

Eclipse Communications proposal for

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Marketing/Tourism Plan  
and  
Visitors Center/Corridor  
Development Plan

For

The City of Midway, Kentucky

August 31, 2002



Prepared by Scott Sewell

Eclipse Communications

Topeka, Kansas 66614

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## Your Partner for Quality Tourism Planning and Development

Eclipse Communications is pleased to have the opportunity to present this proposal for a Tourism Marketing and Development Plan and Design Services to the City of Midway. Scott Sewell, a certified Economic Development Finance Professional (EDFP) and principle at Eclipse, will serve as your primary contact and service provider in this important project. He will offer a straightforward, no-nonsense style of service based on real-life, hands-on experience.

Every project Scott has ever worked on is as distinct as the community itself. He is proud of the fact that he has never—nor will he ever—use the “search/replace” buttons on the computer to change the name of the city from one report to the next. The future of the City of Midway is too important to use a cookie-cutter approach.

This proposal, like the conceptual designs and tourism marketing strategies for the City of Midway, is distinct. It will, however, represent a scope-of-work that will meet your stated objectives, including:

- Conceptual design and cost estimates for a visitor center unique to Midway;
- Conceptual design drawings, implementation plan and cost estimates for directional signs, streetscape improvements and landscaping along the I-64 to Midway corridor;
- Inventory and assessment of the tourism businesses, historical and cultural offerings, and tourism attractions;
- Identification of tourism consumer segments and the behavior of these consumer segments;
- Identification of appropriate marketing resources and determine their effectiveness;
- The development of community-integrated recommendations based on information gathered through the process.

Today’s marketplace is ever changing and in order for Midway to remain healthy and viable—and to maximize its reach to tourists—it must adapt. Distinctive, high-quality design and marketing tools are essential.

Scott has seen too many communities get bogged down in a “textbook” and “copy cat” approaches to development. He believes that your time is extremely valuable and he won’t waste that time talking about theories and hypothesis. From the very first meeting with Scott the local task force will see progress and will be working toward a clear, well-defined set of objectives.

The process of developing visitor frequency to the community will be *adapted* and *tailored* to the needs, resources and abilities of the City of Midway.

## Scott's Experience and Background

Scott will bring a wide range of experience to Midway, having been the director of the statewide downtown development program in Nebraska, assistant director of a similar program in Kansas, and director of a local downtown development program in Kansas. As a national consultant for the past three years, Scott has worked with, and contributed to, the completion of nearly a dozen market analysis projects through the country. In short, Scott knows community development from virtually all angles.

He also has experience in other areas that relate to downtown development. As a Constituent Development Officer with the Kansas State University Foundation, he worked on internal and external communications for a \$100 million capital campaign. While at the Foundation, Scott also coordinated direct mail campaigns, directed a highly successful all-volunteer telephone fund raising campaign, and coordinated the Foundation's corporate alumni program.

Before joining the KSU Foundation, Scott was the Director of Public Affairs for the Manhattan (Ks.) Chamber of Commerce. In this capacity, he coordinated all lobbying efforts of the chamber. He was also responsible for all media relations and internal and external communications, including a newsletter, monthly reports, brochures and other literature, and a television show. He also worked with the Chamber's Executive Committee on economic and industrial development projects

As a reporter at *The Manhattan Mercury*, he covered city government and business development, including the development of a downtown mall and start-up of one of Kansas' first local downtown development programs. He was also the editor of the Sunday business section, part-time sports reporter, and was frequently involved in such aspects of news reporting as news conferences, photo shoots, and page design/layout.

Scott has helped dozens of communities in nearly a dozen states (including Kentucky) address virtually every kind of economic and downtown development issue imaginable. He has,

- Participated on technical resource teams and presented technical training sessions for state Main Street programs, including Kentucky.
- Developed marketing and promotional plans to enhance the image of businesses and communities in several states.
- Provided specific market analysis services as a consultant and in collaboration with other consulting firms.

Here is a summary of Scott's additional experience that relates to community development and this proposal for a marketing/tourism development plan for the City of Midway:

Director of the Nebraska Main Street program and Assistant Director, Kansas Main Street program

- Worked in concert with Dale Helmich Ltd. to help provide market analysis service to all new communities in the Nebraska Main Street program (four in two years). Began formulating market analysis service currently in use.
- Worked in concert with HyettPalma to coordinated market analysis service with ALL new Main Street communities (12 communities over nearly four years).
- Coordinated all services and technical assistance to participating communities based on the Main Street Four-Point Approach<sup>®</sup>.
- Assisted communities with formulating and utilizing communications and marketing materials based on data and findings from market analysis.
- Offered extensive organization and management assistance to local managers and volunteers.

Director, Salina (Ks.) Downtown Incorporated

- Worked within framework of the Main Street Four-Point Approach<sup>®</sup> and Eight Principles for an organization funded primarily through business improvement district assessments.
- Successfully recruited 18 NET new businesses to downtown in last 14 months with program.
- Began successful upper-floor housing program, which has grown tremendously during the past decade.

Lobbyist and Public Affairs Director, Manhattan Chamber of Commerce

- Worked on a dozen major economic development projects.
- Helped ensure four major highway projects would be included for Manhattan and the surrounding area as part of the state of Kansas' first major comprehensive highway bill.
- Planned, developed and carried out a comprehensive communications plan based on market analysis and related market data.

Development Officer, Kansas State University Foundation

- Coordinated all communications objectives and strategies for a \$100 million capital campaign.
- Coordinated the Foundation's Corporate Alumni Program, working with such major companies as Dow Chemical, Texas Instruments, General Dynamics, and Hewlett Packard, to name a few.
- Directed the country's most successful all-volunteer, university telephone fund raising campaign, including soliciting volunteers, training and supporting volunteer callers, garnering corporate support, and implementing appropriate campaign follow-up.

## **Additional Team Members for the Midway Project**

Scott is proud to offer the additional services of Dale Helmich and Michael Schroeder for the project in Midway.

Scott, Dale and Michael have been working together on various projects in several states since the mid 1990s. Once they had the opportunity to work together for the first time, they quickly realized they all shared the belief that a "textbook" approach to the process isn't sufficient in today's economy.

While Scott, Dale and Michael work independently and with other consultants, they often combine their talents when either the timing of the project allows, or when the project warrants a multi-person team. For the Midway project, their schedules will allow them to work on this project together, and they are eager for the opportunity to work together in Midway.

While the next pages highlight the backgrounds of Dale and Michael, please feel free to call the following individuals for additional information about the experience and backgrounds of all three:

*Mr. Roger Stapleton, Director*  
Kentucky Main Street  
Frankfort, Kentucky 40601  
502.564.7005 ext. 130

*Ms. Pam Sanderson, Director*  
Fayette Main Street  
Fayette, Missouri 65248  
660.248.2200

*Mr. Randy Gray, director*  
Missouri Main Street  
Columbia, Missouri 65102  
573.751.7939

*Ms. Carla Basiliere, former director*  
Charles City Main Street  
Charles City, Iowa  
920.236.5211

Although Scott is from Kansas and Dale and Michael are from Minnesota, they all have, and extensively use, the latest computer technology to communicate with clients and with each other. In short, they are extremely accessible, even when they are on the road with other projects.

And, one "intangible" that makes this proposal stand out a little more is the fact that Eclipse Communications (specifically Dale and Scott) has already been hired to conduct a market analysis for Downtown Versailles. This means that even though the project team members are from the Midwest, they are all very accessible and will be in the area frequently during the remainder of 2002.

**Dale Helmich, of Dale Helmich Ltd.**

Dale Helmich, CMSC, is a private consultant in economic and community development. She was formerly a senior program associate with the National Trust for Historic Preservation's National Main Street Center, Washington, D.C. She has nearly 20 years of professional experience working and consulting with a wide variety of businesses and development groups.

Dale's consulting specialties and areas of expertise include strategic planning, visioning, market analysis, business development, and fundraising. Her extensive list of clients includes state Main Street programs, city councils, local development corporations, planning commissions, economic development commissions, chambers of commerce, downtown business associations, heritage preservation commissions, historic districts, tourism bureaus and neighborhood associations.

During her six-year tenure at the National Trust's National Main Street Center, Dale assisted over 90 communities in 19 states and Puerto Rico, specializing in market research, market analysis and image development and business development.

Prior to joining the National Trust, she worked at the local level in Minnesota as a municipal director of development, a community development specialist for a regional economic development corporation, a consultant to the Small Business Development Center, and as a Main Street program manager. She served at the state level as a private consultant in downtown revitalization and as interim state coordinator.

In addition to her extensive consulting credentials, Dale brings practical, "real world" experience and a common sense approach to each project. She has five years experience as a retail jeweler, is the founder of a specialty catering service and, for the past thirty years, has co-owned a commercial laundry and dry cleaning plant.

Her work in the private sector has earned local recognition for efforts devoted to building preservation and adaptive reuse. She was the recipient of the Minnesota Department of Trade and Economic Development's 1989 Community Pride Award for outstanding work in community development. In the same year the Minnesota Industrial Development Association honored her as the winner of its Economic Developer of the Year award.

She holds a Bachelor of Arts Degree in Sociology and Psychology. She was the first to graduate from the Main Street Certification Institute in Professional Downtown Management, part of the National Trust for Historic Preservation's National Main Street Center in Washington, D.C.

## **Michael Schroeder, of Hoisington Koeigler Group Inc.**

Michael Schroeder is a landscape architect with 16 years of experience on a wide range of projects, including community and urban design studies, streetscapes, master planning, site planning and site design, recreation design, and landscape design. Past work includes projects in the public and private sectors throughout the Midwest.

He is vice president of Hoisington Koeigler Group Inc. a Minneapolis, Minnesota-based firm. HKGi began as an urban design and regional planning firm in 1982, but additional disciplines have been added since then. The firm has evolved to the point where most projects are related to community planning, landscape architecture and urban design. HKGi currently has a staff of ten landscape architects and three urban planners.

HKGi have established a reputation for excellence in community participation/visioning, conceptual and detail design, land use and environmental planning, including projects related to redevelopment master planning, comprehensive planning and downtown revitalization.

Michael has presented workshops and lectures on "grass roots" planning and design, leadership development, streetscape design, storm water management and aesthetics, and sustainable design. He is a frequent lecturer and speaker for the Minnesota Landscape Arboretum and the Minnesota State Horticulture Society.

As a volunteer with the Minnesota Design Team, he has served on more than a dozen community visits, and as treasurer and Chair of the organization. He served as project coordinator for the development of the Design Team's Community Manual (used by communities as they prepare for the MDT's community-based design process) which received a merit award from the American Society of Landscape Architects in 1992.

Here are just a few relevant projects Michael Schroeder has worked on:

- Community Center Concepts and Implementation Strategy, City of Monticello, MN
- Downtown Economic Development and Streetscape Concepts; Warrensburg, MO
- Town Center Design and Pedestrian Environment Enhancement Study; Windsor, Connecticut
- Downtown Streetscape Design Concepts, Main Street Middletown, CT
- Streetscape Design Concepts, City of Russell, KS
- Streetscape Concept, City of Duncan, OK
- Streetscape Design Concept, Main Street Keokuk Inc., Keokuk, IA;

## Outline of the Process, Timelines and Costs

A marketing/tourism and design process for Midway involves three essential steps (specific timeline and dates to be agreed upon by client and consultant in contract):

### **Marketing/Tourism Inventory and Assessment**

**Cost: \$6,309**

#### October 2

- Arrive on-site and meet with City of Midway to review the process, discuss timelines, final product, field questions, and to determine study objectives.
- Scott and Dale are given a tour of Midway and surrounding area.

#### October 3

- Public presentation (evening meeting) to provide overview of the process and to more clearly define Midway's current and desired market position, community values and priorities concerning tourism and local tourism development priorities.

#### October 7-11

- Preliminary collection of all current marketing efforts made by tourism related businesses, historical, cultural and ethnic attractors and activities, natural tourism resources and recreational opportunities located in Midway and surrounding area.
- Visit, interview staffs, and reach a comprehensive understanding of the tourism offerings listed above.
- Define the Midway tourist profile, obtain pertinent demographic and travel behavior information
- Determine tourism assets and liabilities

### **Community Input and Priorities**

**Cost: \$2,326**

#### October 3-4

- Conduct focus groups to more clearly define Midway's current and desired market position, community values and priorities concerning tourism and local tourism development priorities.

### **Design Recommendations and Implementation**

**Cost: \$7,995**

#### October 28-31

- *Project principle and design specialist on site for design portion of project.* The beginning of the process of determining design direction for the corridor public improvements and the visitors' center. Development of

visual images, cost estimates, and action oriented implementation plans for a meaningful building and corridor streetscape will be undertaken. The visit will be an extension of the community's comprehensive plan, beginning with broad patterns in the environment and evolving into a design focus. Unique design elements that enhance Midway's sense of "place" will be developed.

Late October/early November

- Eclipse Communications develops first draft of a comprehensive marketing/tourism development plan which incorporates the plans of all area tourism related organizations. Recommendations for potential tourism development and a tourism/marketing plan, which "fills in any gaps" and develops realistic new markets will also be included.
- The strategic plan format will be utilized for the final report—goals, objectives, appropriate vehicles, timeline suggestions, and cost estimates for the enhancement of the tourism industry in Midway and the surrounding area.
- *This first draft will be submitted to the City of Midway no later than November 18, 2002.*

December 16

- City of Midway reviews draft and submits to Eclipse Communications editing changes/suggestions no later than December 16, 2002.

No later than December 31

- Eclipse Communications will provide the City of Midway with two (2) color copies of the Marketing/Tourism Development Report. In addition, a copy of the report, along with all related documents (surveys, tabulations, photos, etc.), will be provided electronically on a CD.

Early January 2003

- Eclipse Communications will facilitate a public presentation in early January 2003 to formally present the completed Marketing/Tourism Development report.

**TOTAL COST NOT TO EXCEED: \$16,630 inclusive**

### **A Final Note...**

As mentioned earlier in this proposal, Scott's approach to community advocacy is *definitely not* "cookie-cutter"; he won't try to impress you with fancy words or jargon. Your community will appreciate Scott, Dale, and Michael's sincere, straightforward, honest and "to-the-point" style. It is their hope that this style is reflected in the clarity and simplicity of this proposal, and they look forward to being your partner in this important project.

## Relevant Project Examples

Included in this proposal are the following samples of some of the relevant work Scott, Dale and Michael have completed over the last few years.

### *Market Analysis for Fayette Main Street, Missouri*

- Dale served as primary contact for this project, with Scott and Michael also working with Fayette Main Street in various capacities and projects. (NOTE: CACI information was part of this report/project, but is not included in this copy of the report) Contact: Pam Sanderson, Fayette Main Street, 660.248.2200

### *Good Hope Neighborhood Assessment, Cape Girardeau, Missouri*

- Dale was the primary service provider for this project, with Scott working on the project as well. (NOTE: CACI information was part of this report/project, but is not included in this copy of the report) Contact: Catherine Dunlap-Stock, Old Town Cape, 573.334.8085

### *Market Analysis for Central City Main Street, Nebraska*

- Scott served as primary service provider for this project, and hired Dale and Michael as team members. (NOTE: CACI information was part of this report/project, but is not included in this copy of the report) Contact: Central City Main Street at 308.946.3897

### *Image Enhancement Campaign for Main Street Nevada, Missouri*

- Image campaign with cost breakdowns and print ads provided during two-day on-site technical service. Contact: Kathi Jo Cain, Main Street Nevada, 417.667.8111

### *Image Enhancement Report for Main Street State Center, Iowa*

- Image assessment and enhancement recommendations for the State Center downtown development program offered during a two-day technical service. Contact: Main Street State Center at 641.483.3002

### *Hoisington Koegler Group Inc. Summary Samples*

- Various projects similar in scope to the Midway project, with one-page project summaries included. References for HKGi work provided with other examples.

**City of Midway, Kentucky**

**Tourism Inventory**

**and**

**Marketing Assessment**

January 2003

Prepared by:



**ECLIPSE COMMUNICATIONS**

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## **The Project**

This document represents the findings of a tourism/marketing inventory and assessment plan conducted for Midway, Kentucky. The results of this work will form the foundation for further tourism development and marketing strategies that will strengthen Midway and help it grow in a manner that is appropriate and reasonable.

Special thanks goes to those who helped make this project a reality, including:

- The Honorable Mayor Becky Moore and the City of Midway
- City of Midway Growth & Development Committee
- Woodford County Economic Development Authority
- Genie Graf, resident of Midway
- Tony Moreno, Midway City Council
- Rebecca Hall, director, Midway Renaissance Inc.
- The numerous businesses and residents of Midway who helped by participating in focus group sessions or one-on-one interviews

## **Project Guidelines**

A local committee comprised of members of the Woodford County Economic Development Authority, interested residents and representatives of the City of Midway established objectives for this process. These objectives are as follows:

1. What will bring people to Midway?
2. What kinds of businesses will enhance or compliment the existing business mix?
3. How can we engage residents?
4. What can we expect to draw from the I-64 interchange and what will be the impact of that draw?
5. How can we generate more traffic downtown?
6. How to we make the "case" for improvements?
7. What are the demographic, psycho-graphic and socio-economic facts about Midway and its trade area?
8. What is the vision for Midway?

## **Historic Midway**

Historic Midway is located in the heart of Kentucky's Bluegrass Country on US Highway 62 near I-64. The Lexington and Ohio Railroad established this town of 1,620 as Kentucky's first railroad town in 1831. Its location along the railroad places it an equal distance between the cities of Frankfort, Lexington, Versailles and Georgetown. The importance of Midway's railroad beginnings is evident in the fact that many of the major streets are named in honor of the railroads first officials.

Midway's bucolic appeal is as authentic as the 19th century buildings that line Railroad Street in the heart of town, where trains still rumble through the middle of town several times a day. A total of 176 of the town buildings are listed on the National Register of Historic Places. Many of these buildings in the downtown area house an array on restaurants, antique shops, art and craft galleries, and specialty stores.

The July/August 2001 issue of Travel Holiday magazine named Midway as one of the 10 Best Small Towns in America. However, like many small towns in Kentucky and throughout the country, Midway is working to balance the need to grow while retaining the character and flavor that makes it distinct.

## **The Thoroughbred Connection**

Midway is home of some of the world's most illustrious thoroughbred farms, and could arguably be called the Home of Thoroughbred Racing. In 1857 the sire Lexington—the foundation sire of thoroughbred racing—stood at legendary Woodburn Farm. Ever since, the area has been the home of horseracings brightest starts. Recent Kentucky Derby winners Charismatic and War Emblem are Midway-born. 1997 Derby winner Silver Charm and 2001 Preakness and Belmont winner Point Given stand Three Chimneys Farm. Horse of the Year in 2001, Tiznow and 1998 Horse of the year Skip Away also stand nearby.

## **Midway College**

Midway is the home of Midway College, founded in 1847. The tree-shaded campus of Midway College is a short walk from the center of town. As Kentucky's only women's college, it offers programs in business, equine studies, nursing, teacher education and a variety of other disciplines.

## **The Midway Perspective**

### *Tourist Profile*

The Midway Growth and Development Committee identified what they believed to be the demographic, psychographic and socio-economic profile of the typical Midway visitor. This profile is, by no means, scientific, but served as a baseline for which this study began.

The Committee believed that most visitors come from within a 50-60 mile radius of Midway, and tend to stay about four hours in length, usually during the lunch time (11 a.m. to 3 p.m.). Most visitors are middle-age families or older couples, who come primarily to eat, but also shop and attend special events.

According to the Committee, the “lunch crowd” usually comes from within about a 15-mile radius, while those looking for antiques or to attend special events come from within a 35-mile radius. Those looking for a nice place for a “special occasion” dinner usually come from places like Louisville or even Cincinnati.

This visitation pattern is year-round and probably 95% of these visitors travel to Midway in their personal automobile.

### *The Status of Midway Tourism*

One way to enhance tourism, the Committee believed, was to have more business in Midway and develop some public amenities and a staging area for bus tours and tour groups.

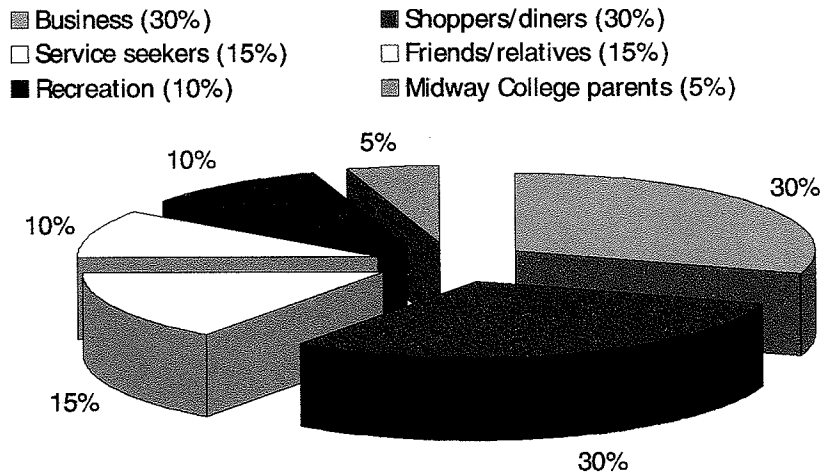
The Committee believed Midway stands out from other similar-sized communities in central Kentucky because of the variety and number of restaurants in town—especially considering the size of the community—and that Midway was becoming known as “The Fine Dining Capital of Central Kentucky”.

Another distinct feature of Midway is the link to relatively large number Kentucky Derby winners. As many as eight Kentucky Derby winners are from within a two-mile radius of Midway.

Finally, the Committee believed that another distinct feature is the fact that the railroad tracks still run right through the middle of town.

*The Tourism Pie*

The following pie chart shows the breakdown of those who visit Midway as identified by the Midway Growth and Development Committee in October 2002. It should also be noted that the Committee believed that of the 30% of shoppers/diners, about 70% of those were business people who came to Midway for lunch. The Committee also believed the recreation percentage (10%) was low because most people “don’t know we’re here.”



*Tourism Inventory and Assessment*

The listings below are those attractions and activities that members of the Growth and Development Committee believed to be tourism-related attractions in Midway and the immediate area.

Attractions

- Equus Run Winery
- Labrot & Graham
- Headley-Whitney Museum
- Midway Museum
- Kentucky Horse Park
- Keeneland Race Course
- Multiple Horse farms
- Jesse James Museum

Food and Lodging

- The Depot restaurant
- Yount's Tavern restaurant
- The Bistro restaurant
- Darlin' Jeans restaurant
- Schoolhouse Café restaurant
- Holly Hill Inn restaurant
- Corner Grocery restaurant
- Meadow Hill Grocery restaurant
- Midway College cafeteria
- Village Inn Bed & Breakfast
- Scottwood Bed & Breakfast
- Gallery Suites Bed & Breakfast
- Kentucky Horse Park camping
- The "Forks" of Elk Creek camping

Parks

- Lee's Branch (city)
- Ballpark (city)
- Veterans Memorial Cemetery (city)

Special Events and Festivals

- Midway Fall Festival (September)
- Antique Show (April)
- Arts Show of 2003 (April)
- Equus Run events
- Holly Hill events
- Saratoga at Midway
- Inside/Outside shows (gallery)
- Thoroughbred Heritage Forum
- Midway College Horse Shows
- High School band camps

School/Colleges/Other

- Midway College
- NRH Places – house tours
- Historic churches
- Thoroughbred Retirement Foundation
- Porterhouse, home of Porterhouse steaks
- Breckenridge and other specialty shops

### The Kentucky Department of Travel Development Perspective

The Kentucky Department of Travel Development defines the Bluegrass Region as “a 15-county area in the central part of Kentucky that includes counties in the vicinity of Frankfort, Lexington, Richmond and Danville.” Midway is centrally located in the heart of the Bluegrass Region.

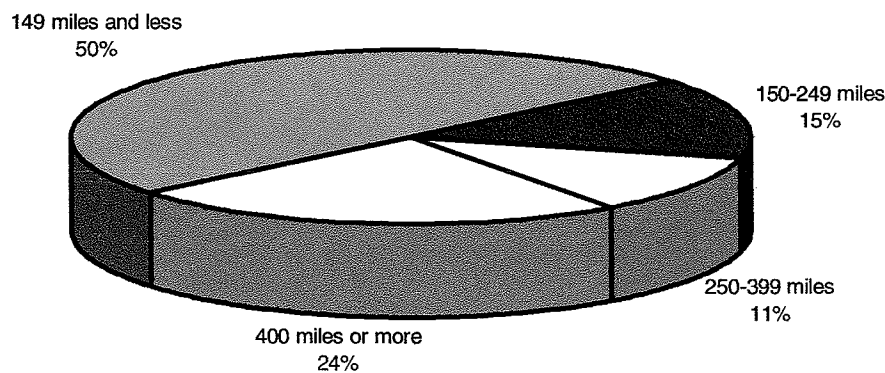
The region contains approximately 180 hotels, motels and private resorts with more than 10,000 rooms. It contains 17 private, state and local government campgrounds with a total of nearly 1,400 sites. The region also has 20 marinas located within its boundaries, four state recreational parks, six state historic sties, and more than 100 other attractions that both improve quality of life for the region’s residents and provide an attractive atmosphere for the traveling public.

The region is home to several of Kentucky’s top attractions, including the Kentucky Horse Park, Keeneland Race Track and the Labrot & Graham Distillery.

#### *Distances Traveled*

According to a study by the Kentucky Department of Travel Development, approximately 40% of visitors to the Bluegrass Region are Kentucky residents, with the next highest visitation from Ohio (13%). Upon closer examination of the residence factor, it is important to understand the distance visitors traveled to the Region. Of the visitors surveyed in the study, half (50%) traveled less than 150 miles from their homes to enjoy the region. Of the total visitors, nearly 24% traveled more than 400 miles to visit the area.

The table below shows distance from residence numbers in more detail:



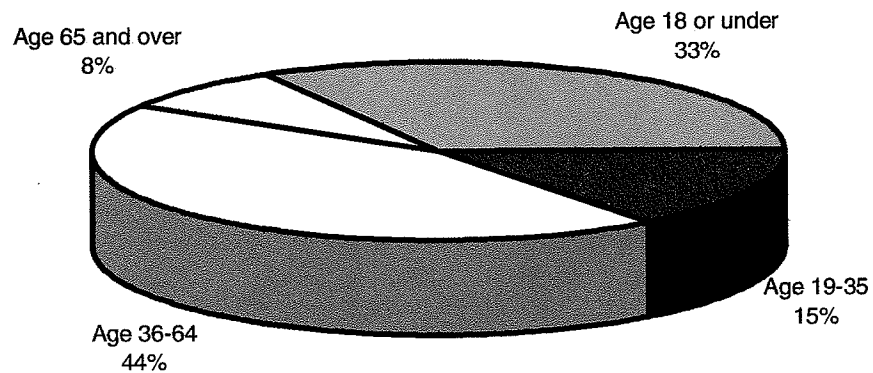
### Income and Age Profiles

Two additional important findings from the study are the income and ages of those who visit Midway and the Bluegrass Region.

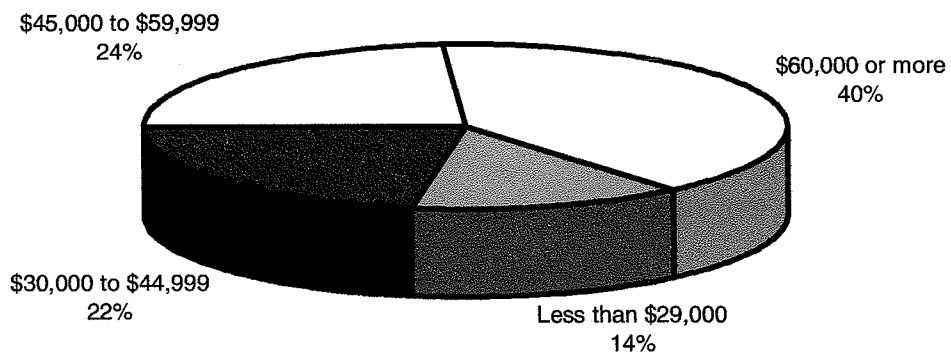
The charts below show in more detail the age and income ranges of visitors, but it should be noted that a majority of visitors fall into categories that fit perfectly with the kinds of attractions that already exist in Midway and the area.

Fifth-two percent of those who visit are 36-years-old or more and 64% of those visitors have incomes of \$45,000 and higher. These are the types of people who have the time and money to visit and support the kinds of attractions in Midway and the area (restaurants, specialty shops, horse farms).

**Age Breakdown of Travel Parties in Kentucky**



**Income Range of Travel Parties in Kentucky**



### *Length of Stay*

The average length of stay for all travelers in this region was 3.4 nights and the average size of the party was 3.6 people. These visitors used a variety of overnight accommodations, with nearly 60% using hotels or motels as their primary choice of lodging. Another 17 percent stayed at private or local campgrounds, while 14 percent chose Kentucky state park facilities.

The biggest issue currently facing Midway and Woodford County is the fact that there are not hotel/motel rooms in the entire county, forcing people who want to spend multiple days in the area to stay in Frankfort, Lexington, or even Georgetown. While there are several quality bed & breakfast facilities in the area, those options are limited and in no way replace the need for additional lodging facilities.

### *Trip Satisfaction*

Trip satisfaction is an extremely important consideration when conducting a tourism study and in planning tourism marketing strategies. If visitors are not satisfied with their trip they will be less likely to return for a future visit or to recommend the area to a friend or relative. Bluegrass Region travelers seem to be very satisfied, according to the study. When asked if they would return to the area for another pleasure trip, nearly 95% stated they would.

The low percentage of those indicating they would not return strongly suggests that visitors to the region are generally well pleased with the area's facilities and services. This can make marketing the area a little easier, but not any less important.

### *Advertising*

Over 36% of visitors stated they had previous experience in the area and did not rely on any specific type of information when deciding to visit. Nearly 29% stated that they received information from a friend or relative.

Although advertising recalled by those surveyed was spread across several advertising sources and media, most travelers to the region were not greatly influenced by any type of advertising they had seen or heard. Of those visitors surveyed who had seen or heard advertising in the 12 months prior to their visit, nearly 82% said they were not influenced to travel in the region because of the advertising.

This information would emphasize the importance of growing the tourism strategy locally—getting local businesses and residents to support tourism through positive word-of-mouth “advertising”.

When asked if they have ever requested information after seeing any destination advertised, nearly 60% of visitors said they had. The most popular means of requesting information was by telephone, with nearly 67% responding in this manner. Nearly 21% used more than one method of requesting information.

It should also be noted that the Internet has become a major source of tourism and travel information since this report was first published by the state. Many people, especially those who fit the Bluegrass Region/Midway tourist profile—use the internet extensively to make travel arrangements such as booking hotel rooms, scheduling tours, and finding out detailed information about area attractions.

## Focus Group Sessions

Listed below is a summary of responses from focus group sessions conducted on November 21, 2002. Some of the groups represented in these sessions included downtown merchants, city officials, representatives from Midway College, economic development representatives, and residents of Midway, to name a few. Participants represented a wide range of ages. Any number of these responses or response groupings may be used to develop future image enhancement campaigns.

### 1. What should never change about Midway?

Group 1 Response – small-town feel; camaraderie; everybody knows everybody; all the little things add up;

Group 2 Response – just a really good little town; people know each other;

Group 3 Response – small-town uniqueness; don't want to be just another town, we want to be Midway; slow-paced, safe, great place to raise a family;

Group 4 Response – don't want it to become modernized like a subdivision;

Group 5 Response – small-town atmosphere; charm; pedestrian activity; friendly; historic structures (maintain); don't stop catering to horse farms; don't bring in industry; don't grow the population;

Group 6 Response – beauty of main street (railroad); homes, trees, sidewalks, grandma, apple pie; Mayberry-like; Mom & Pop shops; quaint;

Group 7 Response – small-town attitude (mail delivery); quaint; architecture;

Group 8 Response – walk able; pedestrian friendly; pride in ownership; beautiful;

### 2. What should change about Midway?

Group 1 Response – get big trucks out of downtown; need specific deliver times for downtown businesses;

Group 2 Response – small-town feel and flavor; need to see good development at the interchange, something that compliments downtown but that is successful;

Group 3 Response – try to get kids to come back at some point;

Group 4 Response – should be cleaned from the ground up; changes should match the character of the town;

Group 5 Response – streetscape needs improved; need a coffee shop; improve park to the southeast of bank; need something for younger people to do; bury utilities on main street; improve relations with railroad company and highway department; need pharmacy and more "basic function" businesses; more entertainment; more interaction between city and Midway College (Arts and Lecture Series);

Group 6 Response – have a couple of things other than antiques or restaurants; need something to get local residents downtown; drug store and hardware store; connect different neighborhoods to central part of

city; improve appearance of buildings; more sports-oriented activities for kids/family; YMCA;

Group 7 Response – certain services—restrooms, amenities, banking functions; hours of shops should be more consistent; not a hotel, pharmacy, hardware store; steady traffic flow; nice restaurants with wine and beer; no trash/cars in yards;

Group 8 Response – more basic amenities such as a pharmacy, hardware store, dry cleaner;

3. Why is tourism important to the community of Midway?

Group 1 Response – main attraction is that the town is old and it's a railroad town; there are a lot of things to draw people here;

Group 2 Response – state is really promoting agri-tourism and we have opportunities with horse farms, shops and restaurants; want people to come off the highway to visit;

Group 3 Response – it's the life of this town; not enough local trade to keep stores open; needs to be year-round;

Group 4 Response – n/a

Group 5 Response – like the "core" of Midway, but need outside dollars to further projects that are important; people want to see horses up close; need more tourism structure such as railroad tours or horse farm tours;

Group 6 Response – it generates revenue;

Group 7 Response – shops can't survive with only the local market; people will travel here to visit and we should capitalize on this; horse industry brings in a lot of wealth and capital (Queen stays here); people haven't heard of Midway College;

Group 8 Response – revenue; people come here to spend money; gateway to horse country;

4. What would you like Midway to be known for in the year 2007?

Group 1 Response – horses, shops, restaurants;

Group 2 Response – get more people here (volume); need upscale, but have to stay realistic and true;

Group 3 Response – unique downtown area with streetscape, underground utilities; vibrant downtown that's cleaned up;

Group 4 Response – quaint town that you'd enjoy spending the day in; stores and restaurants open; not an in-and-out location;

Group 5 Response – feel good to be here; breathe fresh air, safe; pedestrian friendly; front-porch atmosphere;

Group 6 Response – a great, family place to live with family activities; see Mayor Moore's vision realized, yet retain the community's character;

- Group 7 Response – Midway College is the best liberal arts college in the country; be able to step out of the frenzy of everyday life; step off the merry-go-round and slow down; clean water, green space; no fast-food chains; new development should be contextual;
- Group 8 Response – friendly atmosphere; hospitality; birthplace of a number of Derby winners; railroad connection;
5. As you visualize a successful Midway in the future, what qualities or characteristics will it possess—how will it look, feel and function?
- Group 1 Response – new streetscape; more foot traffic; more stores/storefronts filled;
- Group 2 Response – need a larger tax base;
- Group 3 Response – depends on what happens at the interstate; self-contained; need a pharmacy, hardware store and barbershop;
- Group 4 Response – will go down hill without getting to the basics of development;
- Group 5 Response – feel good to be here; breathe fresh air, safe; pedestrian friendly; front-porch atmosphere (same as # 5)
- Group 6 Response – more beautified; clean; sports fields/recreation, but still retain beauty and character; similar population size; tourism-driven economy; do more as a family in Midway; cultural activities;
- Group 7 Response – some attributes of Berea; fantastic infrastructure with buried utilities, gas lamps;
- Group 8 Response – can “feel” the change; nothing over-built or over-populated; not much more new housing; less truck traffic;
6. What is the most important tourism issue facing Midway in the year 2000?
- Group 1 Response – scenic beauty of the area should be maintained;
- Group 2 Response – no place to stay other than B&Bs;
- Group 3 Response – lack of a place to stay; need a motel/hotel; people here for horses, Midway College, UK football games, etc; agri-tourism/tourism; must retain integrity and charm with any new development;
- Group 4 Response – Fall Festival; 28 years; merchants must keep this going;
- Group 5 Response – interstate access is critical as it’s the gateway to Woodford County;
- Group 6 Response – having enough tourists to keep business open; restrooms; places to stay;
- Group 7 Response – breath life into downtown storefronts; consistent store hours; more variety; know what your vision is; offer incentives to develop/fill vacant buildings; need a restaurant brochure with times, types of food, locations;
- Group 8 Response – getting people downtown from the interstate; create midway as a destination, rather than a pass-through;

7. Describe the current tourism environment in Midway.

Group 1 Response – has improved quite a bit in the last few years; amenities are pretty good;

Group 2 Response – don't think we have a lot; mostly come to buy antiques and eat; mostly local/area residents;

Group 3 Response – a few "snow birds" driving through but mostly day-trippers; people are staying in Lexington and going to Labrot & Graham and Equus Run;

Group 4 Response – very individualized; no organization; tour buses; amenities (restrooms) and store hours;

Group 5 Response – no tour buses/why would they want to stop here; need organization;

Group 6 Response – could be better; need more buses and amenities (restrooms)

Group 7 Response – sporadic; not many, but occasional crowds; Keeneland influx in April and October; interchange development must compliment what's already downtown and funnel people to downtown;

Group 8 Response – restaurants, antiques, shops

8. What makes Midway distinct from all other towns?

Group 1 Response – something you can't find anywhere else; slow-paced; easy-going;

Group 2 Response – right in the middle of horse-farm country; middle of Bluegrass country

Group 3 Response – creative, artistic people; location; have a large drawing power; history; railroad; oldest town founded by a railroad in Kentucky; location and proximity to larger geographic area is truly distinct;

Group 4 Response – life-long residents; generations of families all stay here; people leave, but want to come back; close-knit community;

Group 5 Response – railroad; horse farms; history; the people

Group 6 Response – Mayor will work for \$100 a month and go door-to-door for the people; friendly

Group 7 Response – Midway College—few towns this size have this; horse industry; many political/important people live in Woodford County;

Group 8 Response – only women's college in Kentucky; not many towns in Kentucky (especially this size) have access to the state capital, Louisville, Lexington and even Cincinnati; history and old churches (Porter House; Barlow House; Midway Cemetery

9. Other Issues

Group 1 Response – highway development; will hurt downtown if there is any retail; have to concentrate on existing assets in the downtown area;

Group 2 Response – something must replace tobacco;

Group 3 Response – must work to make the new fit with the old; don't want new interchange development to conflict with downtown;

Group 4 Response – don't chase money (development); projects must be done that are appropriate and that the community wants done;

Group 5 Response – n/a

Group 6 Response – n/a

Group 7 Response – create a better linkage between city and Midway College; no connection between students and businesses; perception that it's a girls school with lots of money "on the hill"; most people don't really know;

Group 8 Response – n/a

## **Branding in Midway**

### *A Distinctive Claim*

When communities talk about wanting to “brand” themselves, they often don’t realize all that branding involves. Branding is a term used in the corporate world for several years, but it has recently found itself used by community development professionals.

Most people think of branding as a name, logo, symbol or slogan that identifies a product, service or store. To some degree this is true, but branding is much more complex than a logo or slogan.

When a company or community is successful at branding, it simply makes a distinctive claim. In the corporate world, an easy example of a company that’s made a distinct claim is Wal-Mart who claims to have “low prices, everyday”. In the case of a small town like Midway, that distinctive claim could easily relate to the equine connection in the area, or the railroad connection.

But making the claim is easier said than done. The value of Midways brand—or distinctive claim—is that the expectations of those who visit Midway are met or exceeded when they visit. The value tourists will put on visits to Midway will be made both rationally and emotionally, and will always exist in the mind of the beholder. But once that decision is made to support Midway as a brand, shops and restaurants will then warrant a premium price for those customers.

The value of Midway’s brand becomes real only when it is believed externally AND internally. And often in the community development framework, the internal work of finding a community’s distinct essence is the most important, difficult and challenging part of brand development.

Developing Midway as a brand should be all that the those in Midway work for, as a board, committees, volunteers, downtown businesses, Growth and Development, etc. The objective of everyone working to effectively brand Midway is to optimize time, effort and resources and get more “bang for the buck.” The benefits of doing this will be long-term growth, increased community value and enhanced community standing

Often, communities aren't disciplined enough to take the proper steps to successful branding; Branding is often done backwards, when someone will create a new ad or brochure to go along with a new slogan. Then, someone thinks about the customers currently being served and the new customers they think they want. Finally, the brand position—that place where Midway sits in the market—is determine by default and a community takes whatever it gets as it relates to those who visit and the frequency of those visits.

### *The Brochure*

To some degree, this backward process of branding has already begun in Midway with the development of a four-color brochure in the fall of 2002. A brochure similar to the one developed could be a useful tool in the branding process, but it must be done with the following prior knowledge:



- Who is the target audience?
- What is the message to be presented to that audience?
- What images should be used in the publication to reinforce that message
- What is the most effective method for distribution?
- What is the lifespan of the publication?

Any publication—whether it is a brochure, newsletter or print ad—should be developed only after answering the questions listed above. Unfortunately, based on the brochure copy, images used, and lack of direction regarding distribution, it appears that these questions were not answered before the brochure was developed.

The images used in this brochure are quality images, but the text and overall design of the brochure does little to set Midway apart and project that distinctive claim. It is important to find a design firm or individual that can design brochures with the answers to the questions listed above in mind.

It is important to also keep in mind that one brochure will not be enough to effectively promote Midway and its attractions. Specific brochures should be developed highlighting the equine industry, restaurants and shops, bed & breakfasts, and the history of the area.

Once these brochures are developed, they should be distributed to every chamber of commerce within a 150-mile radius of Midway. They should also be located at as many truck stops and lodging facilities within that same 150-mile radius. While local support and buy-in to creating

Midway as a brand is critical, these kinds of brochures have little or no effect by placing them in local establishments.

### *Whole Branding*

Those working to brand Midway must remember to think of the sum and not just the parts. This is called “whole branding.” Whole branding is a more complex look at things like heritage, business (merchandise mix), and the look and feel of the community, organizational strategies, advertising, promotion and publicity.

In the context of community development, the principles of the Main Street Four-Point Approach<sup>©</sup> are probably the most logical method for developing an overall community brand strategy. With the Main Street Approach, a community works within the comprehensive areas of development that address:

- Promotions/image
- Physical improvements/amenities
- Business retention/recruitment
- Organizational management necessary to carry out an annual program of work

The benefits of the whole branding—or taking a comprehensive approach to developing Midway—are:

- Premium pricing
- Accelerated, long-term growth
- Consistent sales and visitor patterns
- Low marketing costs
- Enhanced value

Benefits to visitors includes:

- Enhanced self image/self esteem
- Reinforced peer group membership
- Reduced uncertainty
- Simplified choices
- Savings of time, effort and reduced hassles.

It is critical that Midway make every effort to become more organized in a manner that is consistent with the nationally known main street model. This involves having an annual, realistic

program of work, functioning committees, a working board of directors, paid staff, and the financial resources necessary to carry out the program's goals and objectives.

### *Promotions/Image*

There seems to be success in terms of special events and activities in Midway, but much more should be done to promote Midway and enhance its image. One relatively quick and easy way to do this would be through enhanced and improved relations with the local/area media. Having a regular dialogue with media reps—both reporters and ad execs—can create tremendous excitement about Midway without spending money.

It is recommended that Midway Renaissance Inc work with downtown merchants and restaurant owners to create joint sales promotions and an image campaign, and to help those businesses understand their important role in ensuring brand consistency. Downtown business people and their employees are the key link between Midway's brand and the public (tourists).

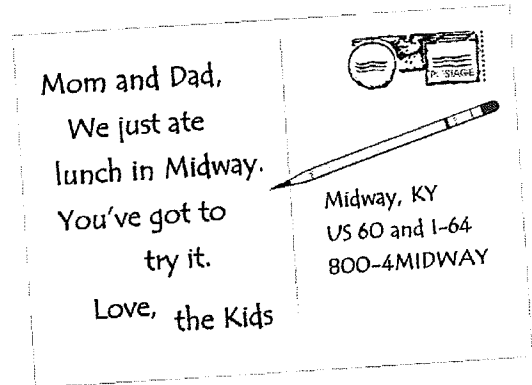
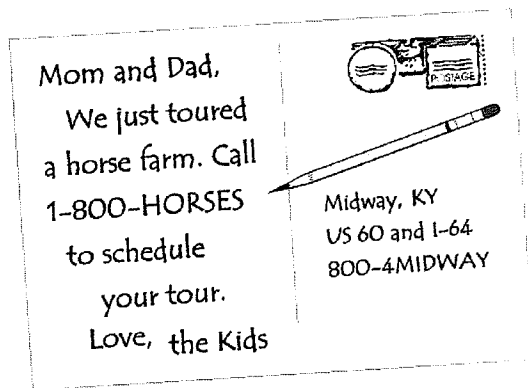
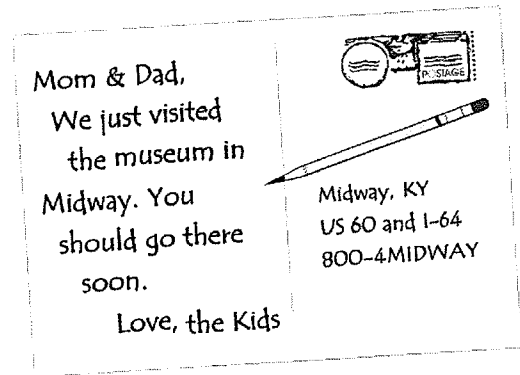
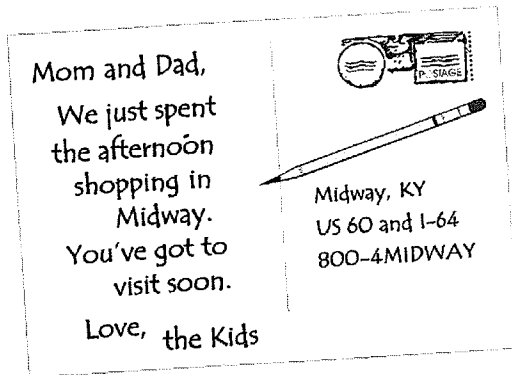
Either Midway Renaissance Inc, the City of Midway or some other entity in Midway in order to effectively communicate the Midway brand, must allocate funds. Most traditional retailers spend in the 2-3% range on marketing and communications. Most brand builders spend in the 4-6% range with the best spending upwards of 8 to 10%.

If Midway is truly serious about creating that distinctive claim and ensuring long-term success in branding, it is recommended that 2-3% set aside for branding (ads, logo and brochure development, web site development, etc.).

Based on response to focus group interviews and information gathered throughout the past several months, there seem to be some common themes in which image campaigns could easily be developed. Those themes center around Midway's fine restaurants, the equine industry, Midway history, and Midway's specialty shops

One such theme is that of a couple (kids) sending a postcard to their parents telling them of the various things that could be done in Midway. Such a theme could be used in print ads, radio spots or even highway billboards.

Examples of ads or billboards for such a theme could look something like this:



*Print Ads*

Using the postcard theme as shown, the following cost breakdown is a starting point for creating a campaign that would run a set of four to six related print ads that would run in area newspapers such as the Woodford Sun, Lexington Herald-Leader, or the Georgetown News-Graphic.

Because the typical Midway tourist is currently coming from within a 150-mile radius, it is strongly recommended that print ads be placed in these local/area newspapers (or others like them) for the first couple of years of advertising. This will establish a baseline for branding the community and help build on your ability to place ads in a more regional basis and in national travel magazines in the future.

Ad rates vary from paper to paper, but there should be rates specifically for non-profit organizations that are in the \$4 to \$7 per column inch range. The maximum size of the ads should be approximately 4 columns wide by 7 inches deep (28 column inches). Here are examples of how much prints ads of that size would cost:

<i>Ad Frequency</i>	<b>\$4 per column inch</b>	<b>\$7 per column inch</b>
Cost to run set of six (6) ads, one time	\$672	\$1,176
Cost to run set of ads three (3) times	\$2,016	\$3,528
Cost to run set of ads six (6) times	\$4,032	\$7,056

*Radio Spots*

It is recommended that approximately 30, 30-second radio spots be run in conjunction with each of the six print ads that are part of the print schedule. For example, during the week that the one print ad is running, a related set of 30, 30-second radio spots should air. The copy in each of the print ads can form the basis for each corresponding radio spot.

It will be up to Midway Renaissance Inc to work with the radio station ad reps to determine the appropriate background music for the spots and the specific person who will do the voiceovers. It is strongly recommended that the person selected for the voice over record all ads; that you do not have a different person for different ads.

Also, the vocal characteristics of the person selected to record the voice over should be mature, comforting and confident. An example is the University of Nebraska, who uses the Dick Cavett as the person for its radio and TV spots. Don't hesitate to look outside of Midway or this area for the person who can do quality, distinct voice-overs.

Based on a 24-hour rotation, and using \$4, \$6, and \$8 rack rates, the costs for running 30, 30-second radio spots in conjunction with each print ad would be as follows:

Number of Spots	\$4/ 30-sec spot	\$6/ 30-sec spot	\$8/ 30-sec spot
180, 30-sec spots airing in conjunction with one-time print run; 30 spots/week for 6 wks	\$720	\$1,080	\$1,440
540, 30-sec spots aired in conjunction with three-time print run; 30 spots/wk for 18 wks	\$2,160	\$3,240	\$4,320
1,080, 30-sec spots aired in conjunction with six-time print run; 30 spots/wk for 36 wks	\$4,320	\$6,480	\$8,640

The estimated cost range to conduct the image campaign using the above figures is shown below. Keep in mind that these numbers have been figured somewhat using generic numbers based on a study of ad rates in the area. Actual advertising costs may be more or less, depending on such factors as the medium used, the time of year the campaign is run, and number of ads purchased.

Frequency	Print – Min/ Max	Radio – Min/ Max	Total Min/ Maximum
One-time set	\$672/\$1,176	\$720/\$1,440	<b>\$1,392/ \$2,616</b>
Three-time set	\$2,016/\$3,528	\$2,160/\$4,320	<b>\$4,173/ \$7,848</b>
Six-time set	\$4,032/\$7,056	\$4,320/\$8,640	<b>\$8,352/ \$15,696</b>

Because of the important role downtown plays in the overall Midway economy, it is realistic and expected that Midway Renaissance Inc should conduct an annual image campaign. It is also reasonable that the organization work with the merchants and restaurants in Midway to determine the most equitable method for paying for such a campaign.

*Final Thoughts on Branding Midway*

One other key component of branding is the “Brand Promise” or what Midway says it will do or offer the tourists once they arrive. Be careful not to extend Midway beyond what is realistic and reasonable based on the resources of the community. If Midway is to be successful as a tourist destination, the brand promise must be manageable, competitive and add value. It cannot be misleading, confusing or ambiguous. Say what you are and work toward what you want to be.

## Connection with the Horse Industry

It goes without saying that the horse industry is critical to the success of tourism efforts in Midway. Because of the concentration of equine-related facilities in the area immediately surrounding Midway, tremendous opportunities exist for enhancing tourism in this area. Visitors want to visit horse farms, see horses and interact to some degree with the industry.

According to information provided by the Kentucky Department of Agriculture, staffs at horse farms are overwhelmed by visitors' demands to tour farms. These demands interrupt daily tasks and slow farm operations as receptionists become overloaded from phone calls, grooms are interrupted and distracted, and visitors "stagger in" for a scheduled tour asking to use restrooms, for example.

In addition, visitors often want to tour farms in large groups, which causes problems because the infrastructure of most farms is not built to handle large amounts of traffic or larger vehicles.

### *A Possible Solution*

Because horse farms face the kinds of issues mentioned above, many horse farms have been reluctant to allow visitors onto their farms. As a result, the public does not have the opportunity to experience the excitement of the horse industry. Listed below are possible solutions as identified by the Kentucky Department of Agriculture. It is recommended that Midway work with the Department and horse farm representatives to pursue these—or similar—solutions.

- Create a central point of contact that offers information about all participating horse farms, including information about hours of operation, directions, costs, etc. This central point of reference should be part of the visitors center that is proposed for Midway, and should include a toll-free phone number that is easy to remember (1-800-4HORSES, for example) and a comprehensive, high-quality web site.
- Organize mini-van or small bus tours based on the following recommendations:
  - ♦ Schedule tours of approximately 20 people at a time
  - ♦ Have a tour guide that will accompany visitors and educate them about the horse industry. These tour guides will be provided with background information about the farms and the tours will be "scripted" so individual farms are aware of the information being presented to tourists.
  - ♦ Tour guides will be able to stress the importance of rules of the individual farms. They will also serve as an additional source of supervision when tourists are viewing horses.

- ♦ Tour guides/bus drivers will be familiar with each of the farms and their driving patterns, eliminating problems with traffic flow into and from the farms.
- Tours will be at different farms on different days of the week, to avoid placing too heavy a burden on any individual farm. For example, if five farms would agree to participate, they could each offer tours 2-3 days a week at different times of the day. This would allow tours to be conducted most days of the week and at various times throughout any given day.

*(NOTE: the Department of Agriculture has worked on a program like this and has already made extensive contact with horse farms that may be willing to participate. This process is in place and should be pursued vigorously to see that these tours are organized and scheduled on a regular basis.)*

### **The Impact of Interchange Development**

It could be debated endlessly whether development at the I-64 interchange will benefit Midway or not. The answer to such a debate will only be answered with time. There are things that those who are working on the development can do to ensure that the impact of that development not only minimizes—but also enhances—the impact on Midway in the long term.

There are needs in Midway that can possibly be met more readily through development of the interchange. Construction of a hotel or motel facility is much more likely to happen there, rather than inside Midway proper. A gas station/convenience store is another type of establishment that is more likely to develop at the interchange rather than in town.

Beyond those two types of businesses, however, very strong cases could be made that any other development—especially development of a visitor's center and additional retail—should be developed within Midway and possibly in the downtown area.

Interchange development will undoubtedly entice people to stop for fuel, food or lodging. But that will in no way ensure that those same people make the effort to come into Midway to see the true character and personality of the town. Making the effort now to keep as much development inside the city limits and within the existing confines of Midway will lessen the efforts that will be necessary to ensure that those who stop at interchange development will travel the mile or two on into the heart of the city.

Information gathered through focus groups and interviews as part of this study will provide countless ways to entice people from the interchange to downtown. It is important for residents

of Midway to think about what is realistic and feasible in considering new development anywhere in Midway.

Specifically, it is highly unlikely that a new pharmacy or a new hardware store will open again in Midway, and most likely not in the downtown area. Today's business environment is much too aggressive and competitive for those kinds of businesses to open and remain competitive enough to survive in a town the size of Midway.

This is not to suggest that it is impossible. But without a better understanding of Midway's specific market position, anyone is simply guessing and speculating about what might or might not be successful.

It is strongly recommended that Midway undertake a comprehensive market analysis to better understand who Midway's current customers are, what new customers may be likely to support Midway, and to more clearly identify what types of businesses have the best chance for success.

Such a market analysis is the cornerstone of any successful community or downtown development effort and should be a priority of the City of Midway and the Midway Renaissance Inc. Having this analysis will also help those working on development be able to offer educated and realistic responses to those who clamor for such new businesses as a new pharmacy, a new hardware store or a new men's clothing store.

## **Significant Findings as they Relate to the Original Project Guidelines**

Once information was collected and analyzed, it was then possible to look back at the original project guidelines to see if the information matches the questions.

It should be noted that the parameters of this project did not allow for answers to all of the objectives. For example, information from the tourism profiles and focus group responses helps begin to answer the questions about what will bring people to Midway, how to generate more traffic downtown, and who the typical visitor to the area is. This project can also make a “case” for improvements, especially to downtown Midway.

Unfortunately, it is nearly impossible—considering the parameters of this project—to begin to answer such questions as what kinds of businesses will enhance or compliment existing businesses, what to expect from the I-64 development, and what the vision for the community.

Here is each of the project guidelines and related findings and/or suggestions for defining the answers to each question:

1. *What will bring people to Midway?*

Primarily, what currently brings people to Midway are locally-owned specialty shops and restaurants, and it would be safe to assume that these kinds of shops and restaurants will continue to bring people to Midway. It is important to remember the importance of having a detailed, comprehensive market analysis to more effectively begin to understand what types of businesses consumers within the Midway trade area will support.

2. *What kinds of businesses will enhance or compliment the existing business mix?*

It will be difficult to expect that the Midway market could support another hardware store, pharmacy or men’s clothing store. Because of the quaintness of the community and distinct draw it can build upon with the horse industry, it would be reasonable to expect that additional specialty shops, antique shops, coffee shops/bookstores, and addition restaurants could be added to the existing business mix. Considering the plan for development of the I-64 interchange, it will be critical that a comprehensive plan for enhancement of businesses in the downtown area be made and followed.

3. *How can we engage residents?*

Based on responses from the Focus Group Sessions, the most effective methods for engaging residents is to:

- 1) Have a vision for Midway's growth. Currently there is no collective vision for development of the community and efforts appear to be somewhat fractured and disjointed and, even worse, may appear to be coming from a small group of people.
- 2) Take every possible step to keep residents as informed as possible about the projects and activities underway and being planned. It may seem like that information has been shared in the past, but the effort must be constant and consistent.

4. *What can we expect to draw from the I-64 interchange and what will be the impact of that draw?*

It is nearly impossible to know what the expected draw from the I-64 interchange will be without knowing what specific kinds of businesses and attractions that will be allowed there. This information was simply not available during this project or development of this report. History shows, however, that the kind of development as outlined in the plan by Ferrell Rutherford Associates would have a significant impact on downtown businesses.

5. *How can we generate more traffic downtown?*

More traffic can be generated downtown by focusing first on the existing tourism/visitor market as defined in this report. At this time, it would be futile to utilize resources on trying to attract visitors from an area much wider than within a 150-mile radius of Midway. Frankly, this market is much greater than the existing Midway infrastructure and business climate could support, so the opportunities to generate more traffic from these consumers is tremendous.

6. *How to we make the "case" for improvements?*

The "case" for improvements to Midway and the downtown area can be made by looking at what gaps exist in these project guidelines. While Midway has the kind of character and spirit that many communities can only hope for, those working on improving Midway must work on projects that are relevant to Midway and not simply the best project that matches a funding source. Development must also be incremental, focus on quality, match local resources, and be reflective of the community's vision.

7. *What are the demographic, psycho-graphic and socio-economic facts about Midway and its trade area?*

There is significant information available from the Kentucky Department of Travel Development regarding tourism in the Bluegrass Region. However, this information is not specific to Midway or a Midway trade area (which has not been defined). A trade area—and specific information about that trade area—is part of a comprehensive market analysis, a project not yet undertaken in Midway.

8. *What is the vision for Midway?*

There is currently no established vision for Midway. Development of such a vision should be done in a very public, interactive format that involves a large percentage of Midway residents. This could easily be done in one evening meeting and should not be a drawn out process. Once a collective community vision has been defined, that vision should be formally adopted by the City of Midway, and should be shared with such groups as the Woodford County Chamber of Commerce and the Economic Development Authority.