

**Board of Directors Meeting
Kalispell Tourism Business Improvement District
Wednesday – November 2, 2011
3:00 pm – 5:00 pm**

Location: Kalispell Chamber of Commerce

AGENDA

3:00 pm Meeting Called to Order: Gib Bissell, Chairman of the Board

1. Hear from the Public

Members of the public are invited to present information related to the Tourism Business Improvement District. Presenters are limited to three (3) minutes each.

2. Board Action

- a) Approval of minutes: October 19, 2011 board meeting
- b) TBID financial statement as of September 30, 2011

3. Board Discussion

- a) TBID Failure to Collect and Report update
- b) Special event site discussion
- c) NJHFR
- d) Marketing and advertising updates
- a) Event updates

5:00 pm Meeting Adjourns

Enclosures: October 19, 2011 minutes
TBID financial statements
Kalispell Citywide Wayfinding System Report

For Further Information, Please Contact:

Gib Bissell, Board Chairman gib@aeroinn.com or 406-755-3798
Diane Medler, KCVB Director dianem@kalispellchamber.com or 406-758-2808

TBID Board Meeting Schedule for 2011

January 5	February 2	March 2	April 6	May 4	June 1
July 6	August 3	September 7	October 19	November 2	December 7

Note: Other than the meeting starting time, times listed are approximate and agenda items may be rearranged. Action may be taken on any item listed on the agenda. Public comment is welcome on all items.

**Board of Directors Meeting
Kalispell Tourism Business Improvement District
Hampton Inn Kalispell**

Minutes

Board Members Present: Dan Moderie, Janet Clark, Arlinna Wolfe, Lisa Brown. Gib Bissell, Lori Fisher

Board Members Absent: Chris Walters

Staff Present: Joe Unterreiner, Diane Medler, Rob Brisendine

Guests Present: Rachel Starr - Outlaw Hotel, Melissa Buck & Alison - Travelodge

Meeting was called to order by Gib Bissell, Chairman of the Board at 2:30 PM.

1. Hear from the public
none

2. Board Action
 - a. Approve Minutes from the September 7, 2011 Meeting: Discussion: None
Action: Motion was made by Lori Fisher to approve the minutes as written. Motion seconded by Janet Clark. Board approved unanimously.
 - b. TBID financial statements: Discussion - None
Action: Motion was made by Janet Clark to approve the financial statements. Motion seconded by Arlinna Wolfe. Board approved unanimously.
 - c. Airline Pledge: Discussion – In FY’11 the TBID approved a pledge of \$2,000 towards the solicitation of a new flight into Glacier Park Intl. The Allegiant Kalispell-Los Angeles flight did not come into fruition so the monies were not spent. Allegiant is now strongly considering a Kalispell-Oakland flight. The board was asked to reapprove the \$2,000 pledge to be available, as part of the pool of funds from other community organizations, if the Oakland flight gets approved.
Action: Motion was made by Lisa Brown. Motion seconded by Janet Clark. Board approved unanimously.
 - d. Calgary CVB Membership: Discussion – membership in Tourism Calgary would provide opportunities to market Kalispell on the website, visitor centers, receive convention attendee listings and be included in the membership directory and networking opportunities and participate in other reciprocal advertising initiatives between Calgary and Kalispell. Lisa mentioned that the Red Lion had been a member of the Calgary Chamber and didn’t feel that was beneficial. The group discussed the difference and the direct benefits for a destination when part of the CVB which is a separate organization from the Chamber.
Action: Motion was made by Janet Clark. Motion seconded by Lori Fisher. Board approved unanimously.

3. Board Discussion
 - a. TBID hotel management/ownership updates: Melissa Buck, acting GM with Travelodge and Alison Travelodge GM in training were introduced.
 - b. Failure to Collect and Report updates: payment has not been received from the two properties that have outstanding payments from FY’11 3rd and 4th quarters. The TBID and the City has sent notifications

per the Failure to Report guidelines included in the TBID payment instructions document. Diane will continue to follow up with the City.

- c. STR Report and competitive segments: The September STR report as distributed showing a 12% increase over Sept. 2010 in occupancy, 8.4% increase in ADR and 21.6% increase in RevPAR. Compared to our competitive segments Kalispell was just under Rapid City and Bozeman for occupancy.
- d. Special event proposal: Rob discussed the proposal for the Montana Dragon Boat Festival to be held in Kalispell and Flathead Lake in September 2012. The board discussed the outline of that event as well as other proposed activities during a week-long festival. The KCVB is applying for funds from the Montana Special Event Grant. A proposed budgets, both based on being awarded the grant and contingency budget were discussed. Sites for the event are being investigated and will be discussed further at the November meeting. The group discussed that the marketing of the event needs to begin now as we are less than one year out. A website and logo will be created and specific marketing plan solidified.
- e. Rob presented the draft group sales plan outlining proposed marketing methods, trade shows and special events recruitment and creation. As opportunities are evaluated further the plan will be refined and budget line items identified based on the approved group marketing and events FY'12 budget. Other proposed events were discussed such as an ice fishing festival in February leveraging off existing tournaments and the possible creation of a KCVB tournament pulling in a national sponsor.
- f. Redistricting of Urban Development Letter: Diane sent an email to TBID members on October 14th outlining the discussions to date and council's process for decision. It was recommended to the board that a letter be sent to City Council in support of the redistricting prior to the November Council meeting. Diane and Gib will draft the letter and will forward to board members for approval.

- 4. Wayfinding Study: Vicki Sodenberg with Cygnet Strategies gave a presentation demonstrating the results of the Wayfinding field study which included on-site survey from vehicular and pedestrian perspectives, identification of potential destinations, results of the survey and interviews of front line staff and initial recommendations for sign/gateway locations. The presentation included both Kalispell city-wide study funded by bed tax and TBID, and Downtown Kalispell study funded by the KBID. Next steps were also discussed which include the generation of an RFP or RFQ to solicit bids for the sign design and fabrication and installation phases.

Meeting was adjourned by Gib Bissell at 5:15 PM.

Respectfully Submitted: Diane Medler

For Further Information, Please Contact

Gib Bissell, Board Chairman, gib@aeroinn.com or 406-755-3798

Diane Medler, CVB Director, dianem@kalispellchamber.com or 406-758-2808

Board Meeting Schedule for 2011 - Kalispell Chamber Conference Room at 3:00 Pm

January 5	February 2	March 2	April 6	May 4	June 1
July 6	August 3	September 7	October 19	November 2	December 7

Kalispell Tourism Business Improvement District
Summary of Expenditures
November 2, 2011

Profit and Loss Statement September 2011:

Travel Expenses - \$565.80: local mileage, Calgary Trade Mission

Consumer Marketing - \$974.19: airport stocking; Facebook page administration; fall campaign creative; ½ of Calgary Women's Show booth rental (remainder paid with Bed Tax)

Event Marketing - \$75.00: purchase of fishing database from Oregon and Utah

Group Marketing - \$199.62: FVHA lunch meeting; products for MACE attendee bags; RMI Fam dinner

Public Relations - \$312.96: KCVB brand, burlap bags

Research/Education - \$5,300: STR annual subscription plus custom segment subscription

Prior Fiscal Year – \$1,128.94: KXLY TBID commercial (final payments); reimbursement for Rob hotel stay during interview process

11:30 AM
10/13/11
Accrual Basis

Tourism Business Improvement District
Balance Sheet
As of September 30, 2011

	<u>Sep 30, 11</u>
ASSETS	
Current Assets	
Checking/Savings	
1010 · Checking	113,363.59
Total Checking/Savings	<u>113,363.59</u>
Total Current Assets	113,363.59
Fixed Assets	
1710 · Office Equipment	1,099.90
1820 · Web Site Development	25,230.44
Total Fixed Assets	<u>26,330.34</u>
TOTAL ASSETS	<u>139,693.93</u>
LIABILITIES & EQUITY	
Liabilities	
Current Liabilities	
Accounts Payable	
2000 · Accounts Payable	17,842.08
Total Accounts Payable	<u>17,842.08</u>
Total Current Liabilities	<u>17,842.08</u>
Total Liabilities	17,842.08
Equity	
32000 · Unrestricted Net Assets	119,482.13
Net Income	2,369.72
Total Equity	<u>121,851.85</u>
TOTAL LIABILITIES & EQUITY	<u>139,693.93</u>

11:29 AM

10/13/11

Accrual Basis

Tourism Business Improvement District Profit & Loss Budget vs. Actual July through September 2011

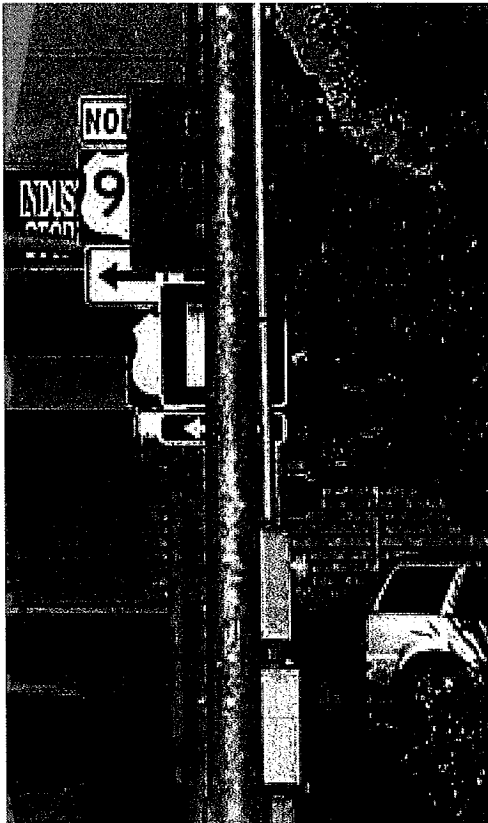
	Jul - Sep 11	Budget	\$ Over Budget	% of Budget
Income				
4000 · TBID Revenue	62,819.25	337,000.00	-274,180.75	18.6%
4100 · Interest Income	40.66			
Total Income	<u>62,859.91</u>	<u>337,000.00</u>	<u>-274,140.09</u>	<u>18.7%</u>
Expense				
5000 · Staffing	18,244.09	123,200.00	-104,955.91	14.8%
5100 · Administrative	13,342.36	26,750.00	-13,407.64	49.9%
5200 · Research & Education	0.00	5,050.00	-5,050.00	0.0%
5250 · Web Site	3,906.42	12,000.00	-8,093.58	32.6%
5400 · Consumer Marketing	6,298.68	50,000.00	-43,701.32	12.6%
5500 · Event Marketing	75.00	45,000.00	-44,925.00	0.2%
5550 · Group Marketing	238.57	48,000.00	-47,761.43	0.5%
5650 · Public Relations	5,499.71	13,000.00	-7,500.29	42.3%
5700 · Publications	0.00	14,000.00	-14,000.00	0.0%
5750 · Research	5,525.00			
5800 · Trade Show Booth	412.50			
6000 · Prior Fiscal Year Expense	6,947.86			
Total Expense	<u>60,490.19</u>	<u>337,000.00</u>	<u>-276,509.81</u>	<u>17.9%</u>
Net Income	<u><u>2,369.72</u></u>	<u><u>0.00</u></u>	<u><u>2,369.72</u></u>	<u><u>100.0%</u></u>

11:29 AM
 10/13/11
 Accrual Basis

Tourism Business Improvement District Profit & Loss September 2011

	Sep 11	Jul - Sep 11
Income		
4000 · TBID Revenue	0.00	62,819.25
4100 · Interest Income	21.45	40.66
Total Income	21.45	62,859.91
Expense		
5000 · Staffing		
5010 · Wages	7,750.00	14,900.66
5020 · Benefits	1,438.40	3,343.43
Total 5000 · Staffing	9,188.40	18,244.09
5100 · Administrative		
5350 · City of Kalispell Admin Fee	0.00	1,551.78
5110 · Bank Fees	2.55	7.37
5125 · Bookkeeping	157.50	490.00
5140 · Office Supplies	42.94	297.19
5150 · Postage & Copies	198.73	313.31
5160 · Rent	498.00	1,494.00
5180 · Telephone	213.08	796.31
5185 · Travel Expenses	565.80	744.12
5190 · Technology Support	60.00	140.00
5195 · Equipment (Software)	0.00	174.95
5199 · Employee Search Exp	0.00	7,333.33
Total 5100 · Administrative	1,738.60	13,342.36
5250 · Web Site		
5260 · Development	0.00	600.00
5270 · Maintenance	78.56	1,072.31
5280 · SEO & SEM	0.00	2,234.11
Total 5250 · Web Site	78.56	3,906.42
5400 · Consumer Marketing		
5430 · Social Media	300.00	800.00
5450 · Online Advertising	0.00	4,278.75
5460 · Travel Shows	624.19	969.93
5490 · Stock Airport VIC	50.00	250.00
Total 5400 · Consumer Marketing	974.19	6,298.68
5500 · Event Marketing	75.00	75.00
5550 · Group Marketing		
5565 · Trade Show, FAM Trips	42.37	81.32
5585 · Sales Calls	157.25	157.25
Total 5550 · Group Marketing	199.62	238.57
5650 · Public Relations		
5665 · Press Releases	0.00	2,232.75
5670 · Photography	0.00	2,954.00
5680 · Kalispell Merchandise	312.96	312.96
Total 5650 · Public Relations	312.96	5,499.71
5750 · Research	5,300.00	5,525.00
5800 · Trade Show Booth	0.00	412.50
6000 · Prior Fiscal Year Expense	1,128.94	6,947.86
Total Expense	18,996.27	60,490.19
Net Income	-18,974.82	2,369.72

Statement of Cash Flow														
TBID	FY 2012													
	Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12	Total	
ASSETS														
Cash on Hand	\$ 94,251.69	\$ 79,759.57	\$ 125,624.84	\$ 106,660.02	\$ 66,835.02	\$ 150,560.02	\$ 122,785.02	\$ 96,810.02	\$ 117,765.02	\$ 85,671.02	\$ 59,577.02	\$ 77,983.02	\$ 280,819.25	\$ 52,139.02
TBID Quarterly Collections	\$ -	\$ 62,819.25	\$ -	\$ -	\$ 120,000.00	\$ -	\$ -	\$ 49,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Fixed Asset	\$ 1,099.90	\$ (1,099.90)	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Interest Income	\$ 7.13	\$ 12.08	\$ 21.45	\$ -	\$ 120,000.00	\$ -	\$ -	\$ 49,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 40.65
Total Cash Receipts	\$ 1,107.03	\$ 61,731.43	\$ 21.45	\$ -	\$ 120,000.00	\$ -	\$ -	\$ 49,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 280,859.91
Total Cash Available	\$ 95,358.72	\$ 141,491.00	\$ 125,656.29	\$ 106,660.02	\$ 186,835.02	\$ 150,560.02	\$ 122,785.02	\$ 145,810.02	\$ 117,765.02	\$ 85,671.02	\$ 108,577.02	\$ 77,983.02	\$ 52,139.02	\$ 52,139.02
LIABILITIES & EQUITY														
Staffing - Program Mgr & Sales Mgr	\$ 4,314.56	\$ 4,741.13	\$ 9,186.40	\$ 9,750.00	\$ 9,750.00	\$ 9,750.00	\$ 9,950.00	\$ 10,025.00	\$ 10,075.00	\$ 10,075.00	\$ 10,075.00	\$ 10,075.00	\$ 107,769.09	\$ -
Bank Fees	\$ 2.25	\$ 2.57	\$ 2.55	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 498.00	\$ 5,976.00	\$ -
Rent	\$ 498.00	\$ 498.00	\$ 498.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,596.31	\$ -
Telephone	\$ 162.88	\$ 420.35	\$ 213.08	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 50.00	\$ 747.19	\$ -
Office Supplies	\$ 192.96	\$ 61.29	\$ 42.94	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,113.31	\$ -
Postage & Copies	\$ 43.03	\$ 71.55	\$ 198.73	\$ 200.00	\$ 6,000.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 6,000.00	\$ -
Audit	\$ -	\$ 140.00	\$ 157.50	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 200.00	\$ 2,290.00	\$ -
Bookkeeping	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Tax Prep	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
City of Kalispell Admin Fee	\$ -	\$ 1,551.78	\$ -	\$ -	\$ 3,000.00	\$ -	\$ -	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ 6,551.78	\$ -
Employee Search/Travel expenses	\$ 128.79	\$ 49.53	\$ 565.80	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 125.00	\$ 1,889.12	\$ -
Travel and entertainment	\$ 80.00	\$ -	\$ 60.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 42.00	\$ 41.00	\$ 41.00	\$ 41.00	\$ 41.00	\$ 514.00	\$ -
Technology support	\$ -	\$ -	\$ -	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 689.95	\$ -
Equipment & software	\$ 45.00	\$ 129.95	\$ -	\$ 60.00	\$ 60.00	\$ 60.00	\$ 60.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 55.00	\$ 5,525.00	\$ -
Research and Education	\$ -	\$ 225.00	\$ 5,300.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Website maintenance & enhancements	\$ 1,237.50	\$ -	\$ 78.56	\$ -	\$ -	\$ 1,000.00	\$ -	\$ 1,000.00	\$ -	\$ -	\$ 1,000.00	\$ -	\$ 4,316.05	\$ -
SEO & SEM	\$ 750.00	\$ -	\$ -	\$ 1,500.00	\$ 1,500.00	\$ 1,000.00	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 4,750.00	\$ -
Publications	\$ -	\$ -	\$ -	\$ 3,400.00	\$ -	\$ -	\$ -	\$ -	\$ 6,000.00	\$ -	\$ -	\$ -	\$ 11,900.00	\$ -
Consumer Marketing	\$ 1,707.75	\$ 820.74	\$ 974.19	\$ 9,000.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 4,250.00	\$ 46,502.68	\$ -
Event Sponsorship/Marketing	\$ -	\$ -	\$ 75.00	\$ 8,000.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 44,875.00	\$ -
Group Marketing	\$ -	\$ 38.95	\$ 199.62	\$ 5,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 4,800.00	\$ 44,458.57	\$ -
Public Relations/Publicity	\$ -	\$ 197.00	\$ 312.96	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 1,000.00	\$ 9,259.96	\$ -
Prior Fiscal Year Expenses	\$ 6,243.93	\$ (425.01)	\$ 1,128.94	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Sub-total	\$ 15,599.15	\$ 15,856.16	\$ 18,996.27	\$ 39,825.00	\$ 36,275.00	\$ 27,775.00	\$ 25,975.00	\$ 28,045.00	\$ 32,094.00	\$ 26,094.00	\$ 30,594.00	\$ 25,844.00	\$ 322,972.58	\$ -
Total Cash Paid Out	\$ 15,599.15	\$ 15,856.16	\$ 18,996.27	\$ 39,825.00	\$ 36,275.00	\$ 27,775.00	\$ 25,975.00	\$ 28,045.00	\$ 32,094.00	\$ 26,094.00	\$ 30,594.00	\$ 25,844.00	\$ 322,972.58	\$ -
Cash Position	\$ 79,759.57	\$ 125,624.84	\$ 106,660.02	\$ 66,835.02	\$ 150,560.02	\$ 122,785.02	\$ 96,810.02	\$ 117,765.02	\$ 85,671.02	\$ 59,577.02	\$ 77,983.02	\$ 52,139.02	\$ 52,139.02	\$ -



**Kalispell Citywide Wayfinding
Preliminary System Development**

Prepared by
Cygnet Strategies

October, 2011



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Overview

The Kalispell Convention and Visitor Bureau contracted with Cygnet Strategies to complete the initial programming phase of a citywide wayfinding signage system. The system is intended to bring visitors to and throughout Kalispell from Glacier National Park and other areas in the region. Concurrently, a complementary and connecting system was being created under contract with the City of Kalispell to direct visitors throughout downtown Kalispell.

This initial phase consisted of:

- On-site survey from vehicle and pedestrian perspectives
- Previous plan review
- Photographing existing signage
- Identification of potential destinations
- Creation of an interactive map
- Initial list of recommended signage types
- Initial recommendations for kiosk/map locations
- Preliminary cost projections
- Initial recommendations for sign locations
- Initial recommendations for messaging

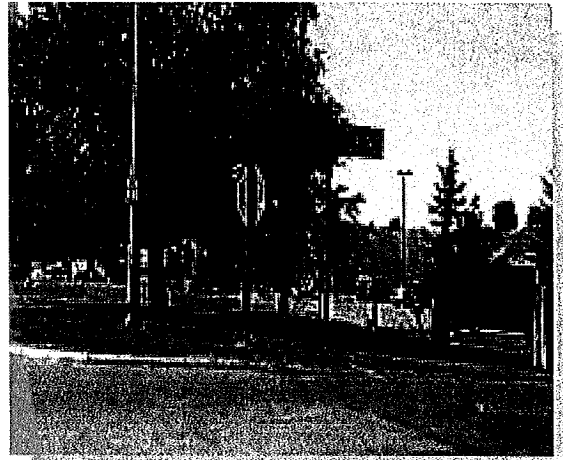
There are four primary objectives to this project:

1. Improving and influencing vehicular and pedestrian navigation to a variety of destinations, including cross-promotion where possible
2. Enhancing the visitor experience
3. Elevating community pride and creating a cohesive visual identity – this encourages internal development and attracts outside investment and services
4. Establishing a foundation for a system that can be affordably implemented and maintained without compromising function or aesthetics

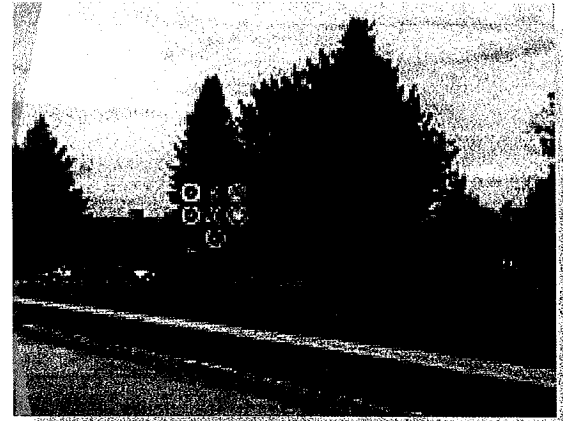
On-site Assessment and Recommendations

Gateways (G1 on map)

Gateways are the welcome mat for your community. They are the front door that says "Come in and look around, we're glad you're here." They form the foundation for visitors' first impressions. Does this sign accurately reflect Kalispell's character?



While this is not actually a gateway sign, it is located in a potential gateway location. Service groups are important community partners, but signs like this are rarely used anymore. This sign should be moved to another location where it is easier for visitors to read.



This standard MDT community sign lets visitors know they have arrived in Kalispell and even has an additional sign welcoming them. Both the signs and the support posts are poorly maintained and they do nothing to establish Kalispell as a vibrant community.

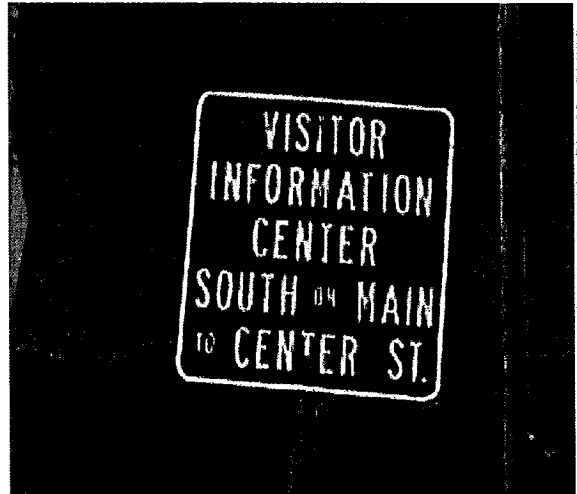


On-site Assessment and Recommendations

The lack of visible signage on US 2 eastbound makes it very easy for visitors to drive right past downtown Kalispell without even knowing it's there.



Visitors traveling westbound on US 2 are greeted by this sign. While it does provide accurate directions to the visitor center, it is small, easy to miss, and provides information in a manner that is too difficult for drivers to comprehend and remember. Which direction is south? Where is Main? Where is Center? Which direction do I go from here?



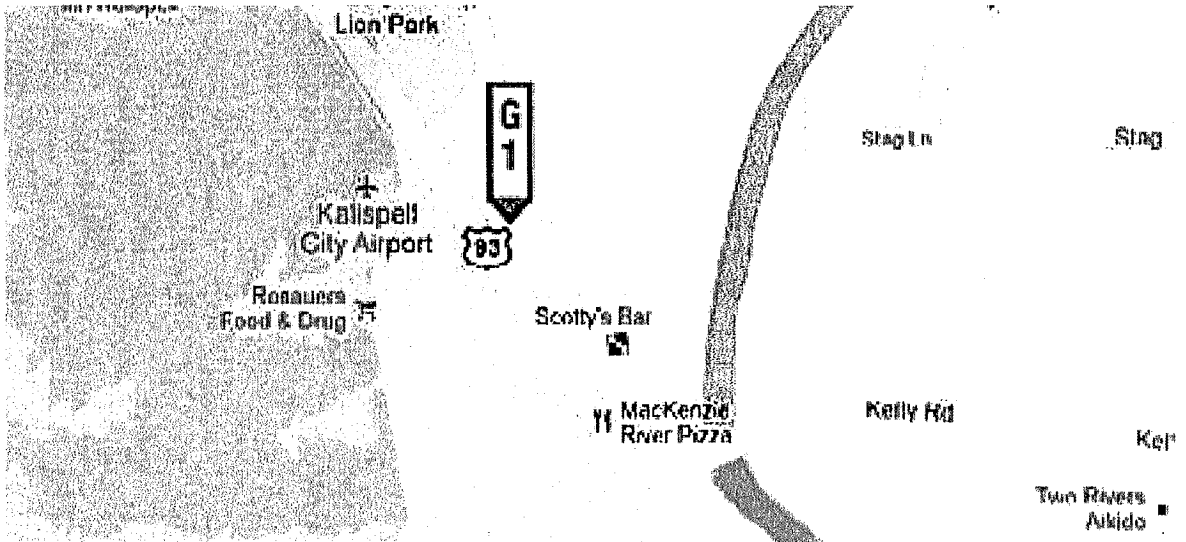
Visibility of this sign for those traveling southbound on US 93 is extremely limited. Traffic blocks it, the visitor information words are too low and there is significant visual competition along with multiple lanes of traffic. Visitors are on their own to determine how to navigate to the visitor center from here and most won't bother. The congestion in this area encourages people to keep driving and get through town as quickly as possible.



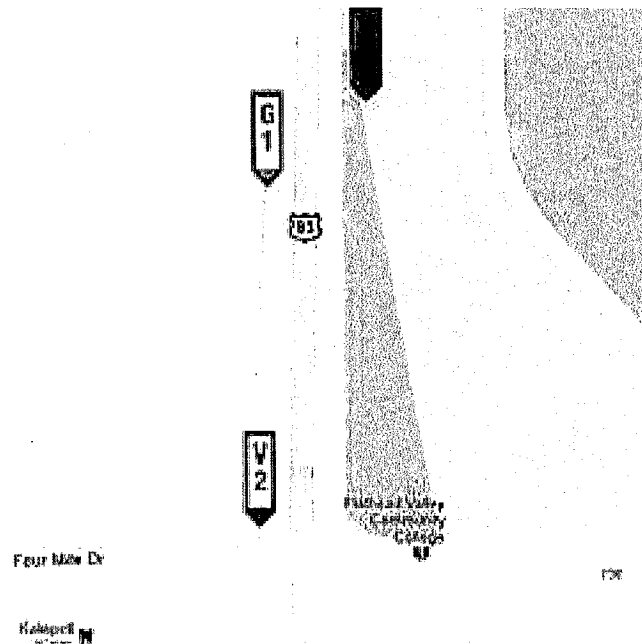
On-site Assessment and Recommendations

Proposed locations for US 93 gateways (G1) are:

Northbound US 93: South of Lion Park



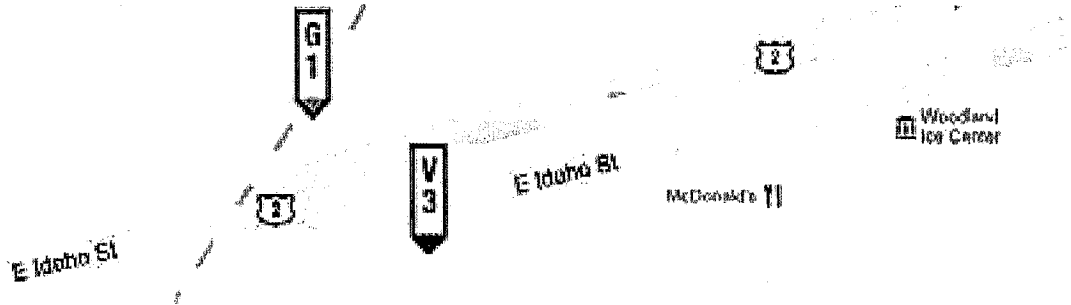
Southbound US 93: Opposite Flathead Valley Community College



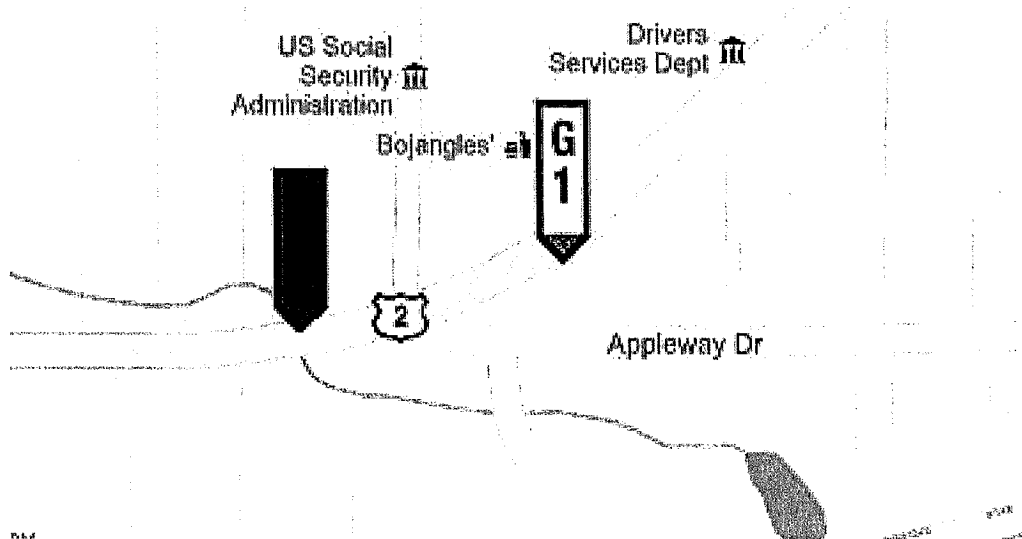
On-site Assessment and Recommendations

Proposed locations for US 2 gateways (G1) are:

Westbound US 2: At or near the railroad underpass



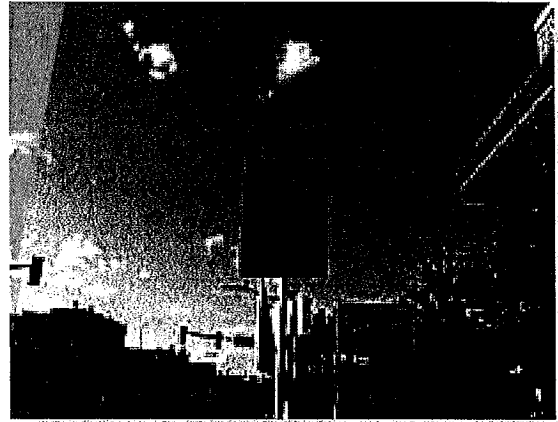
Westbound US 2: East of the Bypass.



On-site Assessment and Recommendations

Vehicular Directionals (V1-V2-V3-V4 on map)

Signage to many of the defined destinations does not exist or is inadequate, creating potential confusion for visitors. This is particularly true for locations like the high school and athletic fields - places that draw in-state visitors throughout the year for a variety of events and activities. Making the navigation process easy helps visitors feel welcome and allows them to relax and take the time to look around.



The brown and white signs, most of which are found in the downtown area, are administered by MDT. These signs are in a hodge podge of conditions and styles and do nothing to create or support a sense of place for the community.



Working with MDT, many of these signs could be replaced with signs that complement and enhance the community while reducing the overall number of signs.



On-site Assessment and Recommendations

The maps included in this report show proposed locations for Vehicular Directionals. As the system design is refined, determinations would be made as to which of the three types would be required at each location:

- V1 – large sign accommodating 4-5 directional messages
- V2 – smaller sign accommodating 2-3 directional messages
- V3 - single signs with 1 directional message
- V4 – historic downtown
- V5 - iconic parking directionals (long term and RV parking)

There is a set of proven criteria Cygnet Strategies follows when developing Vehicular Directionals:

1. If the signs are located in a pedestrian area, the bottom edge of the sign panel must be 7 feet from grade.

2. Each sign must have no more than 5 directional messages.

3. We use the Standard Legibility Index developed by the United States Sign Council (USSC) which is a numerical value representing the distance in feet at which a sign may be read for every inch of capital letter height. For example, a sign with a Legibility Index of 30 means that it should be legible at 30 feet with 1-inch capital letter or at 300 feet with 10-inch capital letters.

4. Light, high contrasting lettering and graphics against a dark background is preferred over dark lettering and graphics over a light background.

5. Messages that have a common direction are organized together with a single arrow above or below each group. Groups are separated by a different color background or a horizontal line.

6. Vehicular Directionals are positioned at least 200 feet before the decision point. This distance is greater if it is a multi-lane road or where speeds exceed 50 mph.

7. The distance between Vehicular Directional signs in a moderate to low speed zone should, generally, be no less than 200 feet.

8. The font used shall be a sans serif style, close in design to Clearview, Formata, Helvetica or Frutiger.

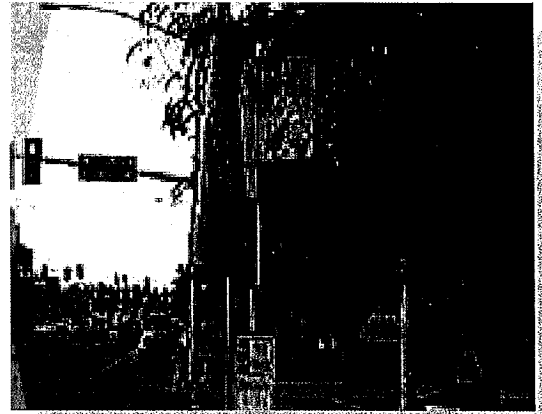
9. Upper and lower case letters shall be used for legibility.



On-site Assessment and Recommendations

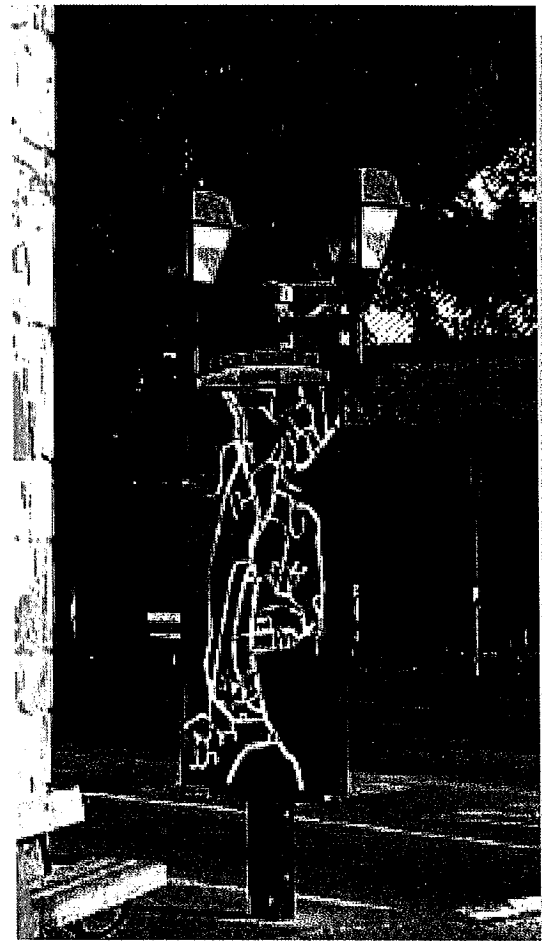
Flags and Banners

Banners are a way to define and enhance gateways and specific areas within a community, like a downtown. They can be used for special events or to support the community's visual identity. At this time, there are no specific recommendations for banners. Once the signage system is designed, a decision would be made about whether banners would enhance or detract from the signs.



Directory Maps

In addition to downtown, these sign/map combinations could be used at the college and even in the box store shopping areas to provide information, particularly about upcoming events.



On-site Assessment and Recommendations

Kiosks (K1 on maps)

Freestanding, covered kiosk structures should be placed in areas where visitors congregate. Potential locations for kiosks include:

- Fairgrounds
- Youth athletic complex
- Woodland Park
- Lawrence Park
- Lakers Field

Kiosks should be designed as part of the overall system and would reflect the look and feel established by the sign design. They could include an area map with key destination location information, a lockable display case for changeable event information, a brochure/map dispenser, and possibly, paid sponsor panels. QR codes could be used on the kiosks to provide links to current event information, weather and other frequently updated resources.

Some of these kiosks may need illumination for access during evening hours. If a power source is not readily available or would be too expensive to install, solar panels are an option. Kiosks can take many forms. Depending on the amount of information they need to communicate, kiosks can range in size and complexity – from full walk-in structures to simple two-sided directories – but each needs to be located within a weather-protected setting or include pedestrian protection from the elements.



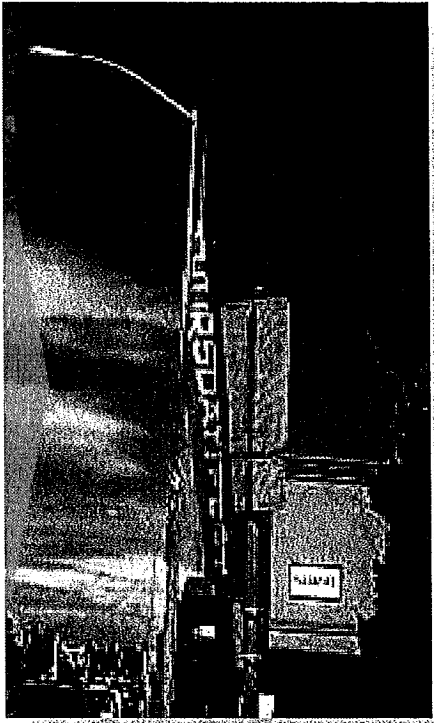
On-site Assessment and Recommendations

Regulatory Signs

Consolidating and simplifying the parking signage would make a dramatic difference in the look and feel of downtown Kalispell. Some signs are nearly illegible and others are covered by flags, and when store clerks were asked, most of them thought parking regulations were not enforced on Saturdays.

Virtually every parking space along Main Street has one and sometimes two signs outlining the regulations:

- No parking here to corner
- No parking 2am - 8am (Mon-Wed-Fri)
- 2 HR Parking 8am-6pm Except Sun-Hol
- No parking any time
- 30 min parking 8am-6pm this space only



Definable Destinations

The initial list of signage destinations related to visitors includes:

- Visitor Center
- Flathead High School
- Laker Park
- Conrad Mansion
- Hockaday Museum
- Museum at Central School
- Depot Park
- Woodland Park
- Fairgrounds
- Lone Pine State Park
- FVCC
- Youth Athletic Complex
- Lawrence Park
- Buffalo Hills Golf Course
- Kalispell Regional Medical Center
- Glacier Park International Airport
- Historic Downtown
- Flathead County Library
- City airport
- City Hall
- Legends Field
- FVCC on-campus signage
- Glacier High School
- Trailheads
- Majestic Valley Arena
- Raceway Park

Initial System Design Concept

An online survey and in-person interviews were also conducted to obtain information about visitor wayfinding needs. Front-line and management staff were asked:

- Do people ask you for directions?
- When people ask you for directions, what are their most frequent questions?
- What destinations are difficult or confusing for you to provide directions to?

This information was combined with the onsite assessment analysis to develop the initial system design.

To view the preliminary system map of Kalispell, follow this link:

<http://g.co/maps/9rzj4>

Next Steps

Once this basic plan is approved, the remaining steps for implementing a wayfinding system include:

- 2-3 signage design concepts are created
- Once the signage concepts are approved, gateway concepts are created
- Public open house for comments on the system design (sign locations) and the signage/gateway concepts
- Final designs (based upon public input) are presented
- Once the designs are approved, bid documentation (including final messages and location plans) is created
- RFP is developed for fabrication of the signage and gateways
- RFP is developed for installation if the city will not be doing the installation work
- Signs and gateways are fabricated
- Signs and gateways are installed

Survey/Interview Results Summary

Out of the 29 businesses visited, only one employee said that they were not asked very often for directions to other locations. The overwhelming response to whether people ask them for directions was: "all the time." Some even jokingly said they should get paid to give out traveler information.

Among the most frequently requested directions were: Glacier National Park, Glacier International Airport, accommodations, restaurants, post offices, and big box stores, especially Walmart. Interestingly, many of the respondents told me that they have to give directions regarding Wal-Mart on a daily basis because the company has not changed their GPS coordinates to accurately reflect their new location in Kalispell. As a result, travelers end up on the opposite side of town where the old building is located.

Although these were the most frequently requested directions, respondents said that requests included just about everything you could possibly name. An employee of a thrift store told me she gets asks for recommendations on places to eat. Other respondents echoed this sentiment, and they were also asked the same question regarding accommodations. In a way, people who visit these stores looking for directions are also looking for local insight and knowledge.

Most respondents stated that they did not have a difficult time giving directions because they are either from the area or have lived there long enough to know the area intimately. A respondent told me that he even uses landmarks instead of signs and street names to give directions because he finds that easier. One gas station employee even told me that she has the number of traffic lights counted until the Glacier National Park turn off from Kalispell.

On that note, the major difficulty expressed by respondents had to do with giving directions to Glacier National Park from the intersection of Highway 2 and Highway 93. Some said it is much less confusing to send people through Columbia Falls via Highway 93 than to have them take Highway 2, even though the intersection is in the middle of Kalispell. Some respondents weren't even sure if there was a sign for Glacier National Park at that intersection.

When people ask for directions, what are their most frequent questions?

Shopping	Museums
Glacier National Park	Lodging
Chamber of Commerce	Nearest Laundromat
Visitor Center	GPS is inaccurate
Activities for young children	Is West North the same as Northwest?
A specific business	Bike paths
Parking	Hiking trails
County offices	Outdoor equipment
Flathead Lake	Computer parts
Glacier Park airport	ATMs
Restaurant guide	Golf Courses
Museum/arts guide	Target
Kidsports	Costco
City parks	City/county offices
Conrad Mansion	Which way is north, south, east, west – how can I tell?

What destinations are difficult or confusing when providing directions?

Hiking/biking trails	1st Street EN vs 1st Avenue WN
Conrad Mansion	Locations on one-way streets
Lone Pine State Park	Where to park and not get a ticket
Parking	Post Office
Rebecca Farms	Goat Lick
Idaho & US 2 are the same	Museums
93 turns into Main Street at Walgreens	Lodging
Anything EN or WN	Columbia Falls
River/fishing access	Glacier National Park