and compromised of three-five words
- Don't include boring rationale arguments, such as customer service, quality, expertise, etc.
- How does your product appeal to your customer's emotions? Win their hearts, not their heads.

Logo

- A logo is essential for collateral, sponsorships, and getting your name out in the public
- Bad graphics can decrease your business
- Tie in your logo to your message
- See Local Marketing and Graphic Design Resources

¹⁵ Oglivy, David. *Oglivy on Advertising*. 1985; Page 171

Collateral Materials

- Brochure
- Website
- Use a Creative Brief to communicate your idea to a graphic designer - **Appendix VI**
- See Local Marketing and Graphic Design Resources

Evaluation of Marketing Techniques

- **Coupons**- Track sales of an item before and after the promotion
- **Sales of certain items** – Track sales of an item before and after the promotion
- **Split runs**- Same ad with varying contact info in two different outlets to track outlets success -or- two different ads with varying contact info in same outlet
- **Track inquires**- Put specific contact in the ad/promotion. Track through email or phone. Use a customer satisfaction survey (Where did you hear about us?)
- **Look for patterns of sales resulting in the promotion**
- **Keep a scrapbook of all promotions**
- **Do comparative surveys of several different promotional ideas/ads**- Share options with your friends and strangers. Which do they like best? Record the answers.

Local Marketing and Graphic Design Resources

It is important to use professionals when advertising. Bad advertising can actually decrease business or sales.

Professional graphic designers on the Olympic Peninsula include:

- **Lora Messinger**- (360) 951-2547, sunsettimes@centurytel.net
- **Olympic Graphic Arts**- (360) 374-6020, olympicgraphic@centurytel.net
- **Olympic Printers**- (360) 452-1381
- **Laurel Black**- (360) 457-0217, art@olympicprinters.com
- **Inside Out**- (360) 683-5774, info@insideout.com
- **Lauren Dukes**- (360) 640-1341, laurenfoxdukes@olympen.com

Professional website designers on the Olympic Peninsula include:

- **John Gussman**- jgussman@dcproductions.com
- **Inside Out**- (360) 683-5774, info@insideout.com

Additional Marketing Resources

Through Business Basics, sponsored by the Clallam Bay/Seki Chamber of Commerce, there are now several books at the local library that you can check out for free on marketing. These include:

- *Principles of Marketing*, Philip Kotler
- *Marketing Planning Guide*, David H. Bangs
- *Ogilvy on Advertising*, David Ogilvy

Census Bureau
www.census.gov

Public resources from the US Census Bureau including population, economic, industry, and geography studies.

Nielsen

www.claritas.com

Lookup consumer profile by zip code. Use the demographic widget tool.

American Marketing Association (AMA)

www.marketingpower.com

The AMA is the largest marketing association in North America. It is a professional association for individuals and organizations involved in the practice, teaching and study of marketing worldwide. It is also the source that marketers turn to every day for information/resources, education/training and professional networking. AMA members are connected to a network of experienced marketers nearly 40,000 strong and include leading marketing academics, researchers and practitioners from every industry.

Washington State Tourism Industry

www.experiencewa.com/industry

Download the Washington State Tourism Marketing Plan 2009/2010.

Appendices

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Appendix I

Clallam Bay/Seki Chamber of Commerce 2009 Strategic Plan

Clallam Bay – Sekiu Chamber of Commerce 2009-2010 Strategic Plan



2009 Leaders:

- President- Brian Adler
- Vice President- Martin Brand
- Secretary- Carol Schultz
- Treasurer- Bill Drath
- E-Secretary- Sasha Medlen
- At Large- Donalynn Olson and Linda Palumbo

Meeting Times- 1st Wednesday of the Month, Noon, Sekiu Community Center (Business);

2nd Wednesday of the Month, 10AM, Olsons (Executive); 4th Wednesday of the Month, Noon, Breakwater (Speaker); 3rd Wednesday of the Month, Noon, Sekiu Community Center (Optional Winter Month Meeting)

Mission Statement:

The mission shall be to promote and encourage economic development and tourism in the community, and to encourage cultural, educational and charitable events.

Core Values:

Cooperative	Supportive	Understanding	Customer/Community Oriented
Passionate	Professional	Respectful	Promoting Local Businesses

Market Conditions:

- National recession – maybe getting worse
- Tourism economy uncertain
- Fate of Olson's unsure
- Fishing regulations getting tighter?
- Logging industry is in decline
- Lack of community pride; sense of exasperation
- Lack of basic facilities, such as a bank, full-service grocery store, and pharmacy
- Lack of family activities
- Lack of cooperation between community groups
- Downtown corridors in need of construction, lighting, art, better signage
- Aging sewer and water system
- No local transfer station for large items/limited recycling services at the prison

- Some roads are in bad shape (Washington St. in Sekiu, 112 by the Spring Tavern, some places on 112 out to Neah Bay)
- Trails infrastructure needs major land/easement acquisition program
- Downtown grocery store area in disarray
- Slip Point Lighthouse transfer process still ongoing
- Private landowners piling "trash," visible from the 112
- Limited participation of enforcement agencies
- Concerns with the future of the school system

Drug-related activities

- Located far away from larger cities, effecting transportation costs
- Complicated permitting process for new developments
- Inexpensive land
- Coop start-up
- Dale Fincher to start development across from PUD
- Lodging infrastructure in place – hotels are full during fishing season
- Local events include, Fun Days, Chinese New Year, the Fly In, Christmas Bazaar, Beach Clean Up, Town Clean Up, Fishing Derbies
- Demand for campgrounds and trails
- Demand for eco-activities, shopping, fun events

Objectives & Plans:

ORGANIZATION DEVELOPMENT

(Executive Board, Brian Adler, Carol Schultz)

Objective: *Increase meeting participation from 6-8 people to 8-10 people by Dec. 31, 2009*

- Reinststitute welcoming committee and create a packet of information for new members/visitors to Chamber (Sept. 2009 - Carol, Sasha)
- Produce unique monthly flyer to be out week before the end of the month (ongoing – Sasha)

Objective: *Increase chamber membership by 5 new or inactive members by Dec. 31, 2009*

- Promote Chamber's 25th anniversary with a float in Fun Days (July 2009- Ali, Brian)
- Call inactive members (Dec. 2009 – Carol)
- Maintain professional conduct and foster cooperative attitude (Ongoing – All)

TOURISM

(Linda Palumbo, Donalynn Olson, Carol Schultz)

Objective: *Increase 2% income by 2.5% (from \$2,100 to \$2,630) by Dec. 31, 2009*

- Improve marketing materials by sending them to Laurel Black (Tourism Committee)
- Create a DVD about the area produced by John Gussman (Tourism Committee)

Objective: *Increase visitor's center statistics by 5% (from 2842 to 2984) by Dec. 31, 2009*

- Improve signage for visitor's center and throughout town (Sasha)
- Research ways to market and distribute collateral materials to twilighters (No Vampires Here), Winter Olympics, Eagle Fest, and the 2010 Tribal Journeys (Tourism Committee)

ECONOMIC AND BUSINESS DEVELOPMENT
(Martin Brand, Donalynn Olson)

Objective: *Increase business to business communications through:*

- Customer service training (Dec. 31, 2009 – Carol & Diane Shostack)
- Local economic report about business/marketing opportunities and resources distributed to Chamber membership and posted on the website (Sept. 2009 – Sasha)

Objective: *Provide business support to start-ups listed below:*

Dale Fincher's developments	Sunset's West COOP	Slip Point Brewing	Mrs. Hess handbags
Three Sisters' Businesses	Butch-Meat Packaging		

- Invite all new startup businesses to Chamber meetings and distribute startup information to them (Sasha)

Objective: *Support town beautification projects (ongoing)*

- Collect photo documentation of before and after pictures in folder (Dec. 31, 2009 - Sasha)

GOVERNMENT AFFAIRS AND REGULATION
(Bill Drath, Donalynn Olson)

Objective: *Continue communication with govt. agencies about business concerns (ongoing)*

- Encourage County Commissioners to participate at Chamber meetings (ongoing - Sasha, Carol)
- Maintain relationship with County emergency management and sheriff's departments (ongoing - Bill)

Objective: *Participate in fish negotiations (ongoing)*

- Provide members with a report/summary (April 2009 – Chris Mohr)

SPECIAL EVENTS
(Martin Brand, Carol Schultz)

Objective: *Increase number of meals sold at the fly-in by 5% of 2008 results (May 2009)*

- Investigate special events coordinator and possibility of SeaFest (ongoing – Martin)

Appendix II

CAT 2009 Strategic Plan

Clallam Bay/Seki Community Action Team 2009-2010 Strategic Plan



2009 Leaders:

- Chair- George Eastman
- Vice Chair- Terry Hielman
- Secretary- Karin Ashton
- Treasurer- Bill Drath
- E-Secretary- Ted Muralt

The Community Action Team will meet the 2nd Saturday of the Month, from 11-1 PM, at the Green Gallery in Clallam Bay. 16590 Hwy 112, Clallam Bay, WA 98326.

Mission Statement:

The purpose is to achieve a sustainable Clallam Bay-Seki community, by collaborating to identify and complete projects that preserve our cultural and natural heritage as well as attract visitors and residents to our area while providing educational and networking opportunities.

Core Values:

Civic Pride	Self Reliance	Promotion of Local Businesses	Innovative
Community Oriented	Collaborative	Education	Helpful
Creative	Positive	Fun	Integrity
Cooperation	Communication	Networking	

Sustainable Growth – (*Local dollars generated stay local*)

Clallam Bay/Seki Assets:

Businesses	Government & Institutions
<ul style="list-style-type: none"> • Clallam Bay Correctional Facility • Co-op in yellow building • Clinic • Library • B&Bs/Resorts/Motels/Trailer Parks • Restaurants • Taverns • Consignment Stores/25 Cent Store • Art Gallery • Convenience Store • Post Offices • Storage Facilities • Liquor Store • Video Store • Auto Repair • Autobody Repair • Espresso Stand • Gas Station • Laundromats • Timber Companies • Economic Development Council 	<ul style="list-style-type: none"> • Clallam County Department of Community Development, • County Commissioners • Clallam County Sheriff’s Department • Chain Gang • Clallam Bay Park • Clallam County Public Works • PUD • Department of Transportation • Cape Flattery School District and student body • Makah Tribe and Heritage • WA State Parks - Cowan Ranch • EMS/Fire Department • National Park Service • WSU Extension • Peninsula College & Entrepreneurial Institute • United States Department of Agriculture (USDA) • Community Advisory Council • University of Washington • NOP RCD • NOAA- Olympic Coast National Marine Sanctuary

<ul style="list-style-type: none"> • Port of Port Angeles (Sekiu Airport) <p>Local Organizations</p> <ul style="list-style-type: none"> • Lion's Club • Scenic Byway Committee • Chamber of Commerce • Seniors • West End Youth and Community • Community Action Team • Gardeners Club • AA • TOPS 	<p>(OCNMS)</p>
---	----------------

<p>Physical Assets</p> <ul style="list-style-type: none"> • Scenic beauty • Scenic Byway • National Forests • Inexpensive land • Open Space • Tide pools • Rain • Beaches • Trails (One Mile Trail, Hoko, ???) • Trees • Lake Ozette • Rivers (Hoko, Sekiu, Clallam) • Water Recreation – i.e. surfing, kayaking, fishing, diving • Outdoor Recreation – hiking, bicycling, hunting, bird watching, wildlife viewpoints, mushrooming • Old Coast Guard Building at Slip Point • Visitor's Center • Makah Museum • Internet • Airport • Empty buildings • Affordable home-sites • Fun Days, Christmas Bazaar, Chinese New Year • Local websites – www.sekiu.com, www.clallambay.net/cac/, www.clallambay.com/calendar, cbsekiucats.com 	<p>Workforce</p> <ul style="list-style-type: none"> • Artists • Prison Guards • Service Related • Retirees • Environmental Services • Educational Services • Medical • Infrastructure Related • Foresters and Loggers • Fishermen • Tourism • Government
---	---

Current Market Conditions:

- National recession – maybe getting worse
- Tourism economy uncertain
- Fate of Olson's unsure
- Fishing regulations getting tighter
- Logging industry is in decline
- Lack of community pride; sense of exasperation
- Lack of basic facilities, such as a bank, full-service grocery store, and pharmacy
- Downtown corridors in need of construction, lighting, art, better signage
- Aging sewer and water system
- No local transfer station for large items/No recycling services
- Some roads are in bad shape (Washington St. in Sekiu, 112 by the Spring Tavern, some places on 112 out to Neah Bay)
- Trails infrastructure needs major land/easement acquisition program
- Downtown grocery store area in disarray

- Slip Point Lighthouse transfer process still ongoing
- Private landowners piling “trash,” visible from the 112
- Limited participation of enforcement agencies
- Poor health of residents due to lack of good food
- Concerns with the future of the school system
- Drug-related activities
- Located far away from larger cities, effecting transportation costs
- Complicated permitting process for new developments
- Inexpensive land
- Coop start-up
- Dale Fincher to start development across from PUD
- Lodging infrastructure in place – hotels are full during fishing season
- Local events include, Fun Days, Chinese New Year, the Fly In, Christmas Bazaar, Beach Clean Up, Town Clean Up, Fishing Derbies
- Demand for campgrounds and trails
- Demand for eco-activities, shopping, fun events

2009 Strategic Goals:

Overall CAT Goals

1. Acquire 501c3 status (Sasha, All)
2. Business training (Sasha)
3. Ensure members are trained on website (Sasha)
4. Spring spruce up event and tire clean up (Sasha, Karin, Ted)
5. Work with the American Planning Association in Spring (Sasha, Joe, All)

Organization Committee

1. Develop fundraising systems and strategies (Karin, Linda)
2. Develop a membership system (Linda)

Promotion Committee

1. Ensure County has a renewed lease with the Coast Guard (Sue, Diane, Sasha)
2. Create a checklist for activities which must be conducted for the transfer of Slip Point (Sue, Diane, Sasha)
3. Create a proposal for an events coordinator (Karin, Chamber)

Economic Restructuring Committee

1. Complete a potential industries report for Clallam Bay/Seki (Joe, Sasha)
2. Create a plan to attract businesses (bank/pharmacy/grocery store) (Joe Murray, Linda)
3. Create a plan to attract new residents (Karin, Patti, Carol S.)
4. Create a marketing plan to attract tourists (Sasha, Chamber)
5. Create a buy local campaign (COOP)

Design Committee

1. Create a proposal (site plan/cost analysis) for street trees and screening trees (APA, Sasha, Joe)
2. Create a proposal (site plan/cost analysis) for wildlife viewing platforms in Sekiu and Clallam Bay (APA, Nick?)
3. Assist businesses with signage (Sasha, Sue, Diane)
4. Promote façade improvement program (Karin)
5. Create a proposal for creating a comprehensive trail system (Bill, Ted)

Appendix III

Summary of Current Trends in Tourism

Overview of Tourism Trends by Mainstreet Speaker Judy Walden

- Travelers Search for Health and Well Being
- Weekends are the Norm
 - Taking fewer long vacations
- Culinary Tourism is on the rise
- Travelers expect Personalization
- Women Only Travel
- Increased Development of Niche Markets
 - Don't do someone else's story
- Americans are Weary
 - Looking to “unplug, slow down, and unwind.”
- Americans Demand Instant information for qualified sources
 - Not asking locals anymore, referring to online sources
- Social Media Influences Travel Decisions
 - (facebook, twitter, Trip Advisor)
- Technology Rules for Destination Planning to In-Destination Decisions
 - 50% of travelers now plan and pay for travel on the internet
 - Cell phone reception?
- US Seniors are Staying Active
 - Less walking (under ½ mile/day)
- Large Clans Gather
- Outdoor Recreation is Flat or Declining
 - National Parks declining 21% since 1997
 - WA State Parks 24% over the last 10 years
- Active Sports Demand Growing Near Urban Areas
 - Demand is weaker in remote and rural trips
 - Rural areas are now competing with international destinations, such as Costa Rica, Panama, Peru, and Chili
- Public Lands are Recruiting Families
 - “Last Child in the Woods”
 - Indoor pattern of leisure time by children

Appendix IV

Audience Identification/Media Outlet Matrix

Hobbyists

Mushroom Pickers	20-50	M/F	Varied	College	Northwest	Varied	Varied	REI	Bainbridge Island Photo C	www.birdwatchersdigest.com	Seattle Times	The Outdoor Channel	Birder's World
Photographers	20-60	M/F	High	College	International	Varied	Varied	Dazzled by Twilight	Boeing Employees Photog	www.torkswa.com	New York Times	Nature Channel	Wildbird
Lighthouses	40-55	F	Varied	College	International	Married	Varied		187 Camera Club	www.stepheniemeyer.com/twilight.html		Discovery	Outdoor Photographer
Twilighters	8-20	F	None; family income	High School	International	Single	Varied		Olympia Camera Club	www.whalewatching.com		National Geographic	Bird Watchers Digest
Birders	40-60	M/F	High	College	International	Married	White		Seattle Photographic Soci	www.gonorthwest.com			Seattle Magazine
Whale Watchers	20-50	M/F	Varied	College	International	Varied	Varied		Tacoma Photographic Soc	www.experiencewa.com			
									Olympic Peaks Camera Club				
									Northwest Council of Camera Clubs				
									Photographic Society of America				
									North American Mycological Association				
									Olympic Peninsula Mycological Society				
									Kitsap Peninsula Mycological Society				
									Puget Sound Mycological Society				
									Audubon				
									Audubon Peninsula Chapter				
									Washington Ornithological Society				
									Dungeness River Audubon Center				
									Audubon WA State Contact				
									Orca Network				
									American Birding Association				
									Friends of the Lighthouse				
									Washington Lightkeepers Association				
									U.S. Lighthouse Society				
									The Washington Outfitters & Guides Association				
									Washington Wilderness Coalition				
									Washington Wildlife & Recreation Coalition				

On the Road

RVers	40-60	M/F	\$60,000-\$150,000	College	Nationwide	Married	White	Varied	Roamin' Elks	www.gonorthwest.com	Seattle Times	Varied	FMC Magazine
Bikers	20-50	M	\$40,000-\$100,000	College	I5 Corridor	Varied	Varied		Explorer RV Club (Canada	www.experiencewa.com	USA Today		Trailer Life
Classic Car Enthusiasts	30-60	M	\$100,000-\$250,000	College	I5 Corridor	Married	White		Family Campers & RVers	www.byways.org			Motorhome
									Loners of America (LOA)				Seattle Magazine
									North American Truck Camper Owners Association				
									Passport America				
									Recreation USA Inc. Camping Club				
									RVing Women				
									Family Motor Coach Association				
									Olympic Peninsula Ramblers				
									Northwestern				
									KM International				
									Cascade Family Motorcycle Club				
									Northwest Road Riders Association				
									Northwest Motorcycle Association (NMA)				
									Olympic Peninsula Motorcycle Club				
									Washington Motorcycle Road Racing Association				
									Washington Off Highway Vehicle Alliance				

TV Show	Shows	Contact Name	Contact Phone	Contact Email	Website
Discovery Channel, Travel Channel	Deadliest Catch, America's Outdoor Television Outdoors, Bassmasters, Outdoor Saltwater Series, Jimmy Huston Outdoors, Sportman's Challenge, North American Fisherman, Fishin' Hole, Action Sports Network	Ben Price	310-551-1611	AdSales_Discovery@Discovery.com	www.discovery http://adsales.discover
ESPN	Adventure Guides: Fishing Edition, Familiar Waters, Trout Unlimited, Trev Gowdy's Monster Fish, American Hunter Television, American Rifleman Television, Ultimate Hunting, Ultimate Match Fishing presented by Firestone, Ultimate Outdoors, Dirt Trax Television, Field & Stream Outdoor Icons, Fisher's ATV World, MacMillan River Adventures, Scouting For Adventure, Stihl's Reel in the Outdoors with Joe Thomas, Bill Dance, Fishing & Outdoor Adventures w/Keith Warren	Eric Johnson	212-456-1580	Outdoors: Scott Paciello, Scott.Paciello	http://espncoms.com/index3.aspx?id=2-
The Outdoor Channel	Babe Winkelman's Good Fishing, Bill Dance Outdoors, City Limits Fishing, Escape to the Wild, FLW Outdoors, Hunt for Big Fish, North American Fisherman, Quest for the One, The Best and Worst of Tred Barta, Babe Winkelman Outdoor Secrets, Escape to the Wild, Quest for the One, TRCP's Life in the Open, Winchester Whitetail Revolution	Scott E. Fink	1-800-770-5750	Esfink@outdoorchannel.com	http://www.outdoorchannel.com/Adver
Versus	Sportsmen of North America, Fly Fishing the World, In-Fisherman Critical Concepts, Jay's Outdoor Magazine with Mike Avery, Fly Fisherman, Fly Rod Chronicles with Curtis Fleming, Addictive Fishing, Anchor Point, HuntFishCook		323-954-2400	VersusCountryAdvertising@versus.com	http://www.versuscountry.com/advertis
The Sportsman Channel	NW Backroads, Evening Magazine	Todd Hansen	262-432-9100	advertisinginfo@thesportsmanchannel.	http://www.thesportsmanchannel.com/
King 5	Outlaw Bikers, Hooked	Piper Earnhart	310-369-0028	nwbackroads@king5.com, eveningtips@	www.king5.com
National Geographic					http://channel.nationalgeographic.com.

Northwest Council of Camera Clubs	Duane Blocker	3000 United Founders Blvd, Suite 103	Oklahoma City	OK	73112	206-607-5258	DBBlocker@comcast.net	www.nwcameraclubs.org/	No	No
Photographic Society of America	Elena McTighe	6615 Tudor Court	Gladstone	OR	97027-1032	405-843-1437	Elenamct@aol.com	www.psa-photo.org/	No	Yes- PSA Journal
North American Mycological Association	Ike Forester	P. O. Box 33	Chimacum	WA	98320	503-657-7358	mycopcp@aol.com	www.namyc.org/	No	Yes- FUNGI
Olympic Peninsula Mycological Society	Sally Mitchell	PO Box 3082	Bremerton	WA	98325	360-731-0975	mycolowell@wavecable.com	www.olygmushrooms.org/	No	Yes
Kitsap Peninsula Mycological Society	Barbara Coffey	U.W. Center for Urban Horticulture, Bo	Seattle	WA	98195-4115	206-522-6031	contact@kitsapmushrooms.org	http://kitsapmushrooms.org	No	Yes
Puget Sound Mycological Society	Patrice Benson						president@psms.org	www.psms.org	No	Yes-Spore Prints
Friends of the Lighthouse	Kraig						kraig@lighthousefriends.com	www.lighthousefriends.com/	No	No
Washington Lighthousekeepers Association	Elinor De Wire	P.O. Box 984	Seabeck	WA	98380		President@waightkeepers.com	www.waightkeepers.com/	No	Yes- The Focal Point
U.S. Lighthouse Society		9005 Point No Point Rd, NE	Hansville	WA	98340	415-362-7255	info@uslhs.org	www.uslhs.org	No	Yes- The Keeper's Lt http://www.uslhs.org/assets/USL
Seattle Sailing Club	Bob Ross	7001 Seaview Avenue NW, No. 130	Seattle	WA	98117	206-782-5100	info@seattlesailing.com	www.seattlesailing.com/	No	Yes- Spinaker
Island Sailing Club	Jay Maurice	515 NE Tomahawk Island Drive.	Portland	OR	97217	800-303-2470	info@islandsailingclub.com	www.islandsailingclub.com	No	Yes- The Mainsheet
Puget Sound Sailing Institute		5632 Marine View Drive	Tacoma	WA	98422	800-487-2454	psai@wamail.net	www.pugetsoundsailing.com	No	No
										please contact editor Agnes
										Elinor DeWire- info@waight
										Chad Kaiser at 415-362-725
										Jay@islandsailingclub.com

Website

www.landbigfish.com
www.1fghp.com
www.myoan.net
www.outdoorcentral.cc
www.fishbuzztv.com
www.flyfishingusa.com
www.usangler.com
www.thefishfinder.com
www.worldwidefishing.com
www.myoutdoortv.com
www.outsidemag.com
www.fishing.com
www.cojmag.com
www.nationalgeograph.com
www.surfermag.com
www.canoekayak.com
www.birdwatchersdigest.com
www.outsideemag.com
www.adventurecycling.com
www.climbing.com
www.urbanclimbermag.com
www.transworld.com
www.gonorthwest.com
www.dirtworld.com
www.ridemonkey.com
www.mtbreview.com
www.seattleunachix.com
www.experiencewa.com
www.forkswa.com
www.stepheniemeyer.com
www.whalewatching.cc
www.byways.org

Store	Store Locations	Address	Contact Name	ContactPhone	Contact Email	Advertising Opps	Web Address
Cabelas	Nationwide	One Cabela Drive, Sidney, NE 69160	Joe Arterburn	800-331-3454	joe.arterburn@cabelas.com		www.cabelas.com
REI	Nationwide	6750 S. 228th St., Kent, WA	Tom Vogl	253-395-8112	tvogl@rei.com		www.rei.com
Swains	Port Angeles	602 E 1st St., Port Angeles, WA 98362-3304		360-452-2357	info@swains.com		www.swainsinc.com
Farwest Sports	WA	4602 20th St E, Fife, WA 98424-1926	Lonnie Schmidt	253-922-2581	lschmidt@farwestsports.com		
The Sportsman Warehouse	WA, OR	7035 South High Tech Drive, Midvale, UT 84047			SUTgaard@sportsmanswarehouse.com		www.sportsmanswarehouse.com
Fisherman's Marine & Outdoor	OR	Portland & Oregon City, OR		503-283-0044	fishingwithharry@gmail.com		www.fishermans-marine.com
Bob's Sporting Goods	WA	1111 Hudson St, Longview, WA		360-425-3870			
Seattle Marine & Fishing Supply	WA	2121 W Commodore Way, Seattle			seamar@seamar.com		www.seamar.com
Kaufmann's Streamborn Inc	WA	1911 4th Ave, Seattle		206-448-0601	kmanseattle@gmail.com		www.kaufmannsstreamborn.com
The Avid Angler	WA	17171 Bothell Way NE, Lake Forest Park		206-362-4030			www.avidangler.com
Outdoor & More	WA	510 Westlake Ave N, Seattle, WA		206-340-0677			
Underwater Sports	WA	10545 Aurora Ave. N.		206-362-3310	UWS@underwatersports.com	8 stores in WA; Seattle	www.underwatersports.com
Scuba Sports	WA	25005 104th Ave SE, Kent, WA, 98031		253-854-3294	scubasports@hotmail.com		http://scubasportsonline.com
A2Z Scuba	WA	1109 River Road, Puyallup, WA, 98371		253-840-3483	scuba@a2zscuba.com		www.a2zscuba.com
Camping World	Nationwide	Bowling Green, KY	Tamara Ward	270-781-2718ext-2	TWard@campingworld.com		www.campingworld.com
Dazzled by Twilight	PA, Forks	11 North Forks Ave., Forks, WA 98331		360-374-5101	forks@dazzledbytwilight.com		http://dazzledbytwilight.com/
Exotic Aquatics	Bainbridge Island	148 Winslow Way West, Bainbridge Island, WA 98110		206-842-1980			www.exoticaquaticskayaking.com
Raft and Kayak Hoh Rainforest	Forks	4883 Upper Hoh Rd., Forks, WA 98331		360-374-9288			www.rainforestpaddlers.com
Olympic Raft & Kayak	Port Angeles	123 Lake Aldwell Rd, Port Angeles, WA 98362		360-452-1443	ionfo@raftandkyak.com		www.raftandkayak.com/
Adventures Through Kayaking	Port Angeles	2358 W Highway 101, Port Angeles, WA 98362		360-417-3015			
Sound Bikes & Kayaks	Port Angeles	120 E Front St, Port Angeles, WA 98362		360-457-1240			www.soundbikeskayaks.com
Seattle Raft & Kayak Llc	Seattle	7400 Sand Point Way NE, Seattle, WA 98115		206-528-1700			
Kayaks Seattle	Seattle	2611 NW Market St, Seattle, WA 98107		206-784-4014			
Moss Bay Rowing & Kayaking Ctr	Seattle	1001 Fairview Ave N # 1900, Seattle, WA 98109		206-682-2031	info@mossbay.net		www.mossbay.net/
Alki Kayak Tours	Seattle	1660 Harbor Ave SW, Seattle, WA 98126		206-953-0237			
Beckett's Bike Shop	Port Angeles	124 W 1st St # B, Port Angeles, WA 98362		360-452-0842			
Bike Tech	Tacoma, Puyallup	5408 South Tacoma Way, Tacoma, WA 98409		253-472-2453			
Veloce Velo	Issaquah	98 Front St. S., Issaquah, WA 98027		425-427-6383			
Admiralty Dive Shop	Port Townsend	2110 Lawrence St Port Townsend WA 98368		360-379-3483			
West Marine	Nationwide	6317 Seaview Ave NW, Seattle, WA 98107-2664		206-789-4640			www.westmarine.com
Seattle Marine and Fishing Supply Co.	Seattle	2121 W. Commodore Way, Seattle, WA 98199		800-426-2783			www.seamar.com

Newspaper	Circulation	Contact Name	Contact Phone	Contact Email	Reader Demographics
Seattle Times	1,332,300		206-464-2400	advertising@seattletimes.com	http://www.seattletimescompany.com/advertise/deeperDemographics.htm
Forks Forum		Traci Kettel	360-374-3311	advertising@forksforum.com	http://www.
Peninsula Daily News		Sean McDonald	360-417-3540	adinfo@peninsuladailynews.com	
Sequim Gazette	15,000	Holly Erickson	360-683-3311	hollye@sequimgazette.com	http://www.sequimgazette.com/static/ContactList.pdf
New York Times	1,039,031	Alexis Buryk	212-556-4104	alex@nytimes.com	http://www.nytimes.whsites.net/mediakit/quick_links/ad_rates.php
USA Today	3,700,000	Danitria Carruth Bradley	703-854-5611	dcarruth@usatoday.com	http://www.usatoday.com/marketing/media_kit/usat/audience_overview.html

Appendix V

National Scenic Byway and Birding Conference

05/08/08 10AM

Nathan Caldwell- USFW National Scenic Byway Coordinator
69 Refuges and Hatcheries by the Byway

Article on birding... vistas on byway online forum on page 8 or 9

Vistas article- 46 million birders from the world.

Connects family to nature.

Marketing campaign "Take it Outside." 60% of visits are to watch birds.

Wants more coordination with Friends Group.

Wants more synergy.

Conserving landscaping and habitat.

Birders want a unique experience. To see birds they can't see at home.

Authenticity.

Want reasonable comfort- camping and resorts

Good local information, resources and knowledge people.

Accurate maps and website

Birders are older, well off, very educated, spend money, and stay overnight more often

Good website.

Audubon in WA certify trails.

Maggie O'Connell USFW

2007- 25.7 million visitors to refuges of 46 million are birders

Birding Initiative makes refuges more birder friendly and educate birders

Recruited 12 members of bird community who wrote a series of white papers

Distilled 20 items important to the birding experience

Our birder friendly wishlist- ranked in priority of importance

- **Bird checklist**- bar graph format, online downloadable
- **After hours contacts** – sunrise to sundown
- **Bird feeders**
- Binocular and field guides to borrow
- Websites
- Bird finding guide – where to go, different sites, seasonality
- Cultural sites & gardens
- Celebrate during events
- Partnerships with friends groups
- Viewing decks

Paul, Birding Consultant

3 long term studies

Refuges- Banking on Nature.

Study run by FWS.

Nov 07 report reflects 1.7 billion dollars in economic activity.
Refuge system as a whole. \$186 million in local tax revenue. 87% of visitors travel outside local area. 82% non consumptive activities.
Report explains each refuge and local expenditures

Study NFW on Fishing Hunting and Wildlife Recreational- Most recent 48 million Americans observed birds last year. Up 5% as a recreational pursuit over the last 5 years. 19-20 million are traveling to see birds. Increases all around in birding.
More of a gender balance than hunting or fishing, 94% white

NSR National Survey– 82 million birders because definition of birders is different. Secondary wildlife watching. Increases in birders. Fastest growing recreational activity.

Why Birds?

Bird serve as a portal to embrace other aspects of nature
Birds are attractive
Visible and accessible
Year round

Angel (speaker)

Byways.org – birding information. Strong crossover. Substantial readership. Stories about what is written on the byways, roadtrips – recommended viewing opportunities, birding events.
Activity page on www.byways.org. Birding. Talk to Angel to get birding information up on the website.

Christy in Washington State. 6 year strategic plan. Falling numbers from parks.
Refuge increase in visitors. National parks charge entrance fees, and refuges do not. Refuges become more urban and suburban. National parks more pristine, refuges take land from whatever and protect it.

Appendix VI

Creative Brief

Marketing Tool Creative Brief Template

Role of this Tool:

Why are we doing this? What specific role does this tool play (promote awareness, educate on an issue, seek donations, etc.). All promotional tools must be consistent with the organization's overall message and positioning.

Target Audience:

Who are we talking to? Is it broad or narrow? Is it a donor/foundation or the community? Provide as much information about these people and their lives, behaviors and choices as you can.

Program Insight:

This is a single-minded proposition or promise. It's the ONE thing this tool must say and communicate. It creates our point of difference and/or it shows the audience why our values fit theirs.

Benefit:

What we can offer through our "Program Insight" that is relevant and compelling to the audience. It may cause them to act, donate, and call for more information, etc. because they perceive a benefit to themselves.

Support:

Why the benefit is believable? Concrete stuff we have to back up our claims.

Challenges:

Any obstacles the message and/or tool will face in getting through to customers (limited media, recent bad press, confusing or controversial issue, etc.)

Tone:

Tonality of the communication

Executorial Considerations:

Any mandatories to go into the tool such as logos, 800#s, website as well as more information about the tool itself (1/2 page newspaper, black and white)

Key Contacts:

Deadline:

Appendix VII
List of Clallam Bay/Sekiu Businesses

	Phone	Mailing Address	City	State	Zip
Lodging					
Andre Court Apartments & Motel	(360) 963-2481	81 Frontier St	Clallam Bay	WA	98326
Anglers Hideaway	(360) 963-2750	12 Park Loop Dr	Clallam Bay	WA	98326
A-View Mobile RV Cabins	(360) 963-2394	92 W. Kellogg	Clallam Bay	WA	98326
Bay Motel	(360) 963-2444	15562 Highway 112	Sekiu	WA	98381
Breakwater Inn	(360) 963-2428	15582 Hwy 112	Clallam Bay	WA	98326
Bullman Beach Inn	(360) 645-2306	1663 Hwy 112	Neah Bay	WA	98381
Chito Beach Resort	(360) 963-2581	7639 Highway 112	Sekiu	WA	98381
Clallam Bay Apartments	(360) 963-3131	140 Weel Rd. #32	Clallam Bay	WA	98326
Coho Resort-Rv Park & Marina	(360) 963-2333	15572 Highway 112	Sekiu	WA	98381
Curley's Resort Motel	(360) 963-2281	291 Front St	Sekiu	WA	98381
G. Earley's Trailer & RV Park					
King Fisher Enterprises	(360) 645-2150	1562 Highway 112	Sekiu	WA	98381
Lost Resort	(360) 963-2899	20860 Hoko Ozette Rd	Sekiu	WA	98381
Middle Point Inn	(360) 963-2788	15520 Highway 112	Clallam Bay	WA	98326
Olson's Resort	(360) 963-2311	444 Front St	Sekiu	WA	98381
Rose's Bed and Organic Breakfast	(360) 645-2795	201 Twin Spruce Dr.	Neah Bay	WA	
Sam's Trailer Park	(360) 963-2402	17073 Highway 112	Clallam Bay	WA	98326
Sekiu River Resort	(360) 963-2500	47 Sekiu River Rd	Sekiu	WA	98381
Surfside Campland	(360) 963-2723	15442 Highway 112	Sekiu	WA	98381
Straitside Resort	(360) 963-2100	241 Front St	Sekiu	WA	98381
Van Rippers Resort	(360) 963-2334	280 Front St	Sekiu	WA	98381
Winter Summer Inn	(360) 963-2264	16651 Highway 112	Clallam Bay	WA	98326
Restaurants/Food/Bars					
By The Bay Cafe	(360) 963-2998	343 Front St	Sekiu	WA	98381
Ray's Grocery	(360) 963-2261	7621 Highway 112	Sekiu	WA	98381
Morgan's Drive In	(360) 963-2644	16712 Highway 112	Clallam Bay	WA	98326
Spring Tavern	(360) 963-2855	16091 Highway 112	Clallam Bay	WA	98326
Clallam Bay Inn	(360) 963-2759	31 Frontier St	Clallam Bay	WA	98326
Strait Shots	(360) 640-1099	17295 Highway 112	Clallam Bay	WA	98326
Weel Road Deli	(360) 963-2777	17203 Highway 112	Clallam Bay	WA	98326
Co-op	(360) 963-2189		Clallam Bay	WA	98326
Ozette Cranberries		15604 Hoko Ozette Rd.	Clallam Bay	WA	98326
Hope Food Bank	(360) 963-2262	16693 Hwy. 112	Clallam Bay	WA	98326
Washington State Liquor Store	(360) 963-2323	16713 Hwy 112	Clallam Bay	WA	98326
Jack Makers Seafoods	(360) 963-2021		Clallam Bay	WA	98326

Other

25 cent store	(360) 963-2450		Clallam Bay	WA	98326
Anns Alterations/McDaniels Rod and Re	(360) 963-2542				
Burdick Construction					
Cain's Marine Co.	(360) 963-2894				
Carol Schultz	(360) 963-2122		Sekiu	WA	98381
CB Property - Shell Gas Station		PO BOX 155	Clallam Bay	WA	98326
Debra McDonald Account		PO BOX 116	Sekiu	WA	98381
Fred Thompson Construction	(360) 928-3088		Clallam Bay	WA	98326
Don Fishel	(360) 963-2380		Sekiu	WA	98381
Global 1 House Marketing		PO BOX 233	Clallam Bay	WA	98326
Hoko Falls Cedar	(360) 963-2262		Clallam Bay	WA	98326
Hull Video	(360) 963-2323	PO BOX 295	Clallam Bay	WA	98326
King Construction	(360) 963-2810	PO Box 140	Sekiu	WA	98381
Lighthouse Massage	(360) 963-2854				
Makah Tribal Hoko Hatchery	(360) 963-2784		Clallam Bay	WA	98326
Mc Kinney Brenda	(360) 963-2969	71 Vista Ln	Sekiu	WA	98381
Middlepoint Trading Co	(360) 963-3111		Clallam Bay	WA	98326
Mountain Products		PO BOX 373	Clallam Bay	WA	98326
Northwest Coast Herbal	(360) 963-2748		Lake Ozette	WA	
Novus Windshield Repair	(360) 963-2527		Clallam Bay	WA	98326
Olympix		PO BOX 86	Sekiu	WA	98381
Quality Tax Service	(360) 963-3116	123 Tveit Rd.	Sekiu	WA	98381
Pat's Welding Svc	(360) 963-2370	13311 Highway 112	Sekiu	WA	98381
Patti Adler Property Management	(360) 963-2924		Clallam Bay	WA	98326
Sekiu Chimney Sweeps	(360) 963-2864	13393 Highway 112	Sekiu	WA	98381
Skeining	(360) 963-2189				
Straitview Self Storage	(360) 640-1099	17295 Highway 112	Clallam Bay	WA	98326
Sue's Art Gallery	(360) 963-2854	16590 Hwy 112	Clallam Bay	WA	98326
Thu's Beauty Salon	(360) 963-3199	16795 Highway 112	Clallam Bay	WA	98326

Charters/Guides

EZ8 Charters	(360) 963-2100	241 Front St.	Sekiu	WA	98381
Roy Morris Guide Service	(360) 963-2442		Sekiu	WA	98381
Tommycod Charters	(360) 963-0759	12953 Hwy 112	Sekiu	WA	98381

Automotive

Collision Center	(360) 963-2445		Clallam Bay	WA	98326
Baker's Towing and Recycling			Clallam Bay	WA	98326
Clallam Bay Auto Parts and Repair Inc.	(360) 640-0528	PO BOX 84	Clallam Bay	WA	98326
Gary James Fernandes	(360) 963-2485	PO BOX 271	Clallam Bay	WA	98326

Logging

Peninsula Cedar Inc.		PO BOX 250	Clallam Bay	WA	98326
Merrill and Ring	(360) 963-2378	11 Pysht River Road	Clallam Bay	WA	98326
West Cedar Inc.		PO BOX 215	Clallam Bay	WA	98326

Institutions

Cape Flattery School District	(360) 963-2329	13193 Hwy. 112	Sekiu	WA	98381
Clallam Bay Correctional Libr.	(360) 963-2000	1830 Eagle Crest Way	Clallam Bay	WA	98326
Clallam Bay Corrections Ctr.	(360) 963-2000	1830 Eagle Crest Way	Clallam Bay	WA	98326
Clallam Bay Medical Clinic	(360) 963-2202	74 Bogachiel St.	Clallam Bay	WA	98326
Clallam Bay Preschool	(360) 963-2197	11 Murphy Rd.	Clallam Bay	WA	98326
Clallam Bay School	(360) 963-2324	16933 Hwy. 112	Clallam Bay	WA	98326
Clallam Bay Maintenance Facility	(360) 963-2792		Clallam Bay	WA	98326
Clallam Bay Public Works Dept.	(360) 963-2397		Clallam Bay	WA	98326
Cowan Ranch Heritage Site	(360) 963-2948	515 Hoko Ozette Rd.	Clallam Bay	WA	98326
Neah Bay Elementary School	(360) 645-2382	3560 D. St.	Sekiu	WA	98381
North Olympic Library System	(360) 963-2414	16990 Hwy. 112	Sekiu	WA	98381
Public Utility District	(360) 963-2370	13311 Hwy. 112	Sekiu	WA	98381
Transportation Department	(360) 963-2391		Sekiu	WA	98381
US Post Office	(800) 275-8777	17203 Hwy. 112 #1	Clallam Bay	WA	98326
US Post Office	(800) 275-8777	72 Washington St.	Sekiu	WA	98381
Olympic National Park	(360) 963-2725		Lake Ozette	WA	
Fire District	911		Clallam Bay	WA	98326

Churches

Church of Christ	(360) 963-2603	13870 Hwy. 112	Sekiu	WA	98381
Clallam Bay Assembly of God	(360) 963-2857	13693 Hwy. 112	Sekiu	WA	98381
Clallam Bay Church of Christ	(360) 963-2603	13333 Hwy. 112	Sekiu	WA	98381
Clallam Bay Presbyterian Chr.	(360) 963-2436	15 8th St.	Clallam Bay	WA	98326
St. Thomas the Apostle Mission	(360) 963-2556	52 Pioneer St.	Clallam Bay	WA	98326

Non-Profits

West End Youth and Community	(360) 963-2764				
Lion's Club	(360) 963-2395				
Chamber of Commerce	(360) 963-2339				
Bruins Booster Club	(360) 963-2163				
Clallam Bay/Sekiu Fun Days	(360) 640-0420				
AA	(360) 963-2567				
Messy Palette Art League	(360) 963-2221				
Friends of the Library	(360) 963-2438				
Red Hat Society	(360) 963-2450				
TOPS	(360) 963-2221				



**PO Box 355
Clallam Bay, WA 98326
www.sekiu.com – www.clallambay.com
360-963-2339**

**PO Box 493
Clallam Bay, WA 98326
www.cbsekiucats.com**



**Written and prepared by
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