

Fox River Navigational System Authority
Planning Session - Flip-Chart Notes

July 28, 2015

Specific Deliverables of the Meeting:

1. Provide input to create our vision
2. Provide input on what our “brand” stands for:
 - Who is are target audience(s)?
 - Is “FRSNA” our brand name?
3. Provide input to create a “Brief” to use for selecting an external marketing/communication/promotion partner to execute our plan

What will we look like in 2025?

- Vibrant, fully functioning system from Menasha to Green Bay
- Meaningful destinations along the way
- Statewide/National recognition
- Strong business partnerships (that add value to the system, i.e., restaurants, etc.)
- Ongoing program of meaningful events and services to communities
- Ability to adopt the visions of the Heritage Parkway and Mississippi River (tourism, historical perspective and economic impact)
- All resources in the Authority’s care being restored
- Recognized as an education source for students
- Staffed to keep-up to date with signage, etc.
- Feeling of belonging
- Partnerships and buy-in with each community along the river
- Financially capable of meeting all closure commitments and ongoing maintenance & operations (as dictated by the law)
- To the general public (static public and tourists) – a source of education
- FRNSA is seen as a leader of the Fox River area
- When people think of Wisconsin, the Fox Locks are one of the top 1-3 things people think about (like the Packers)
- Sustain, maintain and advance ongoing support from Madison State Government
- Key metrics established and measured, like:
 - Number of visitors to the system
 - Number of usages of the various locks
 - Etc.
- The Fox Locks successfully engages younger people to the system (history, use, etc.)
- The system is sustainable ongoing from all stakeholders’ perspectives

- Fox Locks becomes a key tourism destination (tours, boat rides, off-water events, etc.)
- System benefits are coordinated with other community events (EAA, Packers, Country U.S.A., etc.)
- River system becomes a “benefactor” of donors (Endowments, gifts, etc.)
- Recognized leader in environmental benefits of the system
- Driver of entrepreneurial opportunities
- Recreational value beyond the locks/river (trails, etc.) for:
 - In/on water users
 - Contiguous to the water users (accessibility)

2016 – 2020

- Vibrantly active Visitor Center in operation
- Active educational destination (for local schools, families, visitors, etc.)
- Boat transfer station operating (Rapide Croche)
- Kaukauna bridge repaired
- Education materials at all “Points of Entry”
- Healthy, successful relationships with key identified partners:
 - Fox Heritage
 - Friends of the Fox
 - State/Local Legislators
- Signage program complete
- All locks open (2017 season)
- Location/addresses if locks known and accessible via consistent signage
- System staffed properly to fulfill all desired purposes (by whatever source; native Americans, State park personnel, etc.)
- Sponsor an annual event (by community, tied to other events like music, etc.)
- System becomes a stimulus for local communities to work together on events, ideas, best practices, etc.
- Buoys in place along the entire system
- A fully operating system becomes a motivator for other groups to sponsor events, programs, etc.
- The system adds enough value that the cities/municipalities that have locks identify them as their own – and as an asset
- Lock-tender houses (8 total) – refurbished and repurposed)
- A full revenue generating business plan is complete by the end of 2017
 - The business plan will provide guidance (via policy) for property use
- Kayak/canoe launch/plans in place
- A complete “Guide for use” is in-place for all property owned/controlled by the Authority
- Considered to be very “User-Friendly”
- A consistent brand image and logo established

- The Authority is self-funded – need to communicate a common understanding with communities so they fund the infrastructure needs in their boundaries and ensure they are operational on-time for the season
 - The Locks system is seen as an economic catalyst to the communities

Brand Promise

- Clean, safe environment
- Historical preservation
- Authentic
- Use of waterway
- Heritage
- Environmental Protection
- Approachable, user-friendly – a willing and desired partner
- Education
- Inclusive to and for all (more than just boaters, includes all along the entire corridor)
- Survival (Flowing water – which is critical to our survival)
- Always progressing (not static)

Target Audiences

- Users:
 - On-water recreation – both local and tourists
 - Educational – both teachers and students
 - Off-water recreation – both local and tourists
- Businesses
- Government (State, County, Local)
- History “Seekers”
- Environmentalists
- Young kids and families to build long-term interest

Milestones:

- May 2017 – All locks operational (not including the transfer station at Rapide Croche)
- December 2016 – Ground-breaking for the visitor center
 - Grand opening in conjunction with the start of the 2018 season
- Spring 2017 - Construction begun on Rapide Croche transfer station
- Spring 2018 - Full system (Lake Winnebago to Green Bay) open
- Mid 2017 – Policy developed and in-place for the Lock-Tender houses

- Spring 2017 – Kaukauna bridge fixed and operational (by season opening)

Communication “Brief”

- The outcome of the communication (benefit) is a “Quality of Life” enhancement at a very low cost to the community
- Preserving the past and providing for the future
- Uniqueness (Cultural, Historical, Educational) of the system
- Scope of the System
- Reason for the locks (need)
- Environmental richness of the system area
- Key milestones – past successes and future plans
- Historical challenges (how the system almost closed permanently, etc.)
- Economic Impact
 - Power generation
 - Success story – began as an effort to “save” something and grew into a sustainable partnership with the Federal Government and others
- AWARENESS
 - Local
 - Statewide
 - National
- External Partner:
 - Ability to connect with media sources
- Department of Tourism

Fox River Navigational System Authority
Key Elements to Drive Future Communication

DRAFT

September 2015

Mission (from website):

The mission of the authority is to serve the citizens of the Fox River area and the state by rehabilitating, maintaining, developing and operating the navigational system to:

- Promote tourism, recreational and commercial use of the navigational system through heritage parkway management and
- Maintain and improve the scenic, physical, historical and environmental character of the navigational system.

Vision (draft from planning session notes):

To create the most widely recognized and utilized lock system in the United States.

Brand Development (preliminary draft):

- Do we want/need to establish and build a brand position for the Fox River Navigational System Authority (FRNSA), or are we really wanting to create a brand for the Fox River locks system (the navigational system)?
 - Is FRNSA an enabler to the lock system or the brand for the system?
- Brand Positioning thoughts:
 - Target Audience: *For people who appreciate and value our natural waterways*
 - Frame of Reference: *The FRNSA is the organization behind the scenes that manages the entire Fox River locks system from Menasha to Green Bay*
 - Point of Difference: *Enabling the inspiration, understanding, historical significance and use of the Fox River by all interested parties*

- Support:
 - *Only FRNSA is responsible for rehabilitating, maintaining and operating the 17 locks within the navigational system*
 - *FRNSA has established respected and collaborative relationships with all levels of government to assist in the system's sustainability*
 - *FRNSA has enabled the system to be a valuable education tool for all interested school systems and educators*
 - *FRNSA is committed to preserving and bettering the environment in and around the entire river system*
 - *FRNSA collaborates with other organizations that support the Fox River from a historical and recreational perspective*
 - *FRNSA works with the surrounding communities to grow the commercial potential of the area by associating with the system*

- Positioning Statement: ***For people who appreciate and value our natural waterways, the Fox River Navigational System Authority is the organization behind the scenes that manages the entire Fox River locks system from Menasha to Green Bay, to enable the inspiration, understanding, historical significance and use of the Fox River by all interested parties, because only the FRNSA is responsible for all aspects of the system, and works/collaborates with all relevant people/groups/organizations to maximize the use and potential of the system.***

- Brand Promise: *Protecting, sustaining and enhancing the Fox River navigational system for everyone*

- Emotional Benefit: *Pride in our entire river system*

- Tagline: *Get to know the Fox River lock system*

Other Issues/Considerations:

- How do we incorporate the planned visitors' center into our marketing efforts to get the desired impact?

Communication Brief for Marketing Agency (considerations):

- Key elements to consider:
 - Brand Foundations:
 - Point of Difference
 - Brand Promise
 - Emotional Promise
 - Brand Personality
 - Communication Request:
 - Brand Target – the WHO
 - Brand Strategy (penetration/loyalty/distribution/awareness/etc.)
 - What is the news/main message?
 - What customer/target behavior do we expect to drive?
 - What customer/target behavior is necessary for us to win?
 - Deliverable
 - Measurables/Metrics
 - Timing
 - Budget
 - Other considerations
- A generic template to review/evaluate different marketing agencies is included on the next page for reference purposes

Agency Review

Agency Reviewed: _____

Date of Review: _____

Reviewer: _____

		Strong Demonstration	Good Demonstration	Acceptable Demonstration	Unacceptable Demonstration
Overall Fit	What is the overall subjective feel for the agency based on culture, chemistry and match?				
Thoroughness of Pitch	How well do they understand what we want to do based on the RFP/Brief?				
Innovative Strategic Thinking	Do they show understanding of strategic marketing and innovation?				
Experience with Brand Rejuvenation	Have they done it and what are their best practices for this?				
Full Service Capabilities	What is their ability to provide strategic thinking as well as deliver on tactics?				
Digital Capabilities	Do they have experience and best practices with web development and social media deliverables?				
Bench Strength	Able to quickly staff with an "A" team to meet deliverables?				
Measurement of Success	How do they approach metrics for their work?				
Affordability	Will they be able to deliver on the work for the budget provided?				
Top Quality Design	Do examples of previous work show quality design?				
Multi-Channel Experience	Do they have experience across the channels that <i>Company</i> is considering?				
Conflict(s) of Interest?	Are there any potential conflicts of interest (<i>Class of trade</i>)?				
References	Do their references reflect strong partnerships?				