

ROGER BROOKS
International



Branding, Development & Marketing Action Plan

April, 2015


MaRion
IOWA
Reach higher!

TABLE OF CONTENTS:

Introduction.....	6
Primary goals of this effort.....	7
The 10 things you need to know about branding.....	7
The branding process.....	10
The Marion brand story.....	15
The look and feel of the brand.....	16
Marketing materials.....	17
Marion Recommendations:	
1. Form the Brand Leadership Team (BLT).....	19
2. Review the plan every two months and update it every year.....	22
3. Create an Iowa Reinvestment District Program for Uptown Marion.....	22
4. Create a Marion Uptown Conceptual Design and Plaza Program, the Business Plan.....	23
5. Create a Self-supported Municipal Improvement District (SMID) for the Uptown area.....	24
6. Establish a BLT speaking engagement calendar.....	24
7. Contract graphic design expertise.....	25
8. Begin the transition of the new brand identity.....	28
9. Tie existing Marion events to the brand.....	29
10. Contract for professional video and still photography.....	29
11. Build a Consumer Promotional Website to Promote Marion.....	30
12. Develop recruitment marketing materials: Community Profile & Opportunities Brochure.....	34
13. Develop a zoning ordinance for Uptown with “allowable” first-floor retail uses.....	35
14. Contract for retail recruitment in Uptown.....	37
15. Work with property owners on lease agreements: open days and hours with an evening focus.....	38
16. Create a guide to hosting and producing events in Marion.....	39
17. Research and invite regional clubs and organizations to host events in Marion.....	40
18. Create social media campaigns.....	42
19. Benches and Uptown beautification.....	43
20. Create a mobile visitor information center.....	46
21. Design, print and distribute “The Best of Marion” rack brochure.....	47
22. Develop free Wi-Fi access with the Uptown Core 16-Block Area.....	49
23. Install decorative sidewalks.....	50
24. Retail blade signs.....	51
25. Find and contract with a qualified firm for a citywide wayfinding system design.....	51
26. Construct or improve Uptown public restrooms.....	53
27. Add Marion businesses to GPS services, web-based applications, and smart phones.....	54

28. Implement a technical assistance program for Uptown business and property owners 54
29. Create a series of “brand awareness posters” 55
Future Tasks 57

APPENDIX

BrandGraphics 61
Demographics & Tapestry Report Pages 81
Intinerary Questionnaire 103
Roger Brooks International Video Viewing Order 104

PREFACE

This Branding, Development and Marketing Action Plan was developed through a collaborative process between Roger Brooks International, Inc. (RBI) and the City of Marion, Iowa. We would like to thank the Marion volunteers and others who devoted many hours to the process of making this plan a reality by participating on the Brand Development Committee, as well as the many business and property owners, residents, and others who contributed their time and valuable input of ideas, resources, and feedback.

The recommendations made in this Plan are based on the information provided to Roger Brooks International by many caring and concerned citizens, research, best practices in other locations, and the findings of previous plans and studies, as well as experience and expertise in the field.

The results from implementation of this Branding Plan are dependent upon many factors, including the time, effort, funding availability, and cooperation of those involved in its implementation.

INTRODUCTION

Billions of dollars each year are spent marketing communities for economic, residential, business and tourism development, yet 97% of that marketing is ineffective. Why? People are exposed to 5,000 marketing messages a day – far more than the mind can absorb – so they automatically filter out generic marketing messages and those that don't cater to their individual needs or desires. The days of being “all things to all people” are over. To be successful – in business or as a community – you must differentiate yourself from everyone else. After all, there are more than 947 cities and towns in Iowa and every single one is instantly accessible via the web. To win you must find that one “unique selling proposition” that really sets you apart from everyone else and then build on that as a foundation. This is the art of branding.

In this new reality of shrinking federal and state funding for communities, each city must think and act like a business: Find new ways to import more cash than is exported when locally earned money is spent elsewhere. Communities have been forced to get into the branding game to be successful. Find your niche, create new business opportunities within that niche, and then promote it like crazy.

Marion is faced with several challenges:

1. A perception that there is nothing to do
2. The current appearance of 7th Avenue
3. A limited retail mix and limited business hours
4. Difficulty with traffic flow
5. A perception of too much traffic police activity

On the positive side, Marion has some great assets it can build on:

1. A reputation for excellent schools
2. A safe place to live and raise a family
3. Good community events
4. Growth, progressive attitude
5. Parks and recreation opportunities

Over a four-month period, the City of Marion spearheaded the City's branding efforts. This culminated in a week-long “Brand Camp” the week of January 5th, 2015, when the City's “Brand Leadership Team” solidified the direction, key marketing messages, and supporting product that will make Marion one of the state's most desirable destinations for raising a family and growing a business.

THE PRIMARY GOALS OF THIS EFFORT

The Brand Development Committee set forth the following goals for the Marion branding effort:

1. Targeted economic development
2. Capitalizing on existing quality of life assets
3. Creating a unified identity within the community

The primary reasons for the branding effort are:

1. To put Marion “on the map” as more than a bedroom community
2. To differentiate Marion from the other 946 communities in Iowa—and throughout the Midwest
3. To increase the commercial/industrial tax-base so it carries more of the tax load
4. To encourage families to live AND work in Marion
5. To slow the leakage of locally earned money being spent elsewhere
6. To continue working to make Uptown Marion THE showcase downtown in Iowa
7. To attract visitors into the community, tapping into regional tourism spending
8. To develop a unified marketing effort within Marion’s stakeholder organizations

THE TEN THINGS YOU NEED TO KNOW ABOUT BRANDING

Branding is the art of setting yourself apart from everyone else. Being a place that has “something for everyone” can be anywhere and says nothing about you.

A brand is a perception – what people think of the city when they hear Marion, Iowa mentioned. It’s also a promise that the city will deliver on the perception. In the case of Marion we know that part of this effort is “positioning” or “branding” the community so that it has its own identity separate from Cedar Rapids, and highlights its own special attributes.

Logos and slogans are not brands. They are just marketing messages and graphic images used to support and reinforce your ownership position. After all, brands are about owning your niche in the marketplace.

Never use focus groups for brand development unless you want a watered down generic brand that can fit just about anyone, anywhere. Marion’s Brand Development Committee was not a focus group, but a group of local businesses and organizations whose primary purpose was to develop this plan that will reinforce and support the perception and promise being developed and marketed.

A great brand evokes emotion. It’s a feeling someone has about you. This is why you must focus on activities and emotional benefits more than physical attributes such as historic buildings, parks, and other public facilities.

All successful brands are built on product, not marketing. You can develop new advertising, graphics, websites, mobile apps, signs, and posters, but if the product doesn’t change or improve, what have you accomplished? Any increase in sales will not be sustainable.

You never “roll out” a brand. It’s earned – good or bad. The good news for Marion is that the community already has a strong foundation on which it can build its brand, through the family and business oriented assets and mindset that makes it an ideal place to live and invest in.

You cannot do branding by public consent. Yes, we did ask local area residents to weigh in on the brand direction, but in the end, the idea found to be most feasible is the brand direction being used and detailed in this plan to push the agenda forward. This has been a grassroots effort. The City facilitated the process, but the whole community has played a vital role in the brand's development.

You build the brand on feasibility, not just local sentiment. Typically, the most feasible brand direction is built on a foundation already there. In the case of Marion, that foundation is the energy and commitment of its residents, the schools, parks, city center, and "economic gardening" atmosphere. Now it's time to take it to the next level.

Brands are built on public relations – advertising is used to maintain your ownership position. A brand is a feeling we have of you – and feelings are communicated by word of mouth, press coverage, articles and, these days, social media.

A spiral-bound notebook with a cream-colored cover and a black metal spiral binding at the top. The notebook is open to a blank page. In the center of the page, the words "The Branding Process" are written in a dark blue, cursive-style font.

The Branding Process

The process used to develop the Marion brand has been tested over a number of years and has, to date, met with a 100% success rate. The process is as follows:

1. Creation of the Brand Development Committee (BDC)

Marion stakeholders were selected from a wide array of organizations and businesses to become the Brand Development Committee for this branding project. An outside facilitator (RBI) was brought in to guide the community through the process. Included on the BDC were the following people:

- Jill Ackerman – Marion Chamber of Commerce
- Amber Bisinger – City of Marion – Communications
- Cody Crawford – Marion City Council
- Nick Glew – MEDCO (Economic Development)
- Amanda Kaufman – City of Marion – Administration
- Hannah Kustes – Abode Construction
- Sara Mentzer – Blue Zones Project Marion
- Jennifer Pickar – Cedar Rapids Area Convention & Visitors Bureau
- Stacy Postier – ESCO
- Sandie Rohrer – Linn-Mar Community Schools
- Ashley Zierath – Uptown Marion

Roger Brooks International was retained to facilitate the process, led by Roger Brooks, Jordan Pogue, John Kelsh and Creative Director, Greg Forsell. Competitive analysis, research and feasibility work was a team effort between the City of Marion and the Roger Brooks team.

2. Education and outreach

In October of 2014, RBI conducted an Opportunity Assessment of Marion, Iowa, and the findings were presented in a two-and-a-half hour workshop. The assessment provided an unbiased overview of Marion – “how it is seen by a visitor”. It included a review of local marketing efforts, signage, attractions, critical mass, retail mix, ease of getting around, customer service, visitor amenities such as parking and public restrooms, overall appeal, and the community’s ability to attract visitors. At the same workshop, Roger Brooks presented “The Art of Branding a Community”.

In October of 2014, RBI developed an online questionnaire soliciting thoughts and opinions from residents in and outside of Marion. Using the questionnaire, over a month-long period 993 people weighed in on nine questions including what they thought Marion should be known for – its brand. They also provided feedback on what they saw as major challenges and best assets. They answered other questions including what thought was missing from the Marion mix that would get them to spend more time (and money) in the community. The responses were very enlightening. The different origins of respondents allowed us to see the perspective of locals, and those living in nearby communities. The research poll result files have been given to the BDC. Some of the top comments were as follows:

1. Local schools are our top asset
2. Nothing to do – need a major draw
3. Good number of shops and restaurants
4. Parks and recreational opportunities are great
5. Our community is the right size and feel
6. Our community is very safe
7. Streets need repair/ traffic flow/navigating issue
8. Need better restaurants
9. Uptown retail has limited business hours
10. Police are too aggressive at ticketing

In November, 2014, 96 individuals were interviewed during ten focus group sessions held in Marion. Representing many local organizations and points of view, they had an opportunity to weigh in on Marion's future and share their information and opinions.

3. Identification of the markets

It's important to know whom it is Marion hopes to attract as a result of the branding process in terms of location, demographic and lifestyle. Working with the Brand Development Committee and using ESRI research (included in the Appendix of this plan) the markets were identified as follows:

Geographic:

- Within Marion: 35,000 residents
- Ten-mile radius around Marion
- Cedar Rapids residents and their visitors
- Visitors coming into the metro area
- New and relocating businesses from across the country

Demographic:

- Young families (late 20s, 30s, early 40s)
- Well educated, free-thinkers, over-achievers
- Young professionals/creative class not yet starting a family

Psychographic:

- Parents looking for the best place in the Midwest to raise a family
- Entrepreneurial spirits
- Wholesome atmosphere, a focus on education, children

4. Narrowing the field through research and outreach

The Brand Development Committee spent several days reading through the local feedback and applying it to the “Feasibility Testing” process. Here are the ten questions we asked for each idea that came from local and area residents:

1. Is this something the markets we are hoping to attract can't get or do closer to home?
2. Is this something the community can buy into? We're not asking for permission but want something they can take ownership of. "We're okay with it."
3. How much will it cost and when will we see a return on our investment? This applies to both public and private investment.
4. Can the private sector buy into it? Are there investment opportunities? After all, this is about tax base.
5. Does it have legs? Can we start with a small niche and add “extensions” to the brand? If we want to be a sports capital, can we start by being the soccer capital, then add softball, then disc golf...?
6. Can we make it obvious and pervasive throughout the community?
7. Do we have those who will tirelessly champion the cause?
8. How wide an audience will it attract? We want a niche, but not one that's so small the economic gain is minimal.
9. Will it extend our seasons? This is why hanging a brand on a three-day festival is rarely feasible. What about the other 362 days of the year?
10. Is it experiential? Based on activities. BMW's tag line is “The Ultimate Driving Machine.” It's based on the experience – not the physical attributes of the car.

The Brand Development Committee was able to narrow down the ideas to a few leading brand direction candidates:

1. Family-focused — “Kids and family”
2. Performing arts & culture — (Music, performing & visual arts)
3. Capital of recycling — (Recycling, renewal, reuse)
4. Sports & recreation — (Squaw Creek Park, trail systems, etc.)
5. Uptown Marion — (Plaza, festivals, arts, culture)

During “Brand Camp” these concepts were distilled into the essence of Marion – that it is the best place in Iowa – and then the Midwest – to raise a family and grow a business.

5. Creation of the Brand Leadership Team

Now that the Brand direction is determined, the BDC is in the process of creating the Brand Leadership Team, which is described in the Action Plan recommendations that follow. The Brand Leadership Team's primary job is to implement the Branding, Product Development and Marketing Action Plan. These will be the pioneers and champions who will make it all happen. They will never take no for an answer and will move mountains to make a difference for Marion.

6. Development of Product That Supports the Brand

This plan presents the list of product development initiatives to give the brand a solid foundation: what needs to be developed, improved, added to, or changed to reinforce the brand direction. Brands are built on product, not just marketing. In fact, product sells itself. The recommendations in this plan are both product development initiatives and marketing initiatives. All are an INVESTMENT, not just an expense. Every recommendation was included ONLY if it would help achieve the goals of reducing leakage (locally earned money spent elsewhere), increasing tourism spending, and making Marion a vibrant place to start a business, raise a family, and become a year-round Uptown destination for family, friends and visitors.

7. Write the brand promise

Once we knew what the brand would be, and defined the product that will reinforce and support it – leading to ownership of the brand – the brand promise was created. This is the guiding principle for everything the community and its partnering organizations will focus on for the next three to five years.

8. Create the look and feel of the brand

This is where the logo, tag lines, concept print ads, pole banners, posters, and other graphic elements come into play. They must portray the feeling that supports the brand promise. Successful brands evoke emotion – they are what we think of you when you mention you're from Marion, Iowa. They are more than just what you have to offer.

9. Develop the Action Plan

During the first week of January, 2015, the Brand Development Committee donated many hours of their time to meet as a group to come up with the major initiatives that will drive the brand forward. After all, a brand is something that lasts for generations.

The recommendations outlined in this plan came as a result of meetings during the week in January along with follow-up research.

This is NOT a Strategic Plan outlining general goals, strategies and objectives. It is, in essence, a “to do list” that details specific assignments, by organization, approximate costs where and when available, and they are placed in chronological order of when they would be implemented. It's important to point out that an Action Plan is like a jigsaw puzzle – there are many pieces and you cannot reshape them, toss some aside or alter them without ending up with a worthless puzzle or plan. Branding, product development and marketing recommendations are all intermingled in this plan, making it easy to simply work your way, by organization, down the list.

10. Make something happen

As you read through the recommendations you'll see that this is an aggressive plan. It requires digging deep to make some very specific things happen over the next two to three years. The work has already begun but won't end for perhaps a decade. In fact, you can never rest on your laurels, so the brand (including this plan) must always progress and grow. Once you cement ownership of your brand, other communities will try to emulate the success – they will be gunning for you.

Once the City and its partners have implemented most, if not all, of the recommendations in this plan, they will come back together and develop the next list – always with the same goals and the same brand promise as a guiding light. Product development is an ongoing process – not a one-time thing.

11. Keep the energy high

This is why true champions must lead the effort. Their unbounded enthusiasm will push the agenda forward. There are ONLY three killers of any branding effort:

1. Local politics, which are typically worse with membership organizations than with elected officials.
2. Lack of champions who push the agenda forward.
3. Lack of money (both private and public).

The bottom line: If you have true champions, they will ALWAYS get through the politics and they will find the money. ALWAYS.

12. Tell the world

2015 and 2016 are the “getting ready years,” which includes securing funding for several projects, working as the Brand Leadership Team organization to help implement the plan, and gradually reworking all marketing materials from business cards to websites, etc. Let the fun begin!

One word of caution: As you start to implement the new brand graphics and key marketing messages, make sure you will be able to “deliver on the promise” they represent. A brand is a promise, and if you don’t live up to that promise the branding effort will fall flat. In the case of Marion, to become a truly vibrant and active community destination where there is “always something going on,” it will be mandatory to live that mantra – meaning the recommended four block Uptown Plaza should be full of life and activity at least 250 days a year. And that still leaves 115 days of inactivity.

13. Revisit the plan every two months – at least

This Action Plan is a “to do list”. Not a plan you read once and then it sits on a shelf. Start working down the list. Write notes in the margins; check off items that have been accomplished; put peer pressure on your partnering organizations: “How are you doing with your list?”

Once a year go through the plan and update it. Plans like this are fluid, and some things may need to be rearranged or may alter the timeline, and so it’s very important to update the plan once a year. Likewise, as you implement items in the plan, each year you’ll add several new initiatives to the plan to keep the brand moving forward and to keep it growing.

14. Never, ever give up

On October 29th, 1941 Winston Churchill spoke to the boys at Harrow School and made this famous statement: “Never, never, in nothing great or small, large or petty, never give in except to convictions of honour and good sense. Never yield to force; never yield to the apparently overwhelming might of the enemy.” While this may be a little overly dramatic for Marion’s brand project, it sets the stage for never taking no for an answer. Where there’s a will, there’s a way. It will be impossible to make everyone happy, so just keep pushing forward.

Dr. Robert Anthony once said, “Forget all the reasons why something may not work. You only need to find one reason why it will.”

THE MARION BRAND STORY

From its early days as the Linn County seat and its long efforts to attract the railroad, Marion has been viewed as “a city of schools and churches,” and “its intellectual, spiritual, and social ideals have been largely realized in its system of schools, unexcelled fraternal organizations, literary and musical clubs and societies” (1911 History of Linn County Iowa). This capacity for social advancement still exists today and forms the basis for Marion’s brand: The best place in Iowa – and the Midwest – to raise a family and grow a business.

Brand Character / Brand Voice:

This articulates the feeling of the brand. If Marion were a person, what would it be like? This should translate into the execution of all elements. Communication, advertising, marketing tools, product development and even customer service programs should be consistent with the brand’s character.

- Outgoing, active, youthful
- Caring, dependable, family-centric
- Friendly, jovial and generous
- Forward thinking, hard-working

BRAND PROMISE:

The Brand Promise is the simple statement and guiding principle that should be placed on every wall in every City department, on the front page of the City’s comprehensive plan, and in the offices of every partnering organization. It is your guiding principle for everything you do as a community. Every initiative, marketing effort, event, and development project should help reinforce the “ownership” of the Marion brand – the goals and feelings it stands for.

Marion is the best place in Iowa – and then the Midwest – to raise a family and grow a business. Here you can reach higher.

Marion’s Brand Credibility, Reasons to Believe:

This is the evidence that will be communicated over the next several years for Marion’s positioning. It is the reason why people will believe Marion offers the best opportunity to realize success in raising a family and starting a business. It makes the claimed benefits compelling.

- “Best places for home ownership in Iowa” - NerdWallet
- “One of the 10 best towns in the U.S. for families” - Family Circle
- Blue Zone demonstration site (healthy living)
- One of the “safest cities in Iowa” - 13 years running
- One of “Iowa’s Great Places” award
- Top-rated schools, Squaw Creek Park, Lowe Park, neighborhoods...
- Zero waste commitment
- 19 (count ‘em) city parks
- Already ingrained into the community’s DNA

Key Messages:

Primary messages consistently support the Brand Promise and are repeated in press releases, advertising copy, website copy, photography, etc. Secondary messages support other strengths and can be used for more sector-specific marketing and promotion.

Primary:

- A place where families have brilliant beginnings
- The sky is NOT the limit
- Reach higher, achieve more. In business and in life

Secondary:

- Home to incredible recreational and cultural amenities
- Where healthy living is in our DNA

THE LOOK AND FEEL OF THE BRAND

The Marion Logos:



The Marion logo type (font) projects a modern, playful and forward thinking style. The City name itself is central to the graphic logo so that the destination will become more familiar with every use. The "Iowa" is added to distinguish it from the other 28 cities in the US named Marion. The bright yellow strokes emanating from the capital "M" suggest action – in this case, brightness, verve and excitement.

At the end of this plan you will see the initial concepts used to convey the brand to your major markets. You'll notice common elements and color palettes that would always be used to create continuity of the visual brand expression with everything you do.

The Marion Tagline:

The Marion tagline “Reach Higher” is aspirational. It says, “Marion is a place where people work smarter, set lofty goals and strive to achieve for their families and their community. It is also an invitation. Come to Marion, and be supported in ‘reaching higher’”.

MARKETING MATERIALS

The recommendations in this plan include creation of the following marketing materials:

- Community Profile and Opportunities brochure
- The Very Best of Marion rack brochure
- Re-color City Website, MEDCO website
- Social media programs
- Brand posters
- Regional ads
- Monthly newsletter
- Consumer promotional website



A spiral-bound notebook with a cream-colored cover and a black metal spiral binding at the top. The word "Recommendations" is written in a dark blue, cursive font in the center of the page.

Recommendations

MARION RECOMMENDATIONS

1. Form the Brand Leadership Team (BLT)

Timeline: April, 2015

Who takes the lead: Brand Development Committee

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

This is the first and most important recommendation of the entire effort. Without strong champions, this effort cannot succeed. After working with more than a thousand communities around the world, the only time an effort like this has failed is when strong champions weren't in place to push it forward. The Brand Leadership Team must be composed of doers – not simply directors. Even though you've already initiated this step, please review the following to make sure you have the right champions in place:

The BLT should be comprised of those individuals committed to "championing" the brand and making it happen. This means that even in the face of some adversity, they will push the agenda forward, they will not take "no" for an answer, and they will continue to "sell" the brand hoping to attract additional champions to the cause.

The members of this team will also be the "voice of the brand," working in a hands-on capacity as advocates for the brand vision, being instrumental in fulfilling all of the recommendations set forth in the Action Plan.

The BLT should include key "movers and shakers" from the community: business and/or property owners, uptown or business association members, City Council and staff, tourism and economic development representatives, chamber of commerce representatives, and others who are good communicators and committed to the brand vision.

Keep the BLT to 13 or fewer people. The bigger the committee the less likely you are to get things accomplished. This is about making something happen. Typically you'll find 13 great champions, but after a month or two the "real" champions stand out after the initial enthusiasm has waned. You can end up with between five and seven true champions, and they will work to bring others onboard – acting as "pied pipers" for the brand.

Local organizations and city officials should read through the Action Plan and then decide whether or not they feel passionate about the objectives and projects detailed therein. Characteristics of a good BLT member include:

- A willingness to invest time (and in some cases, money).
- An ability to take a few hits along the way: They need to have thick skin. Not everyone will agree with the brand direction. You simply cannot be all things to all people, and you can't let local politics kill the branding effort.
- Good speaking abilities: The BLT will be asked to sell the brand direction to various groups, boards and state/regional organizations. They should be good public speakers and be 100% behind the brand.
- Enthusiasm: Ralph Waldo Emerson once said, "Nothing great was ever achieved without enthusiasm." This must be the motto of the Leadership Team members. Enthusiasm is contagious!
- A willing doer, not someone who just wants to direct: Each member will be expected to dedicate two to four hours a month to this cause, attending meetings, speaking to various groups, coming up with great ideas and pushing the effort forward.

- The Team will also be the “brand police” when it comes to key marketing messages, use of the brand identity and tag lines. They are also charged with making sure the brand stays narrow – to resist “brand creep,” as there will be a desire to keep broadening it until it becomes more and more generic, and thereby less and less effective.

In addition, individuals with something to gain from the implementation of the plan also make good BLT members. They’ll work all the harder to see it succeed. This entire effort will rest on the shoulders of the BLT. Without champions, the branding and product development process cannot succeed and nothing will come of this plan.

Who can benefit from the brand and should be strong champions?

- Uptown property owners
- Uptown businesses: particularly retailers, restaurant and entertainment venues
- Event producers, caterers, audio/visual companies, marketing firms, event management firms and individuals
- Public market vendors (part of this plan includes the development of an indoor, year-round public market)
- Hoteliers and tourism industry operators

The first order of business is to set up some ground rules. This is a group dedicated to working with the organizations that can make things happen. You might consider this a “booster club” but with some heavy hitters and the ear of key organizations.

Ground rules might include:

- Number and frequency of meetings. Some meet every other week for the first six months as assignments are fleshed out and implemented, then they reduce the schedule to one meeting a month – and additional meetings as needed for consultant selection or other special to-do items.
- Assignments:
 - o Have one person take minutes and act as the BLT secretary.
 - o One would organize and remind members of meeting times and dates.
 - o Another would be charged with setting up the speaking engagement calendar: Developing a list of organizations, contacting them with times during the year they’d like to see what’s happening. This person would hand out assignments to fellow members – such as which event they would individually speak at.
 - o A BLT member would be charged with the PowerPoint and graphics so that everyone is using the same resources. A unified message is very important.
 - o One would work with the city or other funding organizations to set up times to review proposals, Requests for Qualifications, and to set up meetings for interviews or the selection process.
 - o The “BLT Chief of Police” would be the lead “brand cop” gathering marketing pieces created by partnering organizations and materials generated using the Brand Style Guide, and then presenting them to the BLT for approval.
 - o Elect three people on the BLT to head up subcommittees for Branding, Marketing and Product Development. The Branding Commttee will take the lead on recommendations dealing with brand messages, and use of the logo and tag line; the Marketing Committee will take the lead on the creating of brochures, websites, and other marketing efforts; the Product Development Committe will lead the effort on the Plaza, and public and private efforts to develop products and programming.
- If a member misses more than two meetings in a six-month period, they are removed from the team. This effort, particularly in the first year, requires a commitment to be a doer – including attending meetings and playing an active role in the effort.

- Generally, BLT members would serve for two years, and then among themselves would invite new members to come in as needed. So the entire BLT is not changed over at the two-year mark; there will be some natural attrition. What you don't want is the BLT to think their job is finished at the two-year mark. This could result in the disbanding of the BLT. So the two-year rule is simply a guideline. Some champions would stay for the long haul, and as long as the enthusiasm doesn't wane, bring them on!

A brand cannot be built without investment, and the initiatives in the plan require both public and private investment. Therefore, this team must be willing to take a stand and be the voice of reason.

The key is to have a small enough team so that things can actually get done, since this is about implementation. There may need to be additional people on the team – it's good to allow some flexibility.

If it is possible to develop a larger BLT without politics and personal agendas interfering with progress, then the more people on the ground, the more effective the effort will be.

With a strong implementation program, once the brand starts moving, it will take on a life of its own. Generally, the idea is to have the BLT work itself out of a job after five to seven years. Once again, this is not a steadfast rule, but at some point perhaps an organization will take on the role of brand cop and another take on product development, etc.

The life of a BLT typically ranges between five and twenty years. As the brand takes hold, meetings can be less frequent. In some cases, the BLT becomes a registered non-profit agency with some funding mechanisms to take on specific projects tied to the brand development effort.

It is important to point out that branding is never done. You cannot rest on your laurels. If you are the best, people will be gunning for you. Just think about Napa Valley. How many wine regions in California alone are looking to topple Napa as the wine capital? Likewise, Disney doesn't remain static, but adds new attractions and events all the time. Winners can never rest, so this is not something you start and then walk away from. There will always be a need for champions of change.

Finally, there are only three killers of any branding product:

1. Local politics
2. Lack of champions
3. Lack of money, both public and private

If you have great champions, they will get through the local politics and find the money and/or the development interests to make it all happen. No brand can succeed without tireless champions who pioneer the effort. This is the BLT's mission.

Once again, this is the most important decision in the entire Action Plan. Read the plan, adopt it, then become Champions for Change – active pioneers in bringing it to life. If you ever want to create a lasting legacy, this is the perfect vehicle.

The importance of the BLT with committed brand champions cannot be overstated. We surveyed 400 well-branded towns in North America, and in 397 of those communities, development of the brand was a grass roots effort. Rarely will a top-down effort yield success. Why? Elected officials are voted into office to be all things to all people, yet brands are about being known for something specific. The days of "we have something for everyone" are over. In this age of specialization, you must jettison the generic. A generic branding effort yields a watered down, mediocre, ineffective brand.

These individuals will do the work to see that the product is developed that will bring the brand to life, fulfilling the brand promise. The concerted effort by these people will be the force of the entire branding effort, keeping the brand image in focus, keeping the plan on track and overseeing the successful development of the brand.

Typically we recommend a group of approximately 13 individuals, making sure that more than half represent the private sector. As noted earlier, top-down branding doesn't work. The best branding efforts in North America were grassroots efforts

and include Nashville's country music brand, Napa Valley and wine, Orlando and Disney World, Branson, Missouri and music theater, Hershey, Pennsylvania and chocolate, even Frankenmuth and its Bavarian brand.

For more about organizing for Brand initiatives, view Roger's video entitled "Getting Everyone on the Same Page, Pulling in the Same Direction."

2. Review the plan every two months and update it every year

Timeline: April, 2015, Ongoing

Who takes the lead: BLT

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

This document is not a comprehensive plan or even a strategic plan. As an Action Plan it is fluid and needs to be looked at continually, massaged, and updated. You want to avoid this becoming a plan sitting on a shelf gathering dust. It is your reference and guidebook for the next two years.

It should be reviewed every two months and updated at least once every year. You will add things to it, rearrange things, add case histories or new ideas, and use it to determine budgets. It should be a guidebook for the city's comprehensive economic development effort. It should be used by the Historic Preservation, Planning & Zoning, Finance, Public Works, Economic Development, and Police Departments, the City's budget office, the Chamber of Commerce and by the City Commissioners in terms of setting policy and goals of the city.

If you need assistance in updating it, contract with Roger Brooks International or another firm to take a hard look at the recommendations, costs, projects and what's happened to date, what can be checked off (already completed recommendations) and what should be added to it.

The more often you review and update it, the easier it will be to keep your focus narrow and all of your organizations on the same page and pulling in the same direction.

3. Create an Iowa Reinvestment District Program for Uptown Marion

Timing: April, 2015

Who takes the lead: City of Marion, Downtown businesses

Approximate cost: None

Possible funding idea: None

Rationale and/or details:

While a number of revenue mechanisms exist for cities to raise funds for capital expenditures, there are far fewer tools for raising operating funds. Development of this plan will require substantial operating funds to manage, conduct research, produce marketing materials and complete other functions necessary to keep the plan alive and moving forward.

A Marion Square Plaza redevelopment would qualify under an Iowa Reinvestment District Program because it will "develop transformative projects that will improve the quality of life, create and enhance unique opportunities and substantially benefit the community, region and state."

Criteria:

- New state hotel/motel and sales tax revenues in the district can be reimbursed to the City to be reinvested within the district.
- Districts cannot exceed 25 acres in size and must be in an Enterprise Zone or Urban Renewal Area.
- It must include tax revenues generated by “new retail establishments” and “new lessors.”
- The new retail establishments cannot exceed 50% of the total proposed capital investment.
- At least one of the new proposed projects within the district must reach a total capital investment of \$10 million. (This may be an issue).
- The total amount of new tax revenues to be remitted to the municipality cannot exceed 35% of the total cost of all proposed project in the district plan.

Pre-applications must be filed between March 1-15.

Funds can be used for both capital and operating expenses.

4. Create a Marion Uptown Conceptual Design and Marion Square Plaza Program, then Business Plan

Timeline: May, 2015

Who takes the lead: Brand Leadership Team – Product Development Committee, City of Marion

Approximate cost: \$25,000, then \$85,000

Possible funding idea: City general funds, Hotel & Motel Tax funds

Rationale and/or details:

As the central development in support of the Marion Brand, RBI recommends the revitalization of the four block area bounded by 10th and 12th Streets and 5th and 7th Avenues. This 4-block Uptown central core of Marion incorporates land owned by the City of Marion, the City Library, the Noddle Companies, and minor landowners. Each of the landowners must ultimately buy into their portion of the 4-block development recommendation in order for it to be successfully developed. It must make economic sense, and there must be an overall vision as to how the different development pieces work together to create a vibrant, financially sound community destination.

It is RBI’s experience, in recruiting over \$2 billion in destination infrastructure, that a conceptual design and a programming plan is the best way to illustrate and convey the overall vision of the proposed development as well as show the economic feasibility of the proposal through planned events for the sites.

In step one, the Marion Brand Leadership Team should engage professional support in coming up with the visual concept and “programming” for the 4-block area, develop 4-color renderings of the area from different perspectives, and conduct an in-person presentation with the decision makers at Noddle Companies.

A redesigned and developed four-block area designed to “fit” together, would dovetail with the currently planned traffic improvements on 7th and 6th Avenues, the façade improvement program, and the Art Alley project. It would include the proposed redevelopment of the City library block, with additions of retail and upper floor residential; repurposing of the central Square block, with the addition of a public market pavilion for year-round activities and events; partnered redevelopment of the Noddle Companies shopping strip block with incorporation of an outdoor activity Marion Square Plaza (splash pad and ice rink); and the repurposing of the Library parking block to a botanical park and multi-story car park. The programming would plan for the economic success by creating 250+ days of activities and events that will draw consumers to the expanded retail mix of Uptown.

Be sure to watch Roger's videos entitled "The Power of Public Plazas – Parts 1 & 2", as well as "Year-Round Public Markets."

A second step to this process would be to add detailed design elements. Not architectural and engineering or construction drawings, but enough detail to get a fairly good idea of the development cost. This "business plan" would include programming details for ice rink, water features, staged events, sound, lights, vendor spaces, public market pavilion, staffing, upgrades and maintenance costs, job descriptions, income and expense budgets. From this you would have all the drawings, site analysis and a good idea of annual cost and income revenue sources.

One approach is to have a non-profit operate it and the City own it. While an annual marketing and operating cost might be in the \$500,000 range, the city subsidy would be in the \$50,000 to \$100,000 range. The balance would come from vendor sales/space rentals, sponsorships, naming rights, skate rentals, etc.

The first step creates a conceptual design with renderings of what the Marion Square Plaza would look like and what would go where. The second step would detail ownership, management, operations, staffing, income and costs.

5. Create a Self-supported Municipal Improvement District (SMID) for the Uptown Area

Timeline: November, 2016 voting cycle

Who takes the lead: Chamber of Commerce, Uptown Marion, MEDCO

Approximate cost: None

Possible funding idea: None

Rationale and/or details:

Development of the Marion Square Plaza and four-block Uptown area would be a public-private partnership. There will be public capital expenditures required to make it a reality. The process of planning and establishing a SMID takes about one year. Now is the time to start thinking about the need and the process. Detailed information about the planned scope of the project would be generated by recommendation # 3.

- Feasibility (1-2 months)
- Planning and Organization (3-4 months)
- Community Outreach (3-6 months)
- Establishment (3-6 months; varies depending on city requirements)

For detailed information about the SMID process, see the Iowa Initiative for Sustainable Communities' report "Self-Supported Municipal Improvement Districts – a tool kit for planning, implementation, and evaluation."

6. Establish a BLT speaking engagement calendar

Timing: April, 2015

Who takes the lead: Brand Leadership Team (BLT)

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

From the presentation provided in Apple Keynote and PowerPoint formats, each BLT member charged with promoting the brand should take that one-hour presentation, modify it, and make it their own. In most cases you'll only have 20 minutes to speak. Here's what we'd suggest take place during that presentation:

- Two minutes to let the audience know that branding is more than logos and slogans. It's the essence of whom you are and what you want to be known for.
- Three minutes to explain why branding is important: We have every city and town in Iowa at our fingertips (there are more than 990 in the state) via the web, so what sets Marion apart from the other 992? Why should someone live, establish a business, or visit the city? What sets you apart and makes you the destination of choice? And make sure you mention money: This is about importing new cash, and keeping locally earned cash in Marion. This is about tax base and community development.
- Two minutes about the process: More than 900 locals weighed in and the brand direction was founded on feasibility, not just local sentiment.
- Ten minutes selling them on the product that backs up the brand:
 - o Clubs and organizations will be invited to host their events in Uptown Marion.
 - o City Square Park and the strip mall will become a year round activity Marion Square Plaza.
 - o The Marion Square Plaza and Uptown will host 250 days of activities with a concentration on evening hours from 5:00 to 9:00 each night – THE place to come after work.
- And then, just three minutes showing them the look and feel of the brand. Do NOT concentrate on logos, but show them the concept ads, pole banners, wayfinding signage, so they can see what the brand looks like.

Once again, the big focus is on education (so people understand why you're doing this and why it's important) and sales: You are ALWAYS working to bring in more champions. The more people you have buy into the brand, the stronger and more ingrained it becomes as the heart and soul of the community.

Finally, create a yearlong calendar, pick your four or five or six BEST speakers on the BLT, remember, "nothing great was ever achieved without enthusiasm," and then schedule them to speak at the various events. And don't just keep it within Marion. If you can find opportunities to speak to clubs and organizations in the greater Cedar Rapids area, or in places such as Iowa City, Waterloo, or Dubuque – then, by all means go there! Think of statewide organizations, such as Travel Iowa, rural development, economic development, etc.

Also, develop a list of statewide conferences where you can share your branding experience with large audiences, and tell them what you've done to revitalize Uptown Marion. When you do this, you are also selling them on why they MUST pay a visit to the city, and once they do it, chances are they'll be back to see your progress. While this takes time, it's free and will spread the word throughout the state.

You should also, on the last slide, place a URL where the audience can sign up for your free monthly e-newsletter that will showcase upcoming events in Uptown Marion. This is an easy way to create "top of mind awareness" and to start building your database.

7. Contract graphic design expertise

Timing: May, 2015

Who takes the lead: City of Marion

Approximate cost: To be determined

Possible funding idea: General Fund

Rationale and/or details:

The look and feel of the brand is a critical element of its long-term success. Hire the very best and then negotiate the fees with them. They will be your partner in protecting the brand, and must have a clear understanding of what branding really is. They

must know how to evoke emotion and create top of mind awareness. The goal is to have everyone in the eastern Iowa market asking, "I wonder what's happening this week in Marion?"

They will be charged with the working from the Brand Style Guide, designing marketing materials and templates for partnering organizations, posters, give-away items, billboards, radio, television, video content, photography, key marketing messages, website content, etc.

Continuity is also critical: You **MUST** have all of your partnership organizations on the same page, pulling in the same direction. Imagine the nightmare Coca-Cola would face if every Coca-Cola bottling plant design its own Coke logo, bottle and can design, ads, trucks, etc. It wouldn't be one of the world's top brands. In fact, it wouldn't exist as a company.

You have one chance to do this right, and so securing the best graphic design expertise you can find is essential. They do **NOT** need to be local, although if local talent is available and eager to be a part of the effort, then by all means keep the money local. You may see fit to hire someone outside the area the first year, so you end up with a toolbox full of initial design elements that can simply be refreshed locally. The goal is to attract a world-class graphic design firm into Marion.

Issue a Request for Qualifications and let them know they will be charged with a number of projects including:

- Brochures and printed marketing pieces
- Website page layout and design
- Logo gear and collectibles
- Billboards, water tower designs, and outdoor advertising
- The look and feel of videography and still photography
- Pole banners
- Ads (radio, print, television – down the road)
- Anything and everything that portrays The Marion brand

Pick the top three firms (or people) after issuing the RFQ. Qualifications should include:

- Experience promoting communities
- Experience promoting tourism, chambers of commerce and economic development organizations
- Depth with print advertising, design and production of promotional materials
- Style Guide creation experience
- Talent (the most critical element. Look at the work they've done: Does it make you want to go there? To buy the product they are promoting? If not, go to the next one.)
- Range of talent (an art-focused brand looks a whole lot different than someone promoting rail history, for example. Do they have range?)
- Copywriting expertise. Ads must command attention. You must jettison the generic.
- Social media expertise (setting up a YouTube channel, Facebook Fan Page, Twitter account, etc.)
- Editorial photography – the type of photos you'll use to promote your key messages. With this brand, photography, including videography, will be critically important. This team would be charged with assisting with assignment photography and the creation of a great photo library.

NOTE: Graphic design is only about 50% of what this team will need to do for you. The other 50% is the messaging: the written text. You may be better served by getting a marketing agency that has expertise in written word, graphic design, digital marketing, and public relations. The written word is **JUST AS IMPORTANT** as the visual graphics.



1225 6th Avenue, Suite 210
Marion, Iowa 52302
www.ReachHigherMarion.com



Amanda Kaufman
Assistant to the City Manager
akaufman@cityofmarion.org

1225 6th Avenue, Suite 210
Marion, Iowa 52302
T: (319) 743-6303
F: (319) 373-4260
www.ReachHigherMarion.com



1225 6th Avenue, Suite 210
Marion, Iowa 52302
www.ReachHigherMarion.com

Interview your top three picks and pick the one you think is the most talented, will be timely in submitting ideas and deliverables, is affordable, is easiest to work with, and understands what branding really is. Many graphic designers are defensive of their work, and you need someone (or a team) that will listen to you and do you proud.

They should be hired on a per-project basis and would bid each project with a not-to-exceed cost so that you can work with tight budget restraints. But DO spend the money to bring in professional graphic design expertise. It's important in everything you do. They will be able to do projects for Tourism, the Chamber, Economic Development, the City, Uptown and other organizations, creating continuity. You will also save money through this cooperative buying agreement. They could get half a dozen clients in exchange for perhaps cutting the normal prices by 15% or so.

At the end of each year (or every other year) you'll want to put the marketing "out for review" meaning you'd consider other companies. While you don't want to go through a host of marketing companies, you do want them to keep a sharp pencil in terms of costs! After all, they are likely to get other work from local businesses as a result of their branding efforts with the city.

8. Begin the transition to the new brand identity

Timeline: May, 2015

Who takes the lead: The BLT, City of Marion, supporting organizations

Approximate cost: None (items are simply replaced as normally needed)

Possible funding idea: None required

Rationale and/or details:

The 2015 calendar year is the "getting ready" year, meaning that this is the year dedicated to product development initiatives, programming of the Marion Square Plaza, working toward 250 activity-days Uptown, creating new marketing materials, and gradually introducing the new brand identity, wayfinding signage and pole banners. This transition does not need to be expensive.

When a city council or staff person, for example, needs new business cards printed, they would be printed with the new look and feel of the brand. Over time, letterheads, utility billings, envelopes, business cards and even vehicle graphics would change to the new branding. The transition might take 12 to 18 months, and that's just fine. People will come Uptown, and people will invest in Uptown because it's a popular gathering place, not because there's a new logo on printed materials or signage.

The transition should also apply to any marketing the Chamber of Commerce and other supporting organizations do over the next couple of years. In fact, once the Brand Style Guide is complete, copies should be distributed to your partnering organizations – Chamber, MEDCO, city departments, and any events organizations.

Successful brands require continuity. Across the country there are dozens of Coca Cola bottling plants. What would happen if each developed its own Coke logo, its own cans and bottles, and its own marketing messaging? Coke wouldn't exist as one of the world's most valuable brands. This applies to communities as well. This does not mean the Chamber of Commerce needs to use the same logo as the city, but there should be common color schemes or fonts used to create synergy between organizations. As the best place in Iowa to raise a family and start a business, business organizations can "celebrate the opening of a new business," the schools can "celebrate their courses or sports," the hospital can "celebrate healthy living" and all should work to incorporate the brand into their marketing and outreach efforts.

NOTE: EVERY use of the brand identity, tag lines and marketing messages must be "approved" by the BLT Marketing Committee before printing so that they comply with the rules outlined in the Brand Style Guide. One of the primary functions of the BLT is to "police" the brand-mark (logo) and the messaging, just as is done by any major brand. As brochures, pole banners, wayfinding signage, print ads, billboard displays, trade show booths, business papers, newsletters, etc. are developed, EACH MUST be approved by the BLT Marketing Committee. This is imperative to assure the strength of the brand.

Every website, from local schools, the library, city, economic development, tourism and Chamber of Commerce should reflect “Reach Higher” brand. The library, for instance, may have on its home page “Reach Higher, learn more through books.”

This does not mean that every website has to be cookie-cutter to every other website, but there should be common graphic elements, common themes in terms of text, and links to each other. The Brand Style Guide will be the reference for making this happen.

The BLT Marketing Committee should encourage other local websites to include elements of the brand in their marketing efforts.

While businesses cannot use the Marion logo in their marketing efforts (unless it is a cooperative marketing project), they should be encouraged to play up the brand.

The bottom line:

You will be far more effective as one unified voice than a bunch of independent individual voices. That’s the power of branding.

The more you have to offer, collectively, the further people will travel, the longer they will stay and the more often they’ll come back. This applies to your marketing as well as to the business mix in Uptown.

The brand identity can ONLY be used for public sector marketing. Joe’s Muffler Shop cannot use the logo or the tag line in their marketing efforts. However, if Joe wants to promote “Living the good life in Marion” there’s no problem since it reinforces the brand. This use should actually be encouraged; however, it should be approved by the BLT marketing committee.

9. Tie existing Marion events to the brand

Timeline: May, 2015

Who takes the lead: BLT Marketing Committee, Chamber of Commerce, Uptown Marion, City Departments (e.g. Parks & Recreation)

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Every Marion event should have a tie to the Marion brand. A juried art show, a Christmas event, an annual marathon, or any number of events. The title of the event doesn’t need to use the word family, business, or reach higher, but in promoting the event you are giving people another reason to participate in the Marion lifestyle.

This can be a very creative and fun thing to do. Likewise, make sure events are using the Style Guide in their marketing efforts so there is continuity with your branding efforts. In fact, if it helps, have your graphic design firm help them (at your cost not the event’s cost) design their posters, banners, signs and ads promoting the event. Then in following years they can use those templates over and over again.

10. Contract for professional video and still photography

Timeline: June, 2015

Who takes the lead: BLT Marketing Committee, event organizers

Approximate cost: \$30,000

Possible funding idea: Hotel & Motel Tax funds

Rationale and/or details:

The City of Marion and MEDCO should consider incorporating into their new websites, brand color changes, content that answers the question “Why Marion?” and, should arrange for professional video and still photography. We are in the age of visual communications. You can work with a local college, a university photo and video education department, or contract for professional photography and videography – but the key is having great content and high-definition resolution. Your photos need to be world class – like you’d expect to see in a National Geographic publication. Videos, on the other hand, need to be more artsy and don’t need to be overly polished. The idea is to sell great experiences that are totally different from what the visitor can get closer to home. They need to fit within the framework of the Brand Style Guide – the look at feel of your brand. Photos and videos should be festive, fun, and engaging. The focus should be on people having a great time in Marion. After all, this is about experiencing the lifestyle atmosphere that Marion offers. Everything you film and shoot should portray that feeling.

You can reduce costs by assuring the photographer that the images will only be used by local non-profit organizations and/or the city to promote Marion and the area, and by including the photographer’s name next to every use (in credits on video content) – photo credits. You can also include a QR code or website address promoting the photographer. This way you create a reciprocal relationship. Consider having a page on your website dedicated to the photographer without linking to another site.

Make sure your videographer also has studio skills. You’ll want to create a number of 20-second to two-minute videos, every season of the year, promoting great experiences. This means videos may need to be edited and formatted for use on YouTube, your website, and other online sites.

Develop a knock-your-socks-off B-roll library of video and perhaps 100 signature photographs, keeping mind:

- The photography and videography MUST fit within the Style Guide requirements and recommendations.
- Always focus on people having a great time. Especially at concerts and other events. Don’t show just art – show the artist in action. People – not objects. The 7th Avenue architecture is awesome, but photos of craftsmen painting the details on the buildings would be far more fascinating. People see themselves where they see other people. Always sell experiences, not just places, not just objects. We want to see people, not pictures of buildings or art objects.
- Keep the photography tied to the core brand promoting the Marion lifestyle.

Make sure you watch the Roger Brooks video in the All Access Library “The Use of Photography to Increase Sales.” This will be a great primer for your efforts in securing and using world-class photography. A photograph really IS worth a thousand words.

11. Build a Consumer Promotional Website to Promote Marion

Timeline: June-July, 2015

Who takes the lead: Brand Leadership Team - Marketing Committee

Approximate cost: \$15,000

Possible funding idea: City General funds, Chamber funds, Uptown Marion funds

Rationale and/or details:

Marion needs a new website with the sole focus of promoting Marion as the place for “kids and families” - the place to visit, to shop, to dine, to be entertained, to live, to go to school - everything.

The City’s website deals with municipal government activities, and MEDCO’s site deals with new industry and investment so these websites are not the “go to” sites for consumer visitor information. The Chamber of Commerce is membership based. Their hosting of the Consumer Visitor website can create conflicts of interest, as the new website needs to promote the best that Marion has to offer, regardless of any memberships, and not have to share the site with organizational or membership

issues. This is a site strictly for the promotion of the Marion Brand and the best products and services that support the brand. The Uptown Marion organization is focused on the urban core only, so it is not set up to promote all of Marion.

The new consumer visitor website can begin with a navigational page, or “splash page” that directs viewers to either the Consumer Promotional site, or the City’s municipal website, or the MEDCO website, the Chamber website or the Uptown Marion (Main Street) site. This is THE URL you want to promote.

Using the branded URL as THE central contact point for all of Marion allows efficiency in directing consumers to all of the information the community is putting out on the web. The splash page should show what each of the sites: Consumer Promotional, City Government, MEDCO, Chamber and Visitors Bureau, and Uptown Marion contains. Then they should be able to click through to the site they need. This site should include all the new events and activities that will be programmed in Uptown Marion, or by the Chamber, or even by the City’s Recreation Department. Don’t confuse consumers by having some of the information on the Consumer Promotional site and some on the Uptown Marion site. Here is how to divide up the information:

City of Marion Site - Mayor and City Council, Agendas, Departments, Boards and Commissions, Services, How Do I?, City Maps, Municipal Code, Employment, Calendar, Contacts, etc. But don’t make consumers plow through this site to find the “things to do” events, festivals, arts and culture, or recreation. These are activities that consumers would want to know about. Make sure they are on the Consumer Promotional site as well.

MEDCO’s Site - This site has all the right categories, but it needs a more dynamic (translate - video) and personal (translate - success stories) approach to presenting the information. Why Marion? should be the home page, with third party testimony videos. Show owners and employees with their spouses and children having fun in the community. Their choices will depend on these emotional factors as well as the data.

Marion Chamber Site - This site is great for all things having to do with the Chamber organizations and its members.

Uptown Marion Site - This site is focused on the urban core near the City Square. They list events and festivals and uptown business locations, but are not promotionally focused. This would be the site that would talk about some of this plan’s recommendations such as the Iowa Reinvestment District Program, a Municipal Improvement District, local zoning changes, retail recruitment, lease agreements, and the like.

Work with your graphic design firm to have common elements and a consistent look and feel among the Chamber & Visitors Bureau site, Uptown Marion site, MEDCO site and the City government site. They do not all have to be cookie-cutter or use the same template, but they do need to have complementary and unified color schemes, fonts or graphic elements.

The new Consumer Promotional website should incorporate all of the new branded designs, fonts, and color palettes. This website will be the most important tool in your marketing toolbox. In promoting Marion, funding should be allocated as follows:

- 45% on digital marketing: website, social media, e-newsletter, apps, online advertising, pay per click, etc.
- 20% on advertising that will drive people to your website, which must be good enough to close the sale.
- 20% on public relations: getting articles and exposure showcasing the brand and your Uptown revitalization efforts.
- 10% on printed materials (your Best Of and Activities Guide).
- 5% on trade shows, billboards and other forms of advertising.

As you can see by this breakdown, the web should be the very top priority. Ninety percent of all Americans now have immediate access to the Internet via smart phones, tablets, and computers, and they have this access at home, at work, at school, and while on the road. Of this group, 94% use the web to decide where they will visit, what they might want to do this weekend, where to go eat, what to do tonight, where to live, and even where to establish a business.

This new website needs to REALLY showcase the “Reach Higher” brand like no other. It needs to be world-class and

professionally produced. It needs to be photography based, include lots of video content and specifics: It should NOT be a website based on lists. Simple lists of restaurants, retail shops, museums, parks, and other things to do don't entice visitors. The website needs to be experienced-based and rich with content.

We are huge proponents of WordPress, where you can make the changes, in house, without the need to pay a webmaster every time you want to make changes or add to the content. You don't want your website to be a "been there, done that" site. You should invest your money in content, not the delivery system. WordPress has amazing search engine optimization widgets, calendar of events widgets, etc. Most widgets range from free to as high as \$30. You can even create your own online store where people can buy logo gear, posters, art and souvenirs.

Why are we so sold on WordPress? Our own business spent thousands of dollars a year working with our Webmaster every time we wanted or needed a change. With WordPress, we redeveloped our sites internally, without any HTML or web-development expertise, and now we can make updates, add videos, photographs, build a store, include a calendar of events, and more, in just minutes. With the funds we saved, we hired a great videographer – once again, investing our money on content, not the delivery system.

Consider bringing in a WordPress professional (there are many) just to show you the ropes of how to get started.

Here are a few rules for your website:

- a. Promote specifics not generalities. If you promote Marion as the hub for some of the best hiking trails in the area, you MUST tell me more:
 - a. Where?
 - b. What kind of surface is the trail? What are the elevation changes? Is it handicap-accessible?
 - c. Do I need a permit? If so, where can I get one?
 - d. How far a drive is the trailhead?
 - e. Are there campsites or picnic tables along the trail?
 - f. Are there restrooms?
 - g. Where do I park, and is there a fee?
 - h. Do I share the trail with bikes or motorized vehicles?
 - i. What time of day, what time of year is best?
 - j. What precautions should I take?
 - k. What will I see? What makes this trail extra-special?
- l. The more details you provide the more likely you are to close the sale. Don't just send them to another site and pass off the responsibility to others. Include maps whenever possible and video snippets of hikers on the trail.
- b. Avoid lists. If you want to showcase restaurants, include them by type of dining: Italian, Mexican, American, barbecue, etc. and make sure you include a photo (interior please), logo, address, meals served, hours and days they are open, and a description of why they are so great, plus include a link to their menu and website.
- c. This is the age of itineraries. We urge you to watch the Roger Brooks video "The Power of Itineraries," which showcases dozens of examples and how to craft itineraries.
- d. People LOVE video content – particularly those that run from 30 seconds to no more than three minutes. It's better to have a number of shorter videos than one long one.
- e. People LOVE photography. Your site should be loaded with photography, and the photos should show people enjoying activities – not just places like parks, ball fields or Uptown without a soul in the picture. We relate to people, not just places. Make sure you watch Roger's video "The Power of Photography to Increase Sales."

- f. Organize the site by subject. In fact, consider a “pick your season” format where they choose the season, and it takes you to a page that will tell them what to expect that time of year in terms of weather, accommodations and activities. Once on that page they can then “pick your passion,” which will include the various activities available that time of year. Hiking or biking may be seasonal, but the uptown Marion Square Plaza events will be showcased in every season.
- g. Make it simple and easy to navigate.
- h. Remember that you are selling experiences first, not Marion. People are looking for reasons to believe that Marion is the place to live and operate a business. Visitors are looking for things to do, not places to go.
- i. Hire professionals to design your navigation (site map) and your pages, and once you have the basics put together you can work with them to add additional content.

To help you through this process we recommend the BLT Marketing Committee watch the following Roger Brooks videos. Each is about an hour long:

- Community Marketing on a Minuscule Budget
- Seven Deadly Sins of Destination Marketing
- The Power of Itineraries
- Tourism for the 21st Century

A good website to emulate would be www.exploreasheville.com for Asheville, North Carolina. While they have a very large budget to work with, you can still look at their site and model much of the Marion site based on that.

12. Develop recruitment marketing materials: Community Profile & Opportunities Brochure

Timeline: July, 2015

Who takes the lead: BLT Marketing Committee, MEDCO, Chamber of Commerce and Visitors Bureau

Approximate cost: \$15,000

Possible funding idea: MEDCO, Chamber of Commerce and Visitors Bureau

Rationale and/or details:

Before proceeding with this recommendation, make sure you have some excellent professional photography to use. Create a Community Profile and an Opportunities brochure. The profile should be a simple, straightforward snapshot of Marion that can be used by local real estate agents (commercial and residential), the Chamber as part of relocation packets, Economic Development for recruitment purposes, and tourism to attract festivals and events, and when you get an Uptown hotel – meetings and conventions. It should include demographic information, weather, some history, and economic information. Provide copies to your major employers, hospitals, medical facilities, banks, etc.

Emphasize your points of differentiation with competing communities and use third party testimony as long as it is not older than five years. Economic development should focus on the outcome, not just be about assets. Use case studies whenever possible.

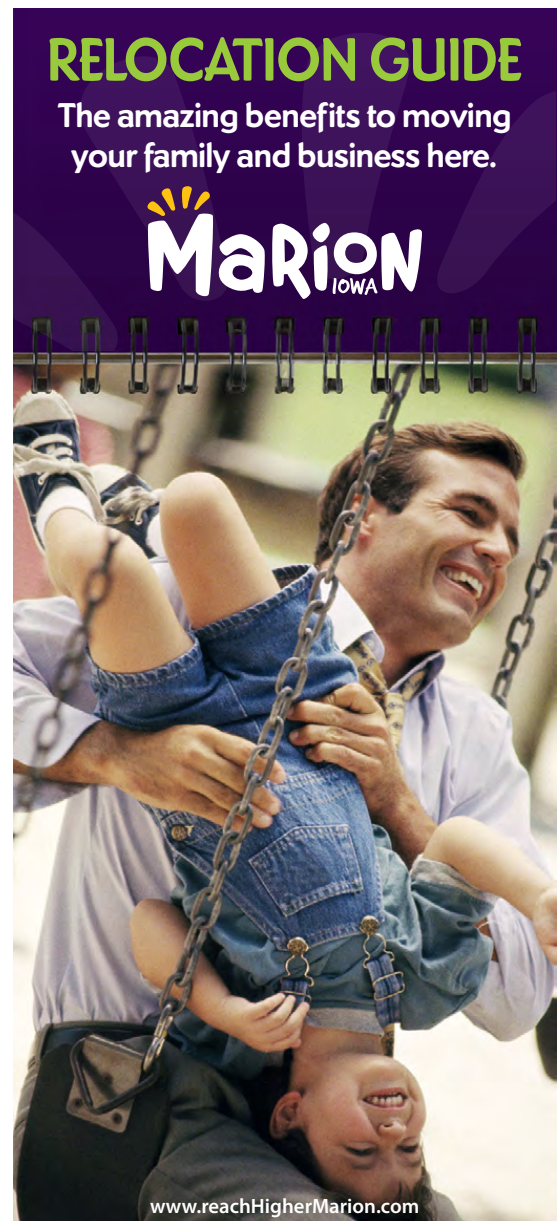
Be sure to include approved or installed new features in Marion, such as Uptown improvements, the new Marion Square Plaza, public Wi-Fi, new wayfinding signage, programmed event days, awards and designations, industrial park assets – things that potential retailers, new businesses and future residents will be looking for.

These should be updated every year and be available as multi-page downloads in PDF format on every official website. Consider printing 6,000 copies. Distribute perhaps 25 to every real estate office within a 75-mile radius, and then the rest will be available as needed. They should be available in each partnering organization office and at City Hall.

With the “Opportunities” piece, list the top seven retail opportunities for Uptown. Consider the following:

- Additional restaurants – upscale but family oriented whenever possible
- Creative office space (upper story)
- Professional services building (Class A, small office lease spaces)
- Specialty retail shops
- Specialty food outlets
- Sports and sporting goods store and sporting equipment rentals
- Bike shop (rentals, sales, repairs)
- Second Floor Uptown residential units

Make sure you concentrate the marketing on WHY Marion– not just what you have or where it’s located. WHY should I move or start a business in Marion?



13. Develop a zoning ordinance for Uptown with “allowable” first-floor retail uses

Timing: August, 2015

Who takes the lead: City Marion, Uptown Marion, Chamber of Commerce

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Think of Uptown like you’d think of a mall. This is the way lifestyle retail centers also think: To succeed they must have like-businesses grouped together. This is referred to as “clustering,” and this is why gas stations and fast food restaurants for years have “clustered” on all four corners of busy intersections. This is why malls have food courts. And this is what makes dining districts work. Think Branson, Missouri and 49 music theaters. This town of just 6,500 residents hosts 7.5 million visitors a year. Think Napa Valley and its 200+ wineries.

When you visit a successful mall – or lifestyle retail center – you will never find laundromats, architectural offices, tax preparation services, county or city offices, or other non-retail businesses there. Mall developers know they must orchestrate the business mix.

In a downtown this doesn’t mean you can’t have an architect’s office, tax preparation services, city or county offices, BUT you must have the necessary “critical mass” of like-businesses grouped together, so you become THE place for local residents and visitors to spend time.

To see great examples of a destination downtown, just visit McKinney or Fredericksburg, both of which have a great mix of businesses. In the case of Marion, you need to help orchestrate the effort, so you don’t end up with a hodge-podge assortment of businesses that creates “retail chaos” and a downtown that closes at 5:00. This is always a challenge around Courthouse Squares, where attorneys and professional services tend to gather, but they close at 5:00 leaving downtown void of life in the evening hours. This is why cities throughout North America are starting to implement zoning ordinances, because so many individual property owners, each with their own agenda, do not work together to create an outstanding destination, which only happens with an orchestrated business mix.

Even in downtown McKinney you’ll see real estate signs that say “Available for a restaurant” – a specific type of business in a specific building.

Marion needs to follow suit. However, it’s important that this be a two-way street. If the city imposes “allowable uses” for street level shops, then it’s important that the city be there to help that land owner recruit a business that fits the retail mix – and that is part of this plan.

With regards to existing downtown businesses, none of these are pushed out, but if their spaces become available for sale or lease, then the allowable uses ordinance does come into play. With regards to professional services and non-retail uses, these would be encouraged in second story locations, and we recommend that a certain percentage of retail frontage still allow for non-retail commercial use. In Conroe, Texas, the downtown wraps around a courthouse square, and there’s a proliferation of attorneys downtown. But to make sure their downtown is “alive after five” some law firms have “activated” the first ten to fifteen feet for other uses, with law offices behind that space. The street front space might be home to a small coffee shop, or flower shop, or newspaper stand – retail and food services that can be open into the evening hours, keeping downtown alive and vibrant.

The highest and best use of any commercial properties bordering a central plaza, or on the water, or with view corridors is always going to be retail on the ground floor and second story office, residential, or lodging.

To support this recommendation we hope you’ll watch the Roger Brooks video “Downtown Critical Mass,” which showcases case histories and why this is so important.

As the ordinance is being drafted, work with your property owners rather than impose it on them. Most will agree that their

investment will realize a much greater return when they work together to orchestrate the business mix in their buildings collectively.

Here are some additional notes and examples regarding the regulation of commercial properties. While you will see Manhattan and instantly think, “How can that possibly apply to Marion, Iowa?” Remember that these ordinances are for very small neighborhoods – not for the entire city. In every case you see here, most are smaller geographic areas than you have in Uptown Marion.

When you get to this point contract with a professional in urban planning.

Restrictive Retail Zoning Ordinances

Most commonly seen in highly desirable, affluent neighborhoods with low vacancies and high rents.

Typical tools:

- Mandated/prohibited uses
- Size caps
- Conditional permitting
- Density guidelines
- Quota system

Manhattan, NY http://www.nyc.gov/html/dcp/html/zone/zh_special_purp_mn.shtml

Special 125th Street District. To ensure active and diverse retail uses, special regulations restrict the amount of ground floor street frontage that may be occupied by banks, office and residential lobbies, and other non-active uses. Also requires inclusion of arts and entertainment uses for developments over a certain size.

Special Madison Avenue Preservation District. Retail continuity is ensured for the famed specialty shops by mandating that the ground floor of buildings on Madison Avenue must be occupied by selected uses.

San Francisco, CA <http://www.sf-planning.org/index.aspx?page=2839> uses formula retail controls to protect San Francisco’s vibrant small business sector and create a supportive environment for new small business innovations. Applies to retail establishments with multiple locations and a recognizable “look” or appearance.

Calistoga, CA prohibits formula restaurants and visitor accommodations, and requires that other types of formula businesses undergo review and apply for a special use permit from the Planning Commission. Intended to preserve the unique and historic character of the downtown commercial district.

Bainbridge Island, WA limits large-store retail to three commercial zones, and limits auto-oriented development to two of three of these zones. Does not have an overall cap on retail square footage; however, it does have size limits in certain overlay districts and zones. Also limits the location and size of formula take-out food restaurants. Formula take-out food restaurants are permitted in only one zone and may not exceed 4,000 square feet, nor occupy more than 50% of any building.

Westwood Village, CA limits certain uses such as auto repair and pool halls and uses a density-related formula for fast food establishments; they are permitted provided the total along any public street does not exceed one for every 200-400 feet of lot frontage along that street. The Specific Plan has very detailed guidelines for permitted uses (see Section 5: Uses). <http://cityplanning.lacity.org/complan/specplan/pdf/wwdvil.pdf>

Arcata, CA limits the number of formula restaurants to nine at any one time.

Newport, RI and Davis, CA have regulations for various types of restaurants.

Berkeley, CA has a quota system limiting the number of food service establishments. Telegraph Avenue Commercial District Provisions are very detailed. Retail Sales section is below; entire table located at <http://codepublishing.com/CA/Berkeley/cgi/NewSmartCompile.pl?path=Berkeley23E/Berkeley23E56/Berkeley23E56090.html#23E.56.030>

14. Contract for retail recruitment in Uptown

Timing: Spring, 2016

Who takes the lead: Uptown Marion, Chamber of Commerce

Approximate cost: \$50,000 base pay plus performance incentives

Possible funding idea: Uptown Marion, Chamber of Commerce

Rationale and/or details:

As noted throughout these recommendations, all branding efforts are built on product, not just marketing. In order for Uptown Marion to become one of Iowa's best destination cities, a solid recruitment effort is needed.

Here is the business mix you want to have in Uptown Marion:

- 25 restaurants. That's right – 25. Marion is currently home to fifteen, but that includes chain restaurants. The more you have, the further people will come, the longer they will stay and the more often they will come back.
- Art galleries
- A Toy Store
- Wine store
- Espresso Bar
- An adults and children sports clothing store
- A sports and recreation equipment store
- A first-class bakery Uptown (breads, pastries, pies, cakes, cookies, etc.)
- A flagship upscale boutique hotel. It can be small and an alternative to the chain motels that cater to Cedar Rapids.
- Artisan live/work space – upper story creative office space for small businesses
- Class A professional office building: tenants may include the county, small professional service businesses (accounting, tax, law firms, architects, engineers, etc.) with leased spaces of 1,000 square feet on up to perhaps 10,000 square feet.
- Two full-service day spas – not just a hair salon. A real spa.
- Full service bike shop: rentals, sales, repair
- Children's clothing and bedroom furniture. This can become a signature "anchor tenant."
- Four galleries with rotating exhibits, art shows, artisan in action events
- Specialty shops:
 - Antiques (not a second hand store, which you already have, but one that concentrates on home accents and decor).
 - Paint your own pottery shop.
 - Ice creamery (if not a retail shop, perhaps a summer vendor on the Marion Square Plaza).

- Kids-focused retailer. Check out www.winduphere.com for the Wind Up Here retail store in downtown Olympia, Washington. This store has people driving 50 miles to spend time in.
 - Home accents and decorating store.
 - Quilt shop. Make sure quilting is the primary focus, more than just fabrics. This niche market draws a big audience that will travel quite a distance. The shop should also offer classes and beginner kits.
 - Butcher shop (these are coming back and are VERY popular). This could be combined with a gourmet foods and gifts shop. Think wine, cheese, meats and a mix of prepared and raw foods. This would be an amazing partner with your full-service bakery.
 - Office supply store. Not a big box (Staples, Office Max) but one that has ultra-personal service and can serve the city, schools other professional services.
 - A kitchen/culinary store.
- Upper story residential development. People are moving into downtowns more than ever before. Particularly around plazas and public assembly spaces.

Effective recruitment requires not just outreach, but handholding from the sales pitch all the way to opening the doors. Roger Brooks, over his career, recruited nearly \$3 billion in new construction projects into rural communities and resorts. The total cost of advertising over his career: \$60. Successful recruitment is a one-on-one process. You find the businesses you want and then court them, working with them through the feasibility testing, financing, permitting, right up to the opening of their doors. And even then, you still work with them to help them be successful.

You start with a “Ten Most Wanted” list and then recruit right down that list. As one is recruited you add another to the list.

The initial efforts are geared to quality of life businesses – not factories and industry. If Marion becomes one of the state’s best places to live, then industry will follow. For the first time in U.S. history, quality of life is the leading relocation and new business development lure. This means having an extraordinary downtown fitting the 10+10+10 rule, a signature plaza area, a vibrant year round public market, and other supporting businesses that can elevate the Marion brand.

Typically this is a contracted position, on a three year contract that is reviewed at the end of each year and then renewed if things are going as expected. The idea is to have this person work themselves out of a job. Consider contracting with someone with a commercial real estate background: perhaps a CCIM (Certified Commercial Investment Member) Realtor who is winding down their career, or looking for a way to supplement their income with a non-commission position.

Before you contract for this position we urge you to watch the Roger Brooks video “Recruiting Tourism Development Projects.” While this video concentrates on tourism, the principles detailed in the video apply to downtown retail recruitment. This will be a terrific guide on how to find the right person and how to successfully recruit new businesses into Uptown Marion.

15. Work with property owners on lease agreements: open days and hours with an evening focus

Timing: January, 2016

Who takes the lead: Uptown Marion

Approximate cost: None

Possible funding idea: None required

Rationale and/or details:

Uptown property owners and merchants MUST understand the “Mall Mentality.” Together, they are what will make uptown Marion THE destination of choice in eastern Iowa. Just like a mall they MUST have consistent hours and operating days. This needs to be part of the lease agreements between the tenant and property owner.

If a retailer signs a lease in a successful mall, the lease will say they will open at a certain time (usually 10:00 am) and if they are not open by 10:05 they are fined \$1,000 for every five minutes they open late. And the same with closing times (typically 9:00 pm, seven days a week). Property owners need to do the same thing in Uptown. As a result, their tenant will, over time, see big increases in sales, and Uptown will become a major destination.

We are moving to the European Standard – we are eating and shopping later in the evenings. In fact, 70% (seventy percent) of all consumer bricks and mortar spending now takes place after 6:00 pm. That’s right: 70 percent. Are you open?

This fact is why downtowns have been dying across America, and people began gravitating to the malls. Virtually every successful mall in North America opens at 10:00 am and closes at either 9:00 or 10:00 pm – seven days a week. Downtowns need to follow suit, but it starts with the property owners.

The future of downtowns is to become the place people head after work and on weekends. This doesn’t mean downtowns should be closed during the business hours, because there’s still that other 30%, plus your downtown breakfast, coffee break and lunch crowd, which is important.

Downtowns are all about dining, entertainment, performing arts, and specialty shopping: the bakery, butcher shop, and for home accents or clothing. Downtowns are back, in a big way, but the bulk of what makes them work is what’s open at the end of the day.

We urge your Uptown merchants and property owners to watch the Roger Brooks three-part video series “The 20 Ingredients of an Outstanding Downtown” where Roger showcases why this is important. Over several years Roger and his team surveyed more than 400 successful downtowns and downtown districts (including downtown McKinney, Fredericksburg and others) and developed the 20 most common ingredients that led to their success. One of those is evening hour shopping and dining.

The biggest pushback to staying open after 6:00 pm is the small single-employee merchant who needs to head home to fix dinner and have family time. The “Shared Worker” program is a way to help sole proprietors and other small retail businesses stay open into the evening hours at an affordable cost, and without sacrificing personal time off.

Rather than spell out how the program works, encourage your Uptown merchants to watch the Roger Brooks video (at their leisure) “Is Your Downtown Open After 6:00 pm?” This one-hour video showcases why this is important and how to actually implement the Shared Worker program. This is a program that can be spearheaded by the Uptown Marion or the Chamber of Commerce.

The bottom line: Work with your property owners and new businesses being recruited into Uptown so that the lease agreements say they will be open six or seven days a week (if six days a week is the rule, then Monday should be the day they are closed) and until 8:00 or 9:00 pm every day except perhaps Sunday, when shops might close at 6:00. Sunday evenings are typically the slowest retail hours.

16. Create an Event Guide to hosting and producing events in Marion

Timing: January 2016

Who takes the lead: BLT Marketing Committee, City of Marion

Approximate cost: \$12,500

Possible funding idea: Hotel and Motel Tax funds

Rationale and/or details:

This would be a tri-fold piece (11 inches x 23.5 inches that folds to 8.5 inches x 11 inches) that would include:

- WHY they should host their events in Marion (exciting venue on Marion Square Plaza, low costs, and a proactive city that

WANTS them there, supporting facilities, plenty of decent nearby hotel rooms, etc.) An entire page would be dedicated to marketing Marion as THE event destination.

- Information about hosting events in Marion, including contact information and local resources available to them: some city, some private-industry like catering or food services.
- Logistical information like power, sound, lighting, security, fencing for beer gardens, staging, etc.
- A two-page spread would include the layout of the Marion Square Plaza, the city parks, and what streets can be closed or how events can be physically configured.
- Costs for supporting services and event-related equipment (security, trash removal, cleanup, staging, power, sound, lighting, portable toilets, etc.) This could be an additional sheet to be included as an add-on so that prices and services can be changed as the brand evolves.

This marketing piece would be printed in full-color, include lots of photography of Marion events, and be sent to potential event organizers, clubs and organizations after they have been contacted or approached by your event recruiter.

17. Research and invite regional clubs and organizations to host events in Marion

Timeline: January, 2016

Who takes the lead: Uptown Marion

Approximate cost: None (staff time, volunteer time)

Possible funding idea: None required

Rationale and/or details:

Recruiting outside organizations to hold their events in Marion relieves some of the pressure from Marion having to organize and host your own events. In fact, it would be impossible for you to produce all the events needed to keep the Uptown active for 250+ days a year. Recruitment begins with understanding who potential organizations are and where they are located.

It would be virtually impossible to develop 250 to 300 event days if every event were locally produced. So substantial time would be spent inviting outside organizations to host their public events in Marion. Every one of these would bring their own vendors, their members or “tribe” (in social media terms), market the event, set it up, and manage the event. They will fill hotel rooms and bring their own audiences, fans, members, and associates with them. It is your job to bring in perhaps 100 multi-day events each year. And 90% of these events should be multi-day events of at least two days. For instance, when hosting a major crafts event, the event set-up might take place on a Friday, and the event lasts all day Saturday and runs until Sunday afternoon. The goal is to attract overnight visitors AND local residents.

There are two comprehensive guides available in print, and it’s possible they might now be in digital or database format:

- a. Associations USA. This is “a directory of contact information for national associations, foundations, and other nonprofit organizations in the United States and Canada.” It is published by Omnigraphics of Detroit.
- b. National Directory of Nonprofit Organizations (a two-volume directory). It includes “key contact, IRS status, and annual revenue information for more than 260,000 organizations.”

These books cost nearly \$1,100 and are published yearly. Most libraries have the books on hand, so one option is to provide a donation to the library and have them give you last year’s edition when the new edition comes out. You might donate \$250 dollars to the library, which would otherwise probably just recycle the old editions. If they do not purchase these guides, then simply spend the money to get these directories.

You are looking for clubs and organizations that hold periodic events, and you’ll be inviting them to Marion. Here’s the big challenge: These are not organized by location, and you want to invite organizations that are located within the seven state

region surrounding Iowa. So you may want to hire two or three interns to help go through the books and find the clubs and associations that have a presence in your geographic market area. That means weeding through tens of thousands of directory listings, then entering the information for each possible contact into your CRM software.

Clubs and organizations you hope to attract include:

- Art guilds, quilt and pottery clubs
- Associations that concentrate on health issues, massage, spa, alternative medicines, natural health professionals, etc.
- Car clubs (just about every auto manufacturer has a club)
- Events for children like “American Girl”
- Biking clubs
- Fitness clubs: running clubs and events like the Danskin Women’s Triathlon
- Environmental issues: Sierra Club, Wilderness Society, Nature Conservancy
- Arts organizations
- Historic preservationists
- SMERF groups: Social, Military, Educational, Religious and Fraternal organizations.

These are just a few of the basic groups you would invite. Not only are you trying to attract hobby clubs (like classic car shows), but also non-profit organizations that fight breast cancer, such as the Susan B. Kohman Foundation, and thousands of other cause-oriented organizations that host fund-raising events from 10k runs, to triathlons, to walks, and all types of other events.

In almost every case they give you contact information, a phone number, address and what kind of organization they are. There are no e-mail addresses, and you want to do your marketing by phone and snail-mail. This should be a personalized approach. And this database is your resource in terms of reaching out to over a thousand organizations.

Snail mail will get more attention than doing an e-mail campaign. This one-page letter will be critical to encourage outside organizations to host their events in Marion. Invite them; let them know you’ll roll out the red carpet for them, that you have the BEST downtown and plaza in the State of Iowa, and that it’s an easy drive from their hometowns to Marion. Include the Event Guide detailed in an earlier recommendation in this plan.

Consider sending them the letter, Event Guide and a poster that showcases the new Marion Square Plaza and illustrates that your facilities will make their event special. These can be sent out in mailing tubes – you can purchase them from ULine for about \$1.50 each. People will always open a mailing tube over an envelope that might be perceived as junk mail. By showcasing the Marion poster you’ll plant the seed that there’s simply no better place to celebrate their event.

As you develop the database your staff will need to make judgment calls: Volunteer fire departments are often non-profits, but the chance of them hosting an event in Marion, instead of their home communities, is pretty slim. Only go after the ones where they host larger events and are willing to drive 100 miles or so to host the event.

You will probably end up with about 2,000 contacts in your database – and that’s a LOT. Once you get a club, chances are you can book their event once, and if it is successful, and you are awesome hosts, you’ll get it for the same weekend, every year, for years. That’s the goal of this effort: Invite them once, treat them right, and have them come back year after year.

Many of these organizations host annual conferences, exhibitions, trade shows and consumer events. Initially (until the Marion Square Plaza is built) you are looking for consumer-oriented public events. Wouldn’t it be great if the National Archery Association held an annual competition in Marion’s parks? After all, you have a great natural environment and venues for contests.

As part of this effort, come up with ten or twenty unique event names that you can pass on to these organizations.

Especially concentrate on those within a two-hour drive. This is your primary target area. This database is the lifeblood of your marketing effort, so take the time to build it right, and then start calling every club, association, and organization. When you do so, also ask them for referrals.

Another great way to build this database is to work with your local community. Chances are good that you have car clubs like Mustang, Subaru, Mercedes, BMW, Volkswagen and many, many others. Talk to them about hosting an event in Marion. Then there are your auxiliary organizations that host events: Kiwanis, Rotary, Lions, Elks, Eagles, and others.

Because the goal is to attract 100 outside events a year, the person on the team needs to be the event coordinator. This is a full-time year-round job that entails working with the event organizer, once recruited, to help meet their needs. This person coordinates a variety of logistics and also has the ability to charge for some services:

- Police (if needed), security, maintenance
- Closing off streets or areas to vehicle traffic
- Coordinating sound, lights, staging, seating, power access, vendor set-up areas, fencing for possible beer gardens, etc.
- Adding additional portable toilets, garbage barrels and other needs

One final word: In the first two or three years of this effort, do NOT put obstacles in their way like big charges for portable toilets, staging, sound, lights, security, etc. You want to create incentives for them to host their events in Marion. And 99% of these organizations are going to be non-profit groups with very little budget. BUT, they will do the marketing, the organizing, invite their members and others, and THEN if it's successful and they agree to come back time and again, at that point it might make sense to collect fees for local services they are using. But until then, what's in it for Marion? Think long term of the tax base that comes from a vibrant, busy, and ultra-successful Uptown district, successful new businesses, residents and industry coming into Marion that they discovered as a result of an event they attended in Uptown.

18. Create social media campaigns

Timing: February, 2016

Who takes the lead: BLT Marketing Team working with the CVB

Approximate cost: \$10,000

Possible funding idea: Hotel & Motel Tax funds

Rationale and/or details:

Your brand is a perception – what people think when you say you're from Marion. It's based on what people read, or first impressions as they drive through town and, primarily, word of mouth. You build your brand through public relations, and advertising is used to maintain your ownership position. Branding has never been as fast as it is now and that's due to social media – word of mouth.

As a BLT, think of crazy fun things you can do to tell the world about your "reach higher" brand. Some of it needs to be emotional and touching, and some can be more fun and/or edgy to increase the likelihood of going viral and creating photo opportunities.

For instance, having local boosters walking around town during an event wearing a polo shirt with the new brand identity on it. These are inexpensive to purchase and are great conversation starters. These boosters make sure visitors are finding what they need and having a great time.

Come up with novel, fun and touching things you can do. Now's the time to brainstorm ideas. Here are some other ideas that should be included.

Have both locals and visitors define their aspirations to “reach higher”. These could turn into ads and posters like the examples included in this plan, people should post these on local Facebook pages, including Marion’s City, MEDCO and Chamber sites and other local Facebook and Twitter pages. Monitor these postings to make sure they fit in with the Marion brand.

Encourage photographs of people pursuing their aspirations to reach higher. These would be populated on Twitter, Instagram, Flickr, Facebook, Digg and YouTube for those shot in video.

Using your professional videographer, create a YouTube channel (Reach higher in Marion) and populate it with 30 second to one-minute videos of people engaged in their aspirational pursuits. Maybe it’s a new start up business in manufacturing, or being granted a patent. Maybe it’s children reaching a certain scholastic achievement level, or the school band being invited to an out of state event. You should end up with dozens of these – and all of them promoting Marion as the best place to raise a family and start a business. Make sure they ALL take place in Marion and that every photo is attractive and says something good about the community.

19. Benches and Uptown Beautification

Timing: March, 2016

Who takes the lead: BLT Product Development Team, Uptown Marion

Approximate cost: \$10,000 per year

Possible funding idea: Hotel & Motel Tax funds combined with grants and sponsorships.

Rationale and/or details:

Fact: Women account for 80% of all consumer spending. They are usually the shoppers, so if you provide benches and seating areas for kids and husbands/significant others, the shoppers will be free to spend more time in Uptown. Uptown Marion should have 30 to 40 benches in front of almost every business. Benches should be placed against the façade facing out, and each should be flanked with a terracotta pot or planter. Benches should be inviting – do NOT buy concrete or “vandal proof” benches. Yes, they can be bolted down, but they should be something YOU would want to sit on.

Consider selling “sponsored” benches. In the top rail along the back you can have the name of a person, family or business engraved. Shy away from selling plaques or advertising on the benches. Engraving the name of the sponsor is tactful and attractive.

While some merchants do a good job with beautification, the large majority do little or nothing to pull customers in the door. Consider the following type of program:

- Collect perhaps \$5,000 from local businesses (\$100 x 50 businesses).
- Contact regional nurseries and wholesalers toward the end of the season (September, October, early November) and see if they have a left-over inventory of terracotta, glazed pots and planters. The minimum size should be 24 inches across the top opening. This way, once they are planted, they are too heavy to be stolen or vandalized. The idea is to obtain, at cost (or below cost), perhaps 100 pots and planters. They do not have to all be the same. In fact, you want a variety of them. You’ll clean out their inventory in exchange for a great deal. Avoid aggregate and cement pots unless they are colorized.
- Rent a U-Haul or get a volunteer trucker to bring the pots/planters back to Marion, where they will be put in storage over the winter months.
- In March of 2016, bring all the pots Uptown, close off a block or a side street, and put them all out. Have merchants pick up pots and take them to their storefronts. When done there should be a potted plant every three feet all along 7th Avenue (from 10th Street past 12th Street and around the Square).
- Have a local nursery deliver 15 yards (or whatever it will take to fill the pots) of potting soil (not just top soil), along with a



yard of pea gravel or round stones. Also get a couple of rolls of landscape fabric. Have the soil dumped on the side street.

- Then bring in the cheerleaders, band members, boy and girl scouts – every youth organization that is looking to raise money, and pay them to help disburse the pots, put in 2 inches of gravel at the bottom of each, put landscape fabric over the gravel, and then fill the pots with soil up to about 4 inches below the rim. Kids can bring wheelbarrows with them. Perhaps \$500 of the \$5,000 would be donated to their organizations. The reason for having the youth take part in this project is that it includes them in the revitalization of Uptown Marion and creates a feeling of ownership. When kids feel ownership, the likelihood of vandalism decreases dramatically.
- The final phase is to collectively pool money to purchase evergreen (two thirds of your plantings), perennial color (10%) and annual color (20%). Have the students then plant them, working with the merchants. Remember that you don't want a cookie-cutter "everything looks the same" approach. You want it to be organic to the business, but still stunning.

Maintenance: You can ask the merchants to take care of the plants in front of their shops, but in our experience, only about half will actually maintain them. Instead, consider the following:

- See if you can get someone (the city, golf course, home owner, farmer) to donate a small John Deere or similar ATV or small riding tractor. Then you can buy a 300-gallon tank-trailer that can be filled with water and fertilizer.
- Approach the city parks and recreation department, Kiwanis, Rotary and other local clubs and organizations to set up a watering schedule. These are volunteers that agree to go out each Monday, Wednesday, and Friday during the growing season (hopefully April through September) and once every two weeks the rest of the year (remember that most of the plants are evergreen, and when under awnings or roof overhangs, still need to be watered).
- This can actually be a fun project. The tank sprayer has a small electric motor and a long coiled hose to make watering the plants easy. Every city council person and city staff person might take one morning during the season, as would local organizational directors, school teachers, even students and student organizations. Kiwanis might have volunteers, and often retirees will be happy to join the watering schedule.
- Finally, bring in the local gardening club, or Master Gardeners who can help maintain the pots and will even volunteer to do decorative plantings and arrangements. Master Gardeners, to keep their titles, donate hours each year to community-based public gardening projects. This is an ideal opportunity for them.

Vandalism: Yes, it's likely to happen. You will want to have perhaps 40 pots in storage so that when it happens, the pot is replaced the next day. Don't give up. After a pot is replaced several times, the vandals simply give up. It's a battle they can't win.

Once again, nothing promotes a welcoming feeling as much as beautification. And retail beautification can increase sales by nearly a third. Women are attracted to places that feel safe and welcoming, and this is what retail beautification portrays.

There are three statistics to remember as you beautify Uptown Marion:

- a. Seventy-percent of first time sales at restaurants, retail shops, wineries, lodging facilities, and golf courses comes from curb appeal. We all travel. Have you ever uttered these words: "That looks like a good place to eat"? We all do. We judge the book by the cover.
- b. Eighty-percent of consumer retail spending is by women.
- c. Seventy-percent of all retail consumer spending takes place after 6:00 pm. Are you open?

20. Create a mobile visitor information center

Timeline: April, 2016

Who takes the lead: Chamber of Commerce & Visitors Bureau, Cedar Rapids Area CVB

Approximate cost: \$1,000 - \$20,000 depending on what you design

Possible funding idea: Chamber & Visitors Bureau

Rationale and/or details:

A trend in the destination tourism industry is the deployment of mobile visitor information centers. A recent study of 850 destination marketing organizations (DMOs) shows that 25% of DMOs have mobile visitor information centers (VICs), and 50% of those are in very high pedestrian traffic areas. (It should be 100%!) Why? Overall numbers of visitors going to traditional VICs are declining even as the total number of visitors is growing. Many of these traditional VICs are placed outside of high spending areas, along highways, or other places where visitors have to get back in their cars and drive somewhere else to be at the center of things. Visitors might just keep driving and not come back. Who is coming to your VIC? Are they locals, or are they visitors from more than 25 miles from town? The real payback on investment for VICs is serving visitors.

Put your mobile VIC in the spending district of your town – on 7th Avenue or next to the Square. It should be designed for the pedestrian visitor who has already parked and is looking for what there is to do. Make it fun. Use a small airstream trailer, and convert it into a workable space for a information specialist, brochures, maybe even branded/logo merchandise you sell to help defray the cost of the VIC.

Printed brochures are important at this stage of a visitor's trip. Before traveling, the Internet rules as the "go-to" place for travel information, but brochures are the most important resource once the visitor arrives in the destination. Visitors don't want to take notes, they want the physical brochure they can read on the street or in the car. Once on the road, 81% of visitor decisions come from brochures.

Move the mobile VIC where and when it is needed. Near parking sites, on 7th Avenue during high pedestrian traffic events or at Squaw Creek Park or Gardner Golf Course or Lowe Park or Granger House Museum when events are held there. If you can't afford to staff it, make an agreement with a private business, and let them sell their wares while at the same time providing visitor information. This might be different for different seasons: hot chocolate in the winter, ice tea in the summer. We recommend that you watch Roger Brook's "Visitor Information Centers & Services in the Digital Age" video in the RBI Video Library.



21. Design, print and distribute “The Best of Marion” rack brochure

Timeline: May, 2016

Who takes the lead: BLT – Marketing Committee, Uptown Marion

Approximate cost: \$17,000 – split 50/50 with featured businesses

Possible funding idea: Uptown Marion

Rationale and/or details:

Always promote your “anchor tenants.” These are businesses and activities that people would drive 45 minutes to an hour, or more, to visit specifically. You cannot let politics get in the way of promoting your “best of” attractions. The reasons for creating this brochure are many:

- The most asked question at any hotel, B&B or visitor information center is “where’s a good place to eat?” and visitors don’t want to be handed a list. By promoting your best restaurants, retail shops and activities, you ensure a good experience, which is often instantly noted on Facebook, in Twitter posts and in on-line reviews such as Yelp and TripAdvisor. If friends or family were visiting you, where would you take them to eat?
- Success breeds success. No successful mall is ever developed until the anchor tenants are committed. And most people go to the malls, not because there’s a Hallmark store, GNC Nutrition outlet, or a dozen cell phone dealers, but for the anchor tenants. Chances are good they’ll stop into Hallmark or a number of other smaller shops while they’re at the mall. The anchor tenants attract the shoppers to the mall, and all the other shops benefit as well. Would you go to Orlando if Disney World weren’t there? If you said no, you just insulted 171 other attractions. But they all know that Disney is the anchor tenant and does the heavy lifting in terms of promotion, and they all benefit from Disney being there. Additionally, Disney is glad Universal Studio, Wild Kingdom and the other attractions are there because, collectively, they make Orlando worth a trip from just about anywhere on earth.
- By promoting your very best restaurants, retail shops and activities, you encourage the others to raise the bar so they can be included in future “Best of” guides, which should be reexamined and produced new each year. Note the criteria below, and encourage those not selected to work on those criteria so they too can be promoted in the guide.
- “Best of” restaurants, retail shops and activities make Marion worth a special trip, particularly from neighboring communities such as Cedar Rapids, Hiawatha, Mt. Vernon and Iowa City.
- One of your recruitment objectives is to bring in two or



three retail, dining and activity anchor tenants to Uptown Marion. Just like malls, few downtowns become successful destinations without those anchor tenants. You need to recruit them, and then make sure you help market them, specifically, creating an incentive for them to invest in Marion.

The "Best of" guide is a 4 inch x 9 inch rack brochure that can include up to 20 businesses and activities, and is typically made up of 24 panels (12 panels per side). It should include perhaps 12 to 20 businesses and activities, plus front and back cover, a panel explaining how these were chosen, and a panel that talks about Marion, your location, and what the city is all about (Your brand promise).

Here are the criteria you might use to determine who should be invited as a participant:

- a. They must be open at least six days a week. The day they can be closed is Monday.
- b. They must be open until at least 8:00 pm all six nights. As an FYI, 70% of all consumer retail spending now takes place after 6:00 pm. Are you open? This is why all successful malls are typically open until 9:00 or 10:00 pm seven days a week.
- c. They must have good curb appeal. They must be inviting.
- d. They must be highly regarded by someone other than themselves. This means that they must have an 80%+ positive reviews on TripAdvisor, Yelp, Urban Spoon and/or have been written up in regional publications such as Our Iowa magazine, The Iowan, Iowa Living, or Midwest Living.
- e. They must be organic to Marion. This means you can't include franchises and businesses that can be found in just about every city. Why drive to Marion if I can enjoy the same shop or restaurant right here in Cedar Rapids?
- f. They do not all need to be located Uptown. While we hope they can be recruited to Uptown, it's not a requirement to be included in the guide.

These folks are each invited to purchase a panel in the guide, making this a public-private marketing partnership. Typically each business or activity would pay in the range of \$400 for their panel. The remainder of the cost is covered by hotel and motel tax funds. Many activities, such as historical attractions and parks, have little or no marketing budgets, and their panel would be covered by the hotel and motel tax funds.

It's very important NOT to include businesses just to sell more panels. You should have a good balance between restaurants, retail shops, and activities: Perhaps six of each. But if you only have four restaurants that are truly outstanding (remember you MUST deliver on the promise of it being worth an hour's drive) only promote four. The same goes with retail shops and activities.

We recommend printing at least 15,000 copies and distributing them as follows:

- Every hotel should put the "Best of" guide in every room or have them available at the front desk. Housekeeping would make sure one is in each room. Guests, of course, are encouraged to keep the copy they pick up. An alternative would be to hand the guest one on check-in.
- In your visitor information center or mobile booth, Chamber & Visitors Bureau office, and at visitor information kiosks designed and installed as part of your wayfinding system. You should have kiosks on the Marion Square Plaza, at your sports facilities, Lowe Park and other major parks. All should include brochure distribution where the "Best of" guide is included.
- One should be sent to every household in the city, in a #10 envelope (yes, snail mail) with a small card that reads, "The number one reason people travel is to visit friends and family. We hope that you will hang onto this brochure so that when you host visitors, you will show them the very best of what Marion has to offer. After all, every dining room table should be a concierge desk."
- At other visitor information centers along Interstate-380, and other highway info centers within an hour's drive of Marion.

- At City Hall, the library and at other public assembly spaces.

This one brochure is a good way to entice regional visitors to stop in Marion, a great way to get hotel guests to explore Uptown, and a good way to educate locals about what you've got and where it's located.

For each featured business, include a photo (interiors sell the experience better than exterior shots), their logo, address, phone number, website address and a description of why they are so good and are a "must visit" and "worth the drive" destination. Be specific about some feature, dish or experience that makes it special. Each would get a full panel. You might consider adding a QR code next to the logo or at the bottom of each panel where a person could easily pull up their website or menu.

The guide should also be available on the Marion splash page for viewing and for download.

The guide should be reproduced every year. Finally, the reason no lodging facilities are included is so that hotels and motels will hand the brochure to visitors without fear of promoting their competitors.

22. Develop free Wi-Fi access within the Uptown Core 16-Block Area

Timeline: July, 2016

Who takes the lead: City of Marion

Approximate cost: TBD

Possible funding idea: Iowa Reinvestment District funds

Rationale and/or details:

Think of free Uptown Wi-Fi as a marketing investment, not a freebee for bored visitors. For today's traveler, the most credible information they get on an activity or destination is from their friends and family. Uptown Wi-Fi enables visitors to instantly upload selfies on location in Marion, showing them having a great time. These are sent to their social networks of friends, many who will in turn forward them on to others. Multiply that times hundreds and you have a huge third party endorsement of Marion. That is why we recommend beautification, street entertainers, and why branded wayfinding signage is so important.

You can also place QR codes (and in the near future, even easier scans) near event locations, monuments and interpretive signage so that visitors can download audio and video enriched interpretive content. For a destination rich in animation and activity as well as outdoor art, this will help tell the story of Marion, engage the visitors and direct them to additional experiences. Envision a QR code at the new Marion Square Plaza that downloads a calendar of events to your phone, or even puts the event list on YOUR calendar.

An important side benefit of public Wi-Fi is that all this Internet activity can be analyzed and controlled from a central location. For example, you can monitor which types of devices are most used to upload photos and text, and tweak the system to maximize their speed and efficiency. You can see which Wi-Fi access points are being used the most, and improve the photo opportunities at those that are lagging behind. You can monitor traffic highs and lows, so you know when visitors are most active Uptown, and you can turn access points on and off if you want to restrict or throttle back different sections of Uptown. You can even ban local businesses that are using the public Wi-Fi for private business, if it affects overall Internet speed.

In this age of central gathering spots and sidewalk cafes, having consistent, high quality broadband Internet access is very important. Particularly in a city where you are trying to attract young families and entrepreneurial types, having free broadband access is a huge selling point.

One thing you might consider is having people formally log in to use the Internet after an initial 15-minute period. They provide their name and e-mail address (no more information than that) after which they are automatically reconnected, and added to your e-newsletter database, so they will receive notices about upcoming festivals and events.

23. Install Decorative Sidewalk Crossings

Timeline: 2016 (timing dependent upon 6th and 7th Avenue Street Improvements)

Who takes the lead: City of Marion

Approximate cost: About \$10 a square foot

Possible funding idea: Transportation funds

Rationale and/or details:

7th and 6th avenues, 10th, and 11th and 12th Streets form the core pedestrian oriented streets in Uptown Marion. The intersection of pedestrians and vehicles on these streets is at its most intense, and safety will be a primary issue, particularly when events at the Marion Square Plaza bring hundreds if not thousands of pedestrians to this concentrated area. Crosswalk visibility will be critical to safety as well as the orderly movement and distribution of people. This issue also provides the City an opportunity to incorporate its own branded look and feel into the streets.

One way of extending the City brand, and highlighting its crosswalks for safety, would be decorative crosswalk embossing through a duratherm process. This StreetPrint® asphalt stamped process is weather resistant and durable enough to withstand snow removal. It is cost effective and wears well in rough weather conditions. It can be custom designed and is an excellent way to add branded beautification to a traditional safety feature – your crosswalks.



24. Retail Blade signs

Timeline: June, 2016 (timing dependent upon 6th and 7th Avenue Street Improvements)

Who takes the lead: Uptown Marion

Approximate cost: TBD

Possible funding idea: Private retail businesses

Rationale and/or details:

The businesses along 7th Avenue between 10th and 13th Avenue particularly would benefit from standardization of retail signage that is visible by a pedestrian on the sidewalk on the north side of 7th Avenue. Blade or perpendicular signs with some uniformity of size would meet this need, and DRAW pedestrians down the block. Savvy retailers know that putting “what’s in the store” more prominently on the blade sign is more effective than just using the name of the store, unless the name makes it patently obvious. Retailers should always promote their primary lure first, then the name of the store. These signs should be consistent in size and placement: No lower than 7 feet, no higher than 9 feet, no wider than 42 inches, and the sign begins within 18 inches of the building façade. No signs should be backlit (florescent or neon), but they can have façade mounted lighting shining on them. They should be decorative and easy to read. View Roger’s video entitled “Business and Community Signs” and the beginning of “The 20 Ingredients of an Outstanding Downtown (Part 3)” in the RBI Video Library for examples and more information.



25. Find and contract with a Qualified Firm for a Citywide Wayfinding System Design

Timeline: 2016 (timing dependent upon 6th and 7th Avenue Street Improvements)

Who takes the lead: City of Marion

Approximate cost: \$60,000-90,000

Possible funding idea: Local Option Sales Tax funds

Rationale and/or details:

Issue a Request for Qualifications for professional wayfinding expertise. Wayfinding is about “environmental graphics” and is substantially different than “institutional wayfinding” as you might find in a hospital, college campus or mall. This is part

marketing, part branding, part traffic mitigation, and is as much a science as it is an art. Only hire professionals with expertise in developing systems like this.

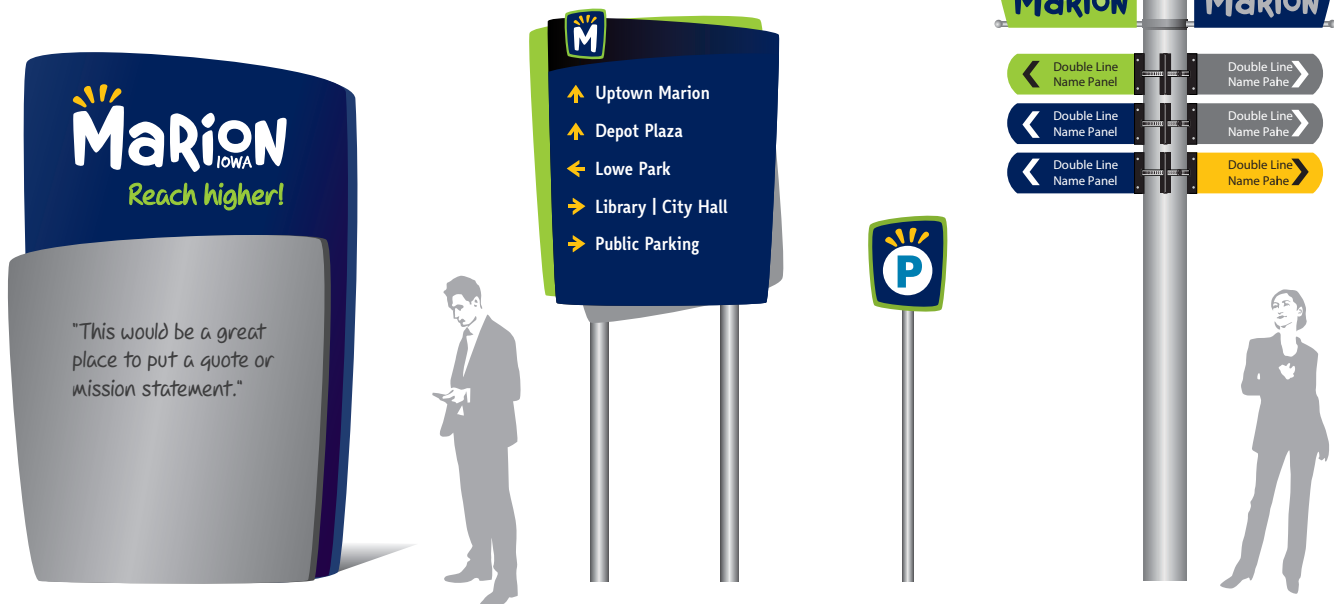
A typical wayfinding system includes the following elements:

- o Vehicular directional signage on freeways, highways, primary thoroughfares, and community surface streets. It must include attractions, amenities, and local services.
- o Seasonal pole banners.
- o Pedestrian wayfinding in the downtown core area, including trail systems.
- o Marquee or “place identifiers” in front of public buildings, services and parks.
- o Community and downtown gateways.
- o Visitor information kiosks, with weather resistant brochure distribution, in various locations throughout the community.

When you issue the RFQ, respondents will not be able to provide a cost since they won't know the community, nor will they know what you have for a budget. You want to find the best, then pay your top three candidates each about \$3,000 to cover their travel costs, have them visit with the BLT and the City, and include a tour. Have them describe their methodology, show you their work as it is installed elsewhere, and then send you a price – or have them tell you what they can do given budget constraints.

Once they've visited, they will be able to provide you with a detailed scope of work, methodology and timeline. Then select the one whose methodology, timeline and cost works best for the city.

Once you've made your selection, you want to make sure the final product includes bid-ready construction drawings, approximate fabrication and installation costs, and have the system designed to a pre-determined fabrication/ installation budget. You can have a community gateway fabricated for a million dollars, or a complete wayfinding system installed for \$250,000. Start with a predetermined budget and have the system designed to that budget – including possible phasing over a number of years.





It should take about 90 days to design the system.

If the proposing firms offer to manage the bid, fabrication and installation process, seriously consider having them do this. Sign fabricators speak their own language when it comes to materials, color mixtures and specifications. Some will try to cut corners, and you may end up with a sign that looks very different from the artist's design. Having someone who speaks their language and knows the ropes can keep the fabrication on track and within budget, while maintaining the quality.

View Roger's video entitled "The Art of Wayfinding" in the RBI Video Library and "The 20 Ingredients of an Outstanding Downtown (Part 2)" for more information.

26. Construct Uptown Public Restrooms

Timeline: September, 2016

Who takes the lead: City of Marion

Approximate cost: TBD

Possible funding idea: General Funds

Rationale and/or details:

Construct and maintain public restrooms in proximity of the recommended public Marion Square Plaza in Uptown. Currently, the only restrooms available to the public downtown are at the library. These are nice, but they are only available when the library is open.

One of the most fundamental visitor amenities is the availability of clean and convenient public restrooms. If consumers have to get in their car to go find a restroom they are not likely to return. They are particularly important in pedestrian-oriented downtown areas, and they are essential during festivals and events. We recommend that the City develop new restrooms as part of the Uptown revitalization project. The restrooms should be identified by prominent signage. If free-standing, the restrooms should be developed in an architectural style that is complementary to the existing character of the community, include exterior lighting, and landscaping. The closer the restrooms are to high activity areas, the less likely they will be subjected to vandalism and illegal uses. For more information on public restrooms, view Roger’s video entitled “The 20 Ingredients of an Outstanding Downtown (Part 2)”.

27. Add Marion businesses to GPS Services, Web-based Applications, and Smart Phones

Timeline: September, 2015

Who takes the lead: Uptown Marion

Approximate cost: None (staff time)

Possible funding idea: None

Rationale and/or details:

Today’s consumer relies heavily on applications to find the location of retail goods and services. The appearance of Marion businesses on these web-based applications and GPS services improves the likelihood that they will be found and navigated to, thereby increasing the awareness of Marion as a consumer destination.

Marion businesses should add or update their information on a variety of applications:

NAVTEQ: mapreporter.navteq.com – This service partners with third-party companies to provide its location services for portable GPS devices made by Garmin, Lowrance and NDrive. Many in-dash navigation car systems upgrade their maps from this source. Navteq also supports web-based applications like Yahoo! Maps, Bing Maps, Nokia Maps, and Mapquest.

TELE ATLAS: mapfeedback.teleatlas.com – This company supplies map information to Tom Tom and Apple’s IOS 6 maps.

GOOGLE MAPS: google.com/placesforbusiness – Google provides maps for its own system.

Another marketing tool that Marion businesses should take advantage of is being listed on TripAdvisor.com and Yelp.com. This can be done from either the business or consumer end. For example, businesses may want to buy a listing or page on TripAdvisor. Another way is to have consumers complete reviews of Marion businesses on these sites. Businesses should make sure they show up when consumers look for “dining in Marion, Iowa” or “Antique shops in Marion”. Monitor the sites monthly and address any negative reviews with follow up action. When a merchant or lodging facility responds to a negative review in a positive, helpful, constructive way, it shows the readers that the merchant cares and is making things better. This can go a long way to alleviate the negative effects of a bad review.

28. Implement a technical assistance program for Uptown business and property owners

Timeline: October, 2016

Who takes the lead: Uptown Marion

Approximate cost: \$20,000 for workshop instructors

Possible funding idea: Hotel & Motel Tax funds

Rationale and/or details:

This is a task for the Uptown Marion program to undertake. The technical assistance program will address the following:

- Blade signs, sign ordinances and sign renewal incentives
- Façade improvements using the façade program currently underway.
- Extension of window displays to exterior spaces
- Window treatments
- Extended operating hours
- Shared worker program to extend open hours
- Merchant-driven design review board
- Curb appeal and beautification

Curb appeal and beautification are essential to the success of the Uptown district. Some possible improvements are:

- Replace drab corners with color splashes of annual flowers
- Create landscape buffers between sidewalks and traffic
- Hang baskets of flowers
- Buying cooperative for flowers, shrubs and pots. (See the recommendation “Benches and Uptown Beautification” for details.

The heart and soul of any community is its downtown. It needs to be beautiful, creating an ambience that attracts people and makes them want to linger. Consistently, studies show that downtowns with street trees, flowers, hanging baskets, and other beautification efforts are more successful than other downtowns. Retail spending is higher, pedestrian traffic is greater, and downtown has more life and vibrancy.

The Uptown entertainment district will be most successful if the property and business owners work together, coordinating their efforts with beautification, signage, operating hours, façade improvements, etc. This is considered the “mall mentality” where businesses recognize they are a part of a larger destination and they work together for everyone’s benefit.

29. Create a series of “brand awareness posters”

Timing: November, 2016

Who takes the lead: BLT Marketing Committee

Approximate cost: \$5,250

Possible funding idea: Hotel & Motel Tax funds

Rationale and/or details:

Create an initial series of three or four posters and make them 24 inches x 36 inches (movie poster size), print 50 of each, have them matted, mounted and framed. These will begin to inform the world about Marion’s brand. These are a fantastic way to cement “ownership” of the brand. After all, brands are about ownership. Napa Valley owns the wine brand. Nashville owns the country music brand. Orlando owns the family vacation brand. Sulphur Springs owns the celebration city brand in Texas.

The focus of the posters:

- Reach Higher – Family
- Reach Higher – Business
- Reach Higher – the Arts
- Reach Higher – Healthy living
- Reach Higher – Education



The posters should be “collectibles” with strong imagery, and each year a new poster would be developed and added to the collection. After a couple of years, people will purchase the posters to add them to their “Our Marion” collection.

The reason for actually going to the time and expense of framing, mounting and matting them is to make sure they actually get hung in key locations. Handing someone a rolled up poster they can hang at their convenience will result in a lot of posters sitting in back rooms to be put up when or if they have time. Make it easy, and you’ll see it happen. This is a big part of your outreach efforts.

Make sure you offer to hang the posters for those willing to put them up! And put them up in series – with perhaps six inches between each frame. Places that should have the posters hung include:

- Library
- City Hall (and other city facilities)
- Local schools
- Corporate offices (major employers)
- Restaurants
- Hotels
- Retail spaces (where there is wall space at or near entrances)
- Even in empty storefront windows to create interest
- Golf course clubhouses

NOTE: Brands start within – with local knowledge and support. It’s imperative that local residents and businesses know what Marion is all about.

FUTURE TASKS

As the BLT, the City, and supporting organizations complete these recommendations over the next couple of years, the effort is not complete! Branding is a project without an end. It will require constant nurturing, maintenance and improvement to keep the brand fresh and in the minds of consumers. Here are some recommendations for future tasks:

1. Allow, encourage and budget for street artisans, musicians

Animating Uptown and the Marion Square Plaza area is a top priority. The idea is to make sure there are activities 250+ days a year. Each day when the Plaza splash pad or ice rink is operating is an “event day.” Having street musicians, entertainers and artisans also create “event days.” The goal is to make Uptown Marion THE place to come after work – for dinner or after dinner, and on weekends. The only “slow” night would typically be Sunday evenings. Bringing Uptown to life includes an active buskers program: street musicians, magicians, and artisans.

Encourage, but control, street musicians and artisans. Free outdoor entertainment downtown is an excellent way to attract people, making downtown lively and active. In order to attract these musicians, performers, and artisans downtown during peak hours, establish a budget of perhaps \$10,000 to \$20,000 per year to pay street performers a small amount (perhaps \$35 for three or four hours). They would also be permitted to make money from tips.

The goal would be to have performers especially during the evening hours of 6:00 and 9:00 during spring and fall, and between 5:00 and 9:00 during peak summer months, on Thursdays and Fridays, plus all day Saturday from 11:00 a.m. to 9:00 p.m. and Sundays from noon to perhaps 6:00 p.m.

Street entertainers and artisans should be required to file an application for a “vendor permit” with the city. There would be no charge for the permit, but the vendor would agree to specific guidelines. There must be no overt panhandling; they must stay within a designated, confined space; if there are any complaints, the city can revoke the permit immediately, without cause. Each permit would be good for three or four months, after which the vendor would need to apply for a new permit. This will allow the city to have current information on the vendors.

2. Create an ordinance for sidewalk dining

Sidewalk dining adds considerable character to the assortment of any community’s restaurants. The City of Marion should adopt an ordinance permitting restaurants to operate designated dining areas outside and adjacent to their establishments. By their very nature, sidewalk cafes are highly visible, allowing customers and passers-by alike to enjoy a favorite urban pastime: people watching. Open-air (alfresco) dining is a familiar way to exhibit an animated downtown.

3. Begin a monthly e-newsletter, subscription database

Nothing creates top of mind awareness like constant reminders. And the most unobtrusive reminder can be in the form of a monthly e-newsletter. BUT it can’t be a sales pitch. It should be short, to the point, and offer upcoming events and tips and tricks on how to live the Marion lifestyle. It should showcase “Coming up this month…” and tips, tricks, ideas and quotes to help people participate in the Marion community.

4. Conceptual design, feasibility and business plan for the proposed year-round public market

Public markets are an incredible asset to communities and are found to be major economic drivers, keeping spending local while also becoming a major visitor attraction. Develop a year-round public market that may operate three, four or five days a week and changes its focus by time of year.

Contract with an expert on the development of a permanent structure, location, and seasonal focus of the market. Some of the biggest challenges in developing a public market are determining best location, cost of infrastructure improvements and building footprint, square footage, ownership, management, business plan, marketing, budgets, and vendor mix and recruitment.

We suggest contacting Aaron Pohl-Zaretsky, the premier public market expert in the country, for assistance in getting started. He ran the famous Pike Place Market (14 million visitors a year) in Seattle for nearly ten years and currently lives in Asheville, North Carolina. His contact information is as follows:

- a. Website: www.publicmarketdevelopment.com
- b. Phone: (828) 645-9291

5. Contract for the development of logo gear and collectibles

To start telling the world the Marion City brand, consider developing logo gear that can be sold at hotels, in the visitor information center and at local retail outlets. Using the new brand identity and tagline, create collectibles and logo gear that can be sold:

- Polo shirts (have the brand identity stitched above the breast pocket location). Don't make these billboard shirts with huge logos on them.
- Coffee mugs and/or water bottles
- Baseball caps





6. Put together a hospitality training program that would go “on the road” to hoteliers, restaurants, retailers, front line staff, etc.

Brands must be more than skin deep. To really “own” the Marion brand “Reach Higher”, EVERYONE from the crew at McDonald’s to front desk employees at hotels, to the retail workers on 7th Avenue, must be hospitable and friendly. But if you hope to have front-line employees come to a host-training workshop, on their own time, guess again.

We recommend purchasing the 14-minute video The Guest, produced by Media Partners in Seattle. This 14-minute film is humorous, easy to watch, and is a great way to “teach” hospitality without it being time consuming and degrading. When front-line workers realize that every customer is paying something that directly goes into their paychecks, they will recognize how important that person is to their paycheck.

7. Add architectural lighting in Uptown

Using low-energy LED lights, outline the historical buildings of Uptown to create a year-round festive display. Spending after hours is critical to the success of retail and especially dining establishments. Lighting will help attract consumers downtown, especially during the dark winter months.

8. Create iconic sites where kids and parents can take “selfies” and instantly transmit them to their online “tribes”.

Nothing sells like third party testimony, and putting images of consumers having fun in Marion on thousands of social media pages goes a long way to spreading the word about Marion. Make sure the iconic site (sculpture, sign, artwork, etc.) contains the city name or logo. Disney has perfected this with their walking animated characters.

9. Install an event reader board on 6th or 7th Avenue at the Marion Square Plaza area.

Somewhere in the Marion Square Plaza we suggest an Identity sign with a reader board to announce upcoming events.

10. Design and paint city vehicles with the brand colors and logo

Start with the Parks & Recreation department vehicles, and do them as they need repainting.





APPENDIX

BrandGraphics

Demographics & Tapestry Reports

Itinerary Questionnaire

Roger Brooks International Viewing Order

BrandGraphics

Primary Brand Color Palette



Secondary Brand Color Palette



3-Color Marketing Logo



1-Color Marketing Logo



3-Color Reverse Marketing Logo



3-Color Mark



1-Color Positive Knockout Mark



1-Color Positive Solid Mark



1-Color Reverse Knockout Mark



1-Color Reverse Solid Mark



3-Color Standard City Logo



1-Color Positive City Logo



3-Color Reverse City Logo



3-Color Standard Uptown Logo



1-Color Positive Uptown Logo



3-Color Reverse Uptown Logo



3-Color Standard Chamber Logo



1-Color Positive Chamber Logo



3-Color Reverse Chamber Logo



3-Color Standard Chamber Logo



1-Color Positive Chamber Logo



3-Color Reverse Chamber Logo



Examples of City Organization Logos





The sky is NOT the limit.

It's no secret that beautiful Marion, Iowa - just minutes north of Cedar Rapids - is the Midwest's best place to raise a family. It starts with strong beginnings at some of the state's best schools - in a state that's known for its education - continues with dozens of family-focused events, amazing recreational facilities, a vibrant and culturally rich downtown, and beautifully designed neighborhoods. No wonder Marion is one of the fastest growing cities in the Midwest

www.ReachHigherMarion.com

- and one of the youngest.

You see, it's in the DNA of every Marionite to know that the sky is never the limit. Our smart, creative, leading-edge, and free-thinking kids, parents and workers here are changing the world.

Isn't it time you changed your world? Reach higher, achieve more. In business and in life.



MaRion
IOWA
Reach higher!



Are you the Marion type?

If family is important to you, then you're the Marion type. Just minutes north of the urban amenities of Cedar Rapids, Marion has been designed so that it's neighborhoods are no more than a ten-minute drive from some of Iowa's best schools, medical facilities, a culturally-rich downtown, amazing recreational and sports facilities, and your office.

You see, the average American spends nearly 10,000 minutes a year commuting to and from work. That just flies in the face of what life

should be about. Working and living in Marion will provide you with another 7,500 minutes a year (that's 125 hours or nearly 16 eight-hour days) you can spend with family.

Add in the fact that Marion is a healthy living Blue Zone community. No wonder Marion is a fantastic place to raise a family and grow a business.

So reach higher. Achieve more. To learn how, visit us at the website below.



www.ReachHigherMarion.com


MaRion
IOWA
Reach higher!



By all measures, it's Marion.

The Midwest is home to a multitude of cities and towns that are great for raising a family. But it's in our DNA to do everything we can to make sure Marion, Iowa - just minutes north of Cedar Rapids - is the BEST place in the Midwest to raise a family AND grow a business.

We're home to some of the best schools in a state that's renowned for its educational system. Our culturally-rich downtown, incredible recreational amenities, trails,

sports fields, aquatic center, golf courses, and office-parks are all within a five to ten-minute drive of our beautifully designed neighborhoods saving you nearly 16 eight-hour days in commute time. Time that can be spent with family.

We're also a desirable Blue Zone community, where healthy living is a top priority.

So live smarter. Be happier. Achieve more. In business and in life.

www.ReachHigherMarion.com



MaRion
IOWA
Reach higher!

1. Top-rated schools
2. A Blue Zone community
3. Gigabit Internet access
4. Incredible brain-trust
5. Central to all national markets
6. Family-centric living
7. Amazing recreational facilities
8. Minutes from urban amenities



Do the math. It's Marion.

You'd be hard-pressed to find a city in the Midwest that doesn't want your business. But you'll be hard pressed to find a city in the Midwest that has ingrained in its very soul the sharp focus of being the best place to raise a family - and, in the process, the best place to grow a business as you'll find in beautiful Marion, Iowa.

Just minutes north of Cedar Rapids, Marion is home to amazing business opportunities, some of the best schools in Iowa, incredible recreational amenities, and a smart, edu-

www.ReachHigherMarion.com

cated, young, talented, and free-thinking brain trust.

Commute times between our beautifully designed neighborhoods and industrial park are no more than ten-minutes providing you with a refreshed, happy crew. We're also a healthy-living cutting-edge Blue Zone community as well.

No wonder Marion is one of the fastest growing cities - and one of the youngest - in the Midwest So reach higher. Achieve more.



MaRion
IOWA
Reach higher!



Do the math. It's Marion.

You'd be hard-pressed to find a city in the Midwest that doesn't want your business. But you'll be hard pressed to find a city in the Midwest that has ingrained in its very soul the sharp focus of being the best place to raise a family - and, in the process, the best place to grow a business as you'll find in beautiful Marion, Iowa.

Just minutes north of Cedar Rapids, Marion is home to amazing business opportunities, some of the best schools in Iowa, incredible recreational amenities, and a smart, edu-

www.ReachHigherMarion.com

cated, young, talented, and free-thinking brain trust.

Commuter times between our beautifully designed neighborhoods and industrial park are no more than ten-minutes providing you with a refreshed, happy crew. We're also a healthy-living cutting-edge Blue Zone community as well.

No wonder Marion is one of the fastest growing cities - and one of the youngest - in the Midwest So reach higher. Achieve more.




MaRion
IOWA
Reach higher!



By all measures, it's Marion.

The Midwest is home to a multitude of cities and towns that are great for raising a family. But it's in our DNA to do everything we can to make sure Marion, Iowa - just minutes north of Cedar Rapids - is the BEST place in the Midwest to raise a family AND grow a business.

We're home to some of the best schools in a state that's renowned for its educational system. Our culturally-rich downtown, incredible recreational amenities, trails,

sports fields, aquatic center, golf courses, and office-parks are all within a five to ten-minute drive of our beautifully designed neighborhoods saving you nearly 16 eight-hour days in commute time. Time that can be spent with family.

We're also a desirable Blue Zone community, where healthy living is a top priority.

So live smarter. Be happier. Achieve more. In business and in life.



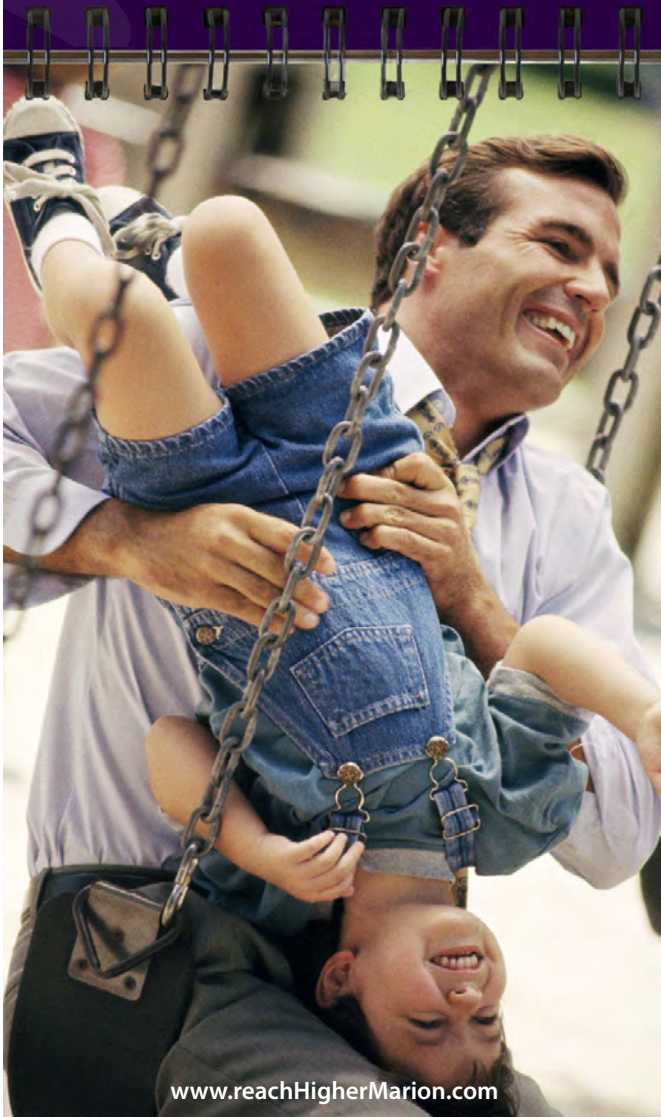
MaRion
IOWA
Reach higher!

www.ReachHigherMarion.com

RELOCATION GUIDE

The amazing benefits to moving your family and business here.

MaRion
IOWA



www.reachHigherMarion.com

Rack Brochure Concepts

The VERY BEST of UPTOWN



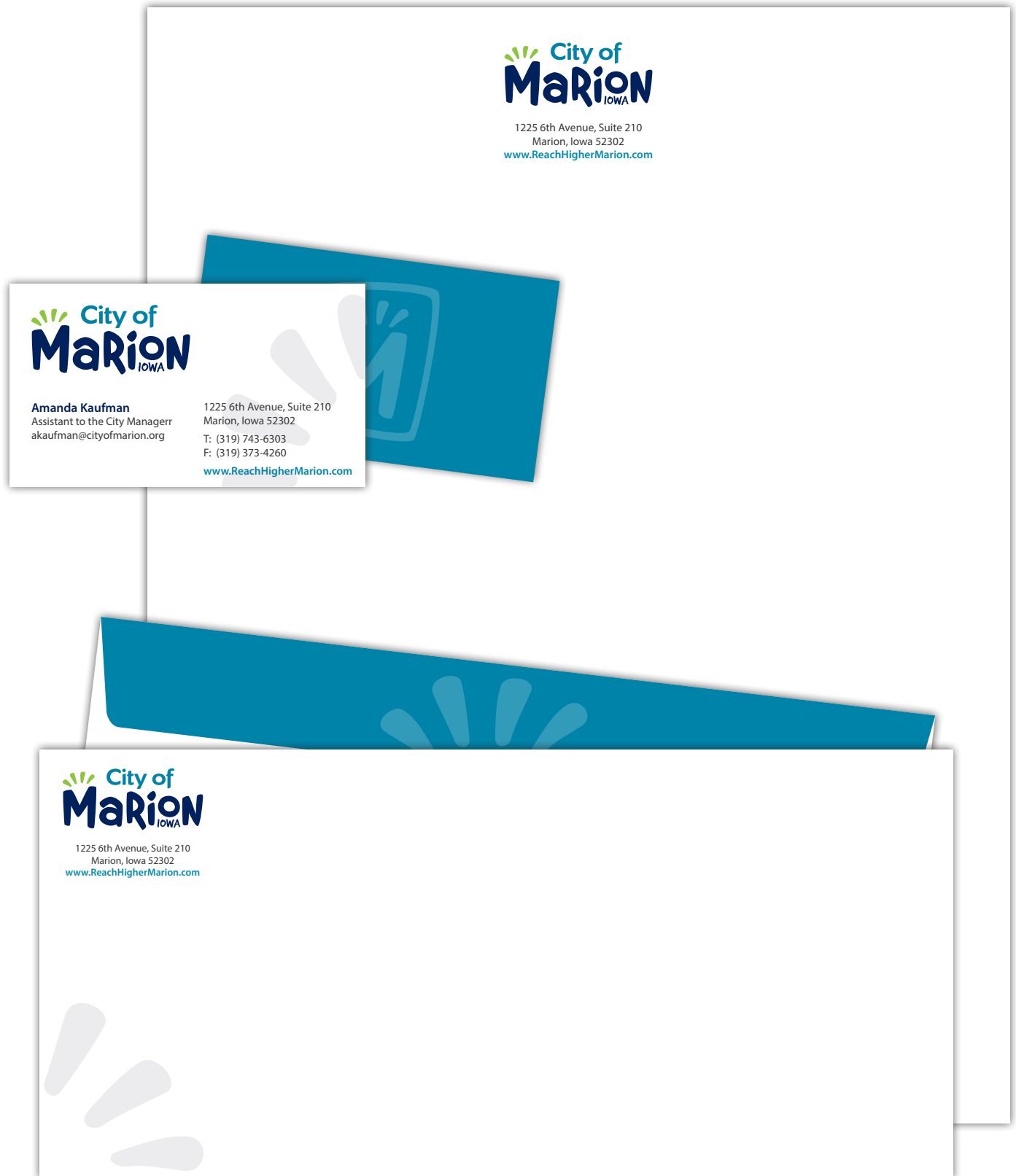
MaRion
IOWA
Reach higher!

www.reachHigherMarion.com

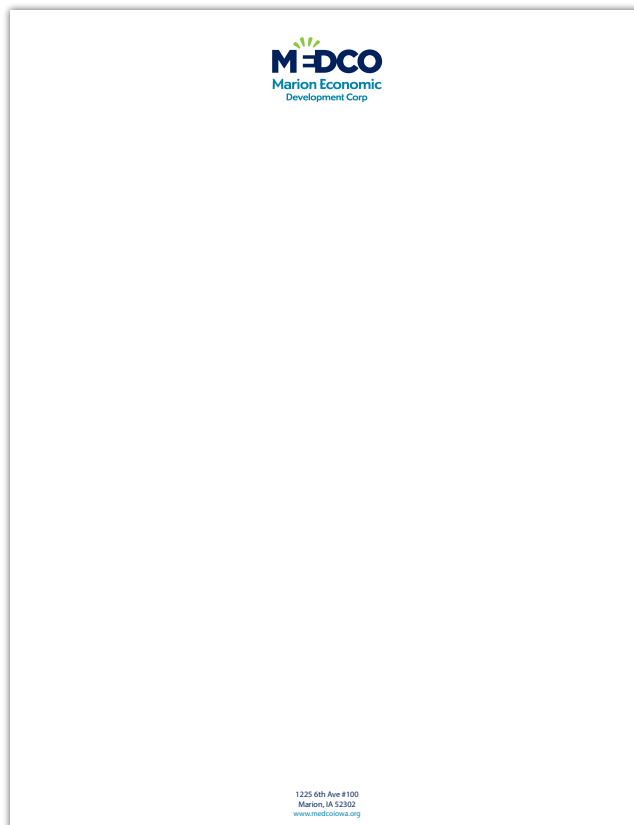
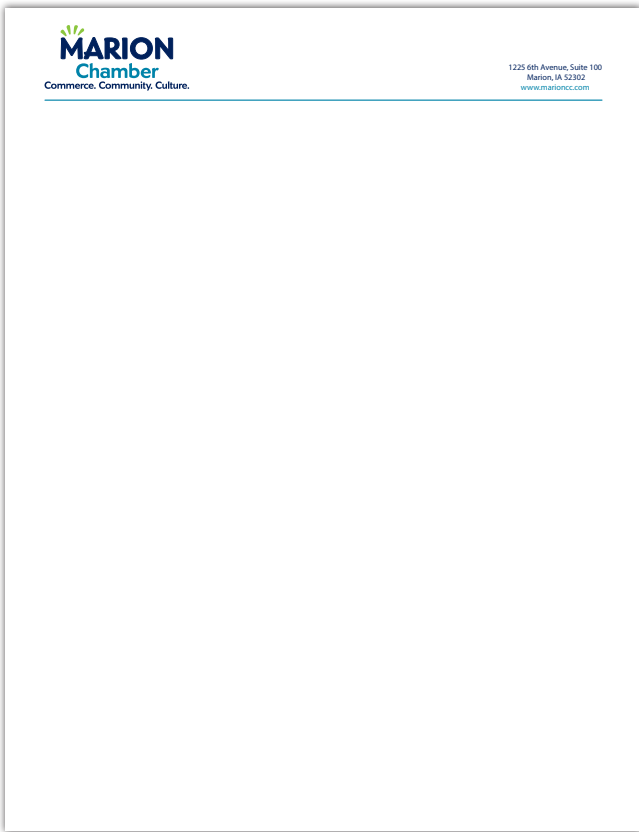
Downtown Pole Banner Concepts



Business Paper Design Concepts



Organizational letterhead and shirt





1225 6th Avenue, Suite 100
Marion, IA 52302
www.UptownMarion.com



Welcome to Marion, Iowa
What are your interests?

MaRion

IOWA
Reach higher!



City of Marion

IOWA

About the City, Council Agenda, Departments, Boards and Commissions, Services, Employment, Contacts - its all here!



MARION Chamber

Commerce. Community. Culture.

The Marion Chamber works on behalf of more than 250 businesses of all sizes to drive commerce, community and cultural opportunities for members in our community.



UPTOWN MARION

A Main Street Iowa District

Uptown Marion is a collection of more than sixty boutiques, restaurants, and galleries offering personalized services and experiences that are made for you!



M-DCO

Marion Economic Development Corp

Marion offers the heritage, comfort, and security of a growing community with the convenient and progressive opportunities of a large city.



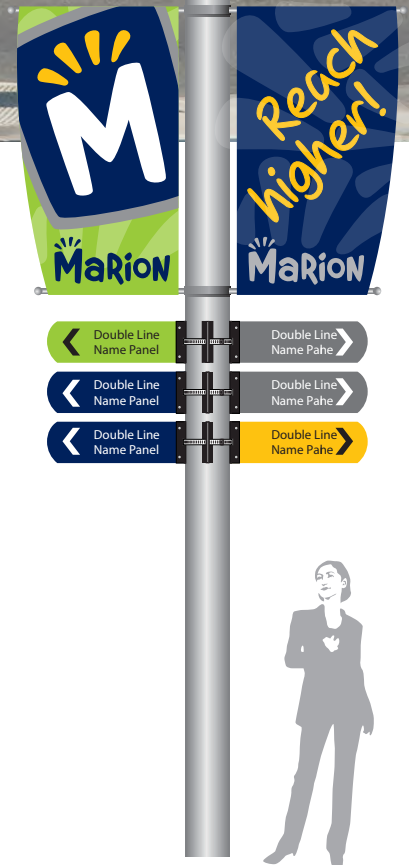
MaRion

IOWA
Reach higher!

DESTINATION MARION

Your single site for Why Marion?, What to do, When to visit, Videos, Calendars, Events, Festivals, Recreation, Kids & Family, and More!

Wayfinding Concept



City Vehicle Concepts

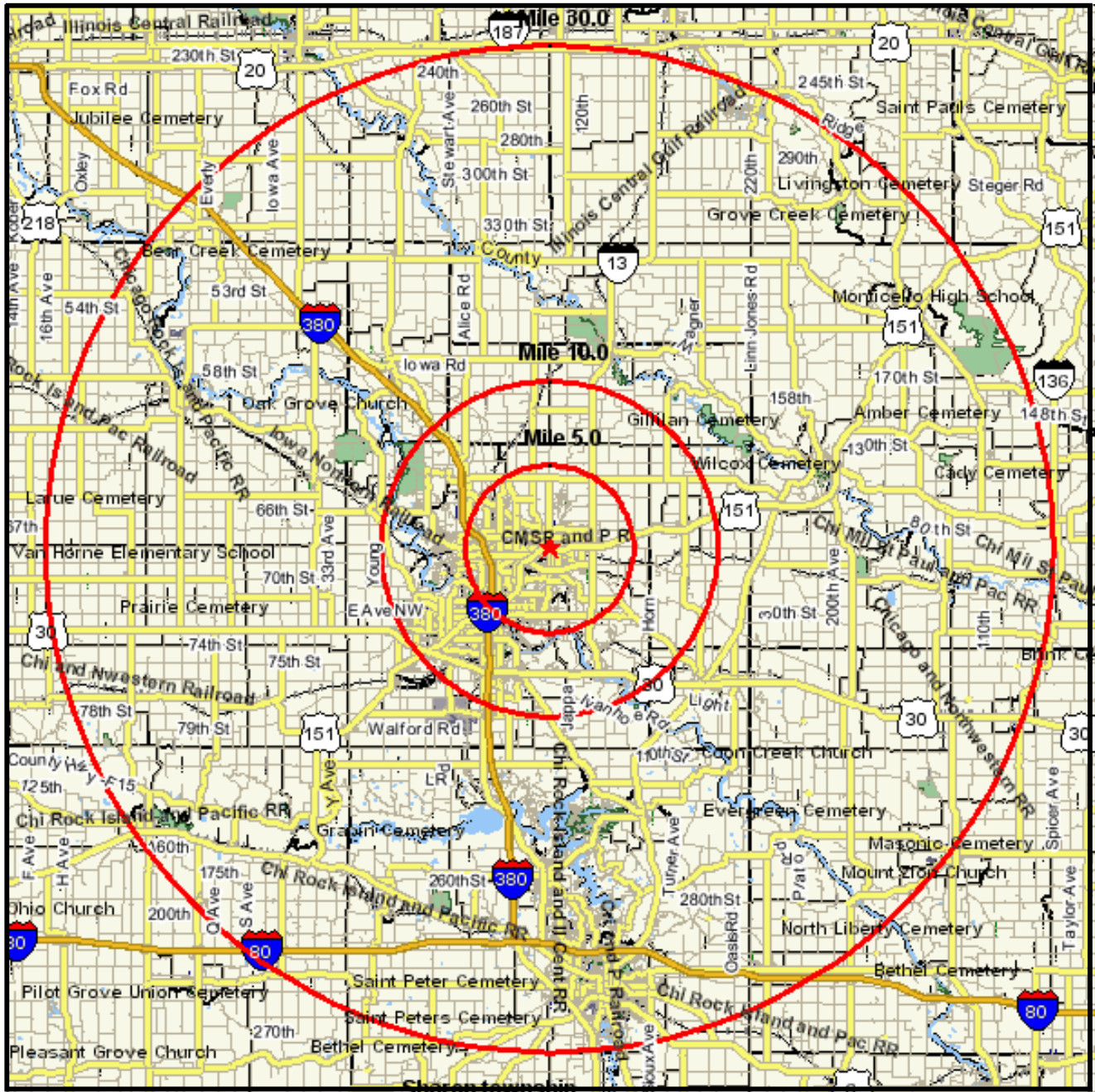


Brand Merchandise Concepts



Brand Merchandise Concepts





Prepared on: Thurs Oct 16, 2014
 Project Code: Marion - Demographics & M
 Prepared For:

Page 1 of 2

Nielsen Solution Center 1 800 866 6511

© 2014 The Nielsen Company. All rights reserved.
 Prepared By:

Pop-Facts: Demographic Quick Facts 2014 Report

Radius 1: 7TH AVE AT 10TH ST, MARION, IA 52302, aggregate

Radius 2: 7TH AVE AT 10TH ST, MARION, IA 52302, aggregate

Radius 3: 7TH AVE AT 10TH ST, MARION, IA 52302, aggregate

Description	0.00 - 5.00 miles <i>Radius 1</i>		0.00 - 10.00 miles <i>Radius 2</i>		0.00 - 30.00 miles <i>Radius 3</i>	
	%	%	%	%	%	%
Population						
2019 Projection	111,905		195,943		427,285	
2014 Estimate	109,229		190,208		411,450	
2010 Census	106,817		184,979		396,685	
2000 Census	97,394		170,296		354,341	
Growth 2000 - 2010	9.68%		8.62%		11.95%	
Growth 2010 - 2014	2.26%		2.83%		3.72%	
Growth 2014 - 2019	2.45%		3.02%		3.85%	
Households						
2019 Projection	46,538		81,614		174,141	
2014 Estimate	45,322		78,987		167,226	
2010 Census	44,190		76,461		160,591	
2000 Census	39,558		68,863		140,511	
Growth 2000 - 2010	11.71%		11.03%		14.29%	
Growth 2010 - 2014	2.56%		3.30%		4.13%	
Growth 2014 - 2019	2.68%		3.33%		4.14%	
2014 Est. Population by Single Classification Race						
White Alone	96,663	88.50	169,336	89.03	366,280	89.02
Black or African American Alone	5,321	4.87	8,978	4.72	16,684	4.05
American Indian and Alaska Native Alone	339	0.31	583	0.31	1,196	0.29
Asian Alone	2,869	2.63	4,337	2.28	12,457	3.03
Native Hawaiian and Other Pacific Islander Alone	97	0.09	182	0.10	257	0.06
Some Other Race Alone	978	0.90	1,788	0.94	4,887	1.19
Two or More Races	2,962	2.71	5,005	2.63	9,689	2.35
2014 Est. Population Hispanic or Latino						
Hispanic or Latino	3,903	3.57	6,676	3.51	15,609	3.79
Not Hispanic or Latino	105,326	96.43	183,532	96.49	395,841	96.21
2014 Tenure of Occupied Housing Units						
Owner Occupied	32,530	71.78	56,412	71.42	115,754	69.22
Renter Occupied	12,792	28.22	22,575	28.58	51,473	30.78
2014 Average Household Size						
	2.35		2.35		2.37	

Pop-Facts: Demographic Quick Facts 2014 Report

Radius 1: 7TH AVE AT 10TH ST, MARION, IA 52302, aggregate

Radius 2: 7TH AVE AT 10TH ST, MARION, IA 52302, aggregate

Radius 3: 7TH AVE AT 10TH ST, MARION, IA 52302, aggregate

Description	0.00 - 5.00 miles <i>Radius 1</i>		0.00 - 10.00 miles <i>Radius 2</i>		0.00 - 30.00 miles <i>Radius 3</i>	
		%		%		%
2014 Est. Households by Household Income	45,322		78,987		167,226	
CY HHs, Inc < \$15,000	4,027	8.89	7,991	10.12	18,873	11.29
CY HHs, Inc \$15,000 - \$24,999	3,900	8.61	7,217	9.14	15,622	9.34
CY HHs, Inc \$25,000 - \$34,999	4,893	10.80	7,988	10.11	16,130	9.65
CY HHs, Inc \$35,000 - \$49,999	6,499	14.34	11,335	14.35	23,123	13.83
CY HHs, Inc \$50,000 - \$74,999	8,915	19.67	15,827	20.04	32,226	19.27
CY HHs, Inc \$75,000 - \$99,999	5,988	13.21	10,601	13.42	24,046	14.38
CY HHs, Inc \$100,000 - \$124,999	4,332	9.56	7,198	9.11	15,090	9.02
CY HHs, Inc \$125,000 - \$149,999	2,509	5.54	4,174	5.28	8,376	5.01
CY HHs, Inc \$150,000 - \$199,999	2,270	5.01	3,710	4.70	7,612	4.55
CY HHs, Inc \$200,000 - \$249,999	860	1.90	1,304	1.65	2,604	1.56
CY HHs, Inc \$250,000 - \$499,999	891	1.97	1,307	1.65	2,721	1.63
CY HHs, Inc \$500,000+	237	0.52	333	0.42	803	0.48
2014 Est. Average Household Income	\$76,078		\$72,986		\$72,358	
2014 Est. Median Household Income	\$59,368		\$57,837		\$57,653	
2014 Median HH Inc by Single Race Class or Ethn						
White Alone	60,915		59,399		59,550	
Black or African American Alone	25,632		24,023		24,204	
American Indian and Alaska Native Alone	40,131		39,307		32,801	
Asian Alone	69,453		68,011		52,864	
Native Hawaiian and Other Pacific Islander Alone	200,001		200,001		95,654	
Some Other Race Alone	35,930		47,670		51,781	
Two or More Races	46,205		40,459		38,420	
Hispanic or Latino	53,638		59,596		45,922	
Not Hispanic or Latino	59,530		57,778		58,034	

Pop-Facts: Demographic Quick Facts 2014 Report

Appendix: Area Listing

Area Name:

Type: Radius 1 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

7TH AVE AT 10TH ST	Latitude/Longitude	42.033296	-91.599291
MARION, IA 52302	Radius	0.00	- 5.00

Area Name:

Type: Radius 2 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

7TH AVE AT 10TH ST	Latitude/Longitude	42.033296	-91.599291
MARION, IA 52302	Radius	0.00	- 10.00

Area Name:

Type: Radius 3 Reporting Detail: Aggregate Reporting Level: Block Group

Radius Definition:

7TH AVE AT 10TH ST	Latitude/Longitude	42.033296	-91.599291
MARION, IA 52302	Radius	0.00	- 30.00

Project Information:

Site: 1

Order Number: 974333886



Tapestry Segmentation Area Profile (2014)

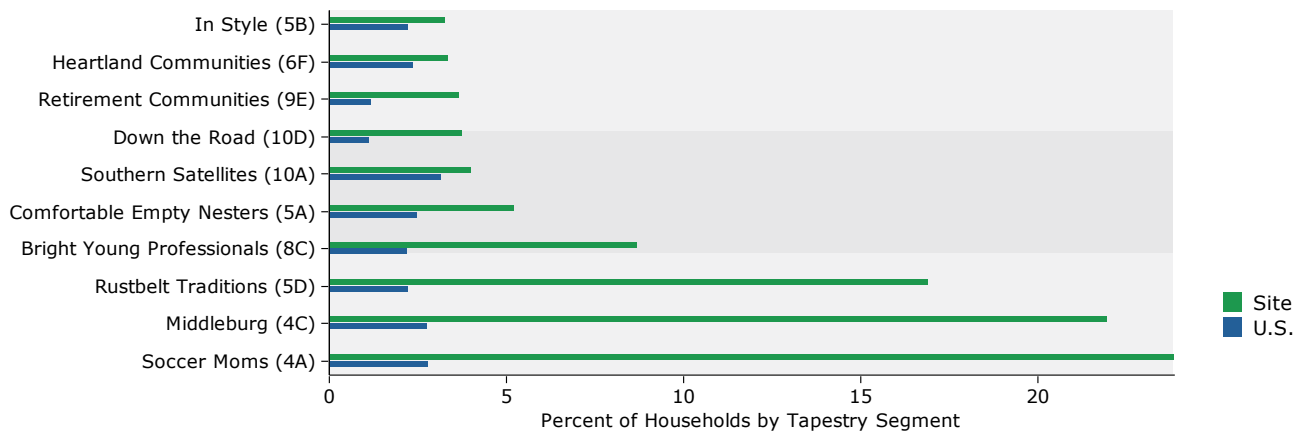
Marion City, IA
 Marion city, IA (1949485)
 Place

Prepared by Roger Brooks International

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2014 Households		2014 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Soccer Moms (4A)	23.9%	23.9%	2.8%	2.8%	848
2	Middleburg (4C)	22.0%	45.9%	2.8%	5.6%	785
3	Rustbelt Traditions (5D)	16.9%	62.8%	2.2%	7.8%	754
4	Bright Young Professionals (8C)	8.7%	71.5%	2.2%	10.0%	395
5	Comfortable Empty Nesters (5A)	5.2%	76.7%	2.5%	12.5%	209
Subtotal		76.7%		12.5%		
6	Southern Satellites (10A)	4.0%	80.7%	3.2%	15.7%	127
7	Down the Road (10D)	3.8%	84.5%	1.1%	16.8%	330
8	Retirement Communities (9E)	3.7%	88.2%	1.2%	18.0%	306
9	Heartland Communities (6F)	3.4%	91.6%	2.4%	20.4%	141
10	In Style (5B)	3.3%	94.9%	2.3%	22.7%	146
Subtotal		18.2%		10.2%		
11	Salt of the Earth (6B)	2.6%	97.5%	2.9%	25.6%	90
12	Professional Pride (1B)	2.3%	99.8%	1.6%	27.2%	144
13	Old and Newcomers (8F)	0.2%	100.0%	2.3%	29.5%	7
14	Young and Restless (11B)	0.1%	100.1%	1.7%	31.2%	5
Subtotal		5.2%		8.5%		
Total		100.0%		31.3%		320

Top Ten Tapestry Segments Site vs. U.S.



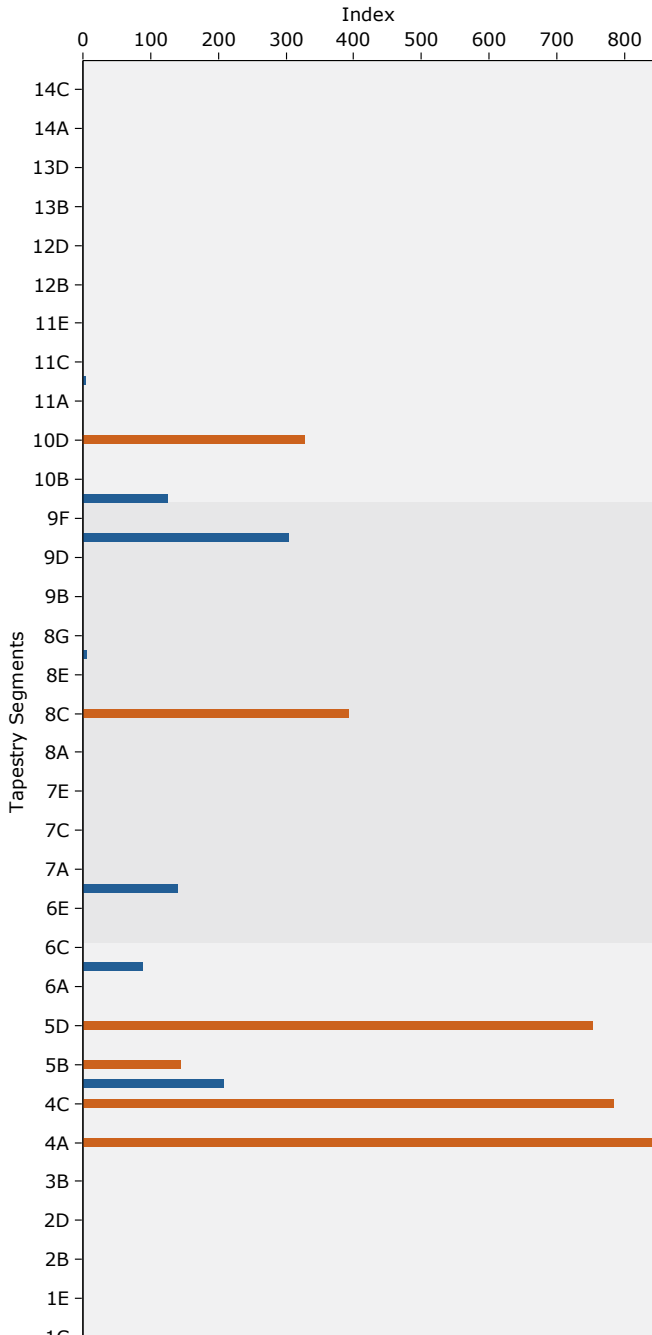


Tapestry Segmentation Area Profile (2014)

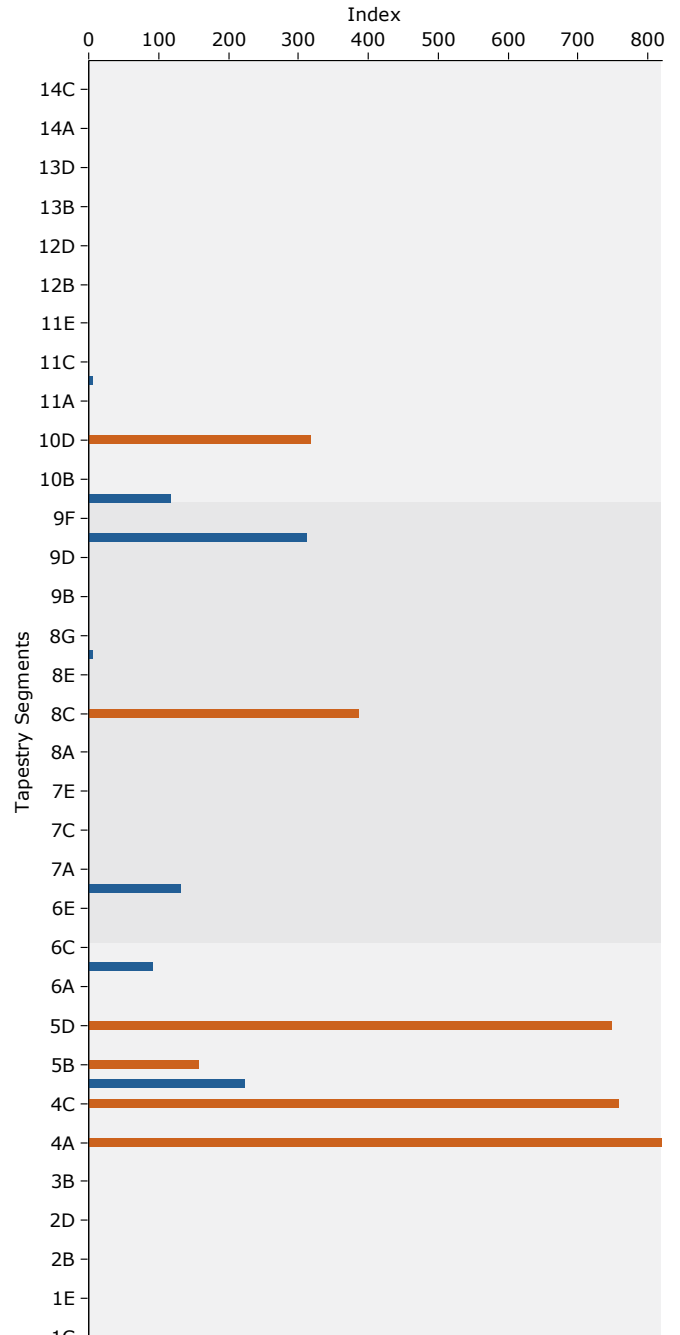
Marion City, IA
 Marion city, IA (1949485)
 Place

Prepared by Roger Brooks International

2014 Tapestry Indexes by Households



2014 Tapestry Indexes by Population





Tapestry Segmentation Area Profile (2014)

Marion City, IA
Marion city, IA (1949485)
Place

Prepared by Roger Brooks International

Tapestry LifeMode Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	14,653	100.0%		35,981	100.0%	
1. Affluent Estates	335	2.3%	24	1,152	3.2%	30
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	335	2.3%	144	1,152	3.2%	171
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
2. Upscale Avenues	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
3. Uptown Individuals	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	6,716	45.8%	625	17,321	48.1%	605
Soccer Moms (4A)	3,497	23.9%	848	9,333	25.9%	821
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Middleburg (4C)	3,219	22.0%	785	7,988	22.2%	760
5. GenXurban	3,724	25.4%	220	8,780	24.4%	227
Comfortable Empty Nesters (5A)	764	5.2%	209	1,931	5.4%	225
In Style (5B)	480	3.3%	146	1,161	3.2%	159
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	2,480	16.9%	754	5,688	15.8%	751
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
6. Cozy Country Living	881	6.0%	49	2,032	5.6%	48
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	388	2.6%	90	978	2.7%	94
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	493	3.4%	141	1,054	2.9%	133
7. Ethnic Enclaves	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0



Tapestry Segmentation Area Profile (2014)

Marion City, IA
Marion city, IA (1949485)
Place

Prepared by Roger Brooks International

Tapestry LifeMode Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	14,653	100.0%		35,981	100.0%	
8. Middle Ground	1,299	8.9%	81	2,866	8.0%	79
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	1,274	8.7%	395	2,810	7.8%	389
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	25	0.2%	7	56	0.2%	8
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
9. Senior Styles	544	3.7%	65	1,030	2.9%	65
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	544	3.7%	306	1,030	2.9%	315
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
10. Rustic Outposts	1,142	7.8%	93	2,757	7.7%	91
Southern Satellites (10A)	591	4.0%	127	1,375	3.8%	119
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	551	3.8%	330	1,382	3.8%	319
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	12	0.1%	1	43	0.1%	2
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	12	0.1%	5	43	0.1%	9
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0



Tapestry Segmentation Area Profile (2014)

Marion City, IA
 Marion city, IA (1949485)
 Place

Prepared by Roger Brooks International

Tapestry Urbanization Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	14,653	100.0%		35,981	100.0%	
1. Principal Urban Center	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	3,754	25.6%	152	8,498	23.6%	126
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	2,480	16.9%	754	5,688	15.8%	751
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	1,274	8.7%	395	2,810	7.8%	389
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	1,061	7.2%	40	2,290	6.4%	39
In Style (5B)	480	3.3%	146	1,161	3.2%	159
Emerald City (8B)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	0	0.0%	0	0	0.0%	0
Old and Newcomers (8F)	25	0.2%	7	56	0.2%	8
Hardscrabble Road (8G)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	544	3.7%	306	1,030	2.9%	315
Social Security Set (9F)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	12	0.1%	5	43	0.1%	9
Set to Impress (11D)	0	0.0%	0	0	0.0%	0
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	0	0.0%	0	0	0.0%	0
College Towns (14B)	0	0.0%	0	0	0.0%	0
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0



Tapestry Segmentation Area Profile (2014)

Marion City, IA
 Marion city, IA (1949485)
 Place

Prepared by Roger Brooks International

Tapestry Urbanization Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	14,653	100.0%		35,981	100.0%	
4. Suburban Periphery	4,596	31.4%	100	12,416	34.5%	107
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	335	2.3%	144	1,152	3.2%	171
Boomburbs (1C)	0	0.0%	0	0	0.0%	0
Savvy Suburbanites (1D)	0	0.0%	0	0	0.0%	0
Exurbanites (1E)	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	3,497	23.9%	848	9,333	25.9%	821
Home Improvement (4B)	0	0.0%	0	0	0.0%	0
Comfortable Empty Nesters (5A)	764	5.2%	209	1,931	5.4%	225
Parks and Rec (5C)	0	0.0%	0	0	0.0%	0
Midlife Constants (5E)	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	0	0.0%	0	0	0.0%	0
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	4,263	29.1%	309	10,424	29.0%	315
Middleburg (4C)	3,219	22.0%	785	7,988	22.2%	760
Heartland Communities (6F)	493	3.4%	141	1,054	2.9%	133
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	551	3.8%	330	1,382	3.8%	319
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	979	6.7%	39	2,353	6.5%	39
Green Acres (6A)	0	0.0%	0	0	0.0%	0
Salt of the Earth (6B)	388	2.6%	90	978	2.7%	94
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	591	4.0%	127	1,375	3.8%	119
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0



Executive Summary

Marion City, IA
 Marion city, IA (1949485)
 Place

Prepared by Roger Brooks International

		Marion city, IA ...
Population		
2000 Population		27,086
2010 Population		34,768
2014 Population		35,981
2019 Population		37,350
2000-2010 Annual Rate		2.53%
2010-2014 Annual Rate		0.81%
2014-2019 Annual Rate		0.75%
2014 Male Population		48.5%
2014 Female Population		51.5%
2014 Median Age		37.3

In the identified area, the current year population is 35,981. In 2010, the Census count in the area was 34,768. The rate of change since 2010 was 0.81% annually. The five-year projection for the population in the area is 37,350 representing a change of 0.75% annually from 2014 to 2019. Currently, the population is 48.5% male and 51.5% female.

Median Age
 The median age in this area is 37.3, compared to U.S. median age of 37.7.

Race and Ethnicity	
2014 White Alone	93.0%
2014 Black Alone	2.2%
2014 American Indian/Alaska Native Alone	0.2%
2014 Asian Alone	1.9%
2014 Pacific Islander Alone	0.1%
2014 Other Race	0.5%
2014 Two or More Races	2.1%
2014 Hispanic Origin (Any Race)	2.4%

Persons of Hispanic origin represent 2.4% of the population in the identified area compared to 17.5% of the U.S. population. Persons of Hispanic Origin may be of any race. The Diversity Index, which measures the probability that two people from the same area will be from different race/ethnic groups, is 17.5 in the identified area, compared to 62.6 for the U.S. as a whole.

Households	
2000 Households	10,677
2010 Households	14,108
2014 Total Households	14,653
2019 Total Households	15,232
2000-2010 Annual Rate	2.83%
2010-2014 Annual Rate	0.90%
2014-2019 Annual Rate	0.78%
2014 Average Household Size	2.43

The household count in this area has changed from 14,108 in 2010 to 14,653 in the current year, a change of 0.90% annually. The five-year projection of households is 15,232, a change of 0.78% annually from the current year total. Average household size is currently 2.43, compared to 2.44 in the year 2010. The number of families in the current year is 9,623 in the specified area.



Executive Summary

Marion City, IA
Marion city, IA (1949485)
Place

Prepared by Roger Brooks International

	Marion city, IA ...
Median Household Income	
2014 Median Household Income	\$65,557
2019 Median Household Income	\$80,169
2014-2019 Annual Rate	4.11%
Average Household Income	
2014 Average Household Income	\$78,082
2019 Average Household Income	\$90,866
2014-2019 Annual Rate	3.08%
Per Capita Income	
2014 Per Capita Income	\$31,900
2019 Per Capita Income	\$37,194
2014-2019 Annual Rate	3.12%

Households by Income

Current median household income is \$65,557 in the area, compared to \$52,076 for all U.S. households. Median household income is projected to be \$80,169 in five years, compared to \$59,599 for all U.S. households

Current average household income is \$78,082 in this area, compared to \$72,809 for all U.S. households. Average household income is projected to be \$90,866 in five years, compared to \$83,937 for all U.S. households

Current per capita income is \$31,900 in the area, compared to the U.S. per capita income of \$27,871. The per capita income is projected to be \$37,194 in five years, compared to \$32,168 for all U.S. households

Housing

2000 Total Housing Units	11,214
2000 Owner Occupied Housing Units	8,451
2000 Renter Occupied Housing Units	2,227
2000 Vacant Housing Units	536
2010 Total Housing Units	15,064
2010 Owner Occupied Housing Units	10,694
2010 Renter Occupied Housing Units	3,414
2010 Vacant Housing Units	956
2014 Total Housing Units	15,628
2014 Owner Occupied Housing Units	11,015
2014 Renter Occupied Housing Units	3,638
2014 Vacant Housing Units	975
2019 Total Housing Units	16,316
2019 Owner Occupied Housing Units	11,497
2019 Renter Occupied Housing Units	3,735
2019 Vacant Housing Units	1,084

Currently, 70.5% of the 15,628 housing units in the area are owner occupied; 23.3%, renter occupied; and 6.2% are vacant. Currently, in the U.S., 56.0% of the housing units in the area are owner occupied; 32.4% are renter occupied; and 11.6% are vacant. In 2010, there were 15,064 housing units in the area - 71.0% owner occupied, 22.7% renter occupied, and 6.3% vacant. The annual rate of change in housing units since 2010 is 1.65%. Median home value in the area is \$172,018, compared to a median home value of \$190,791 for the U.S. In five years, median value is projected to change by 4.91% annually to \$218,640.



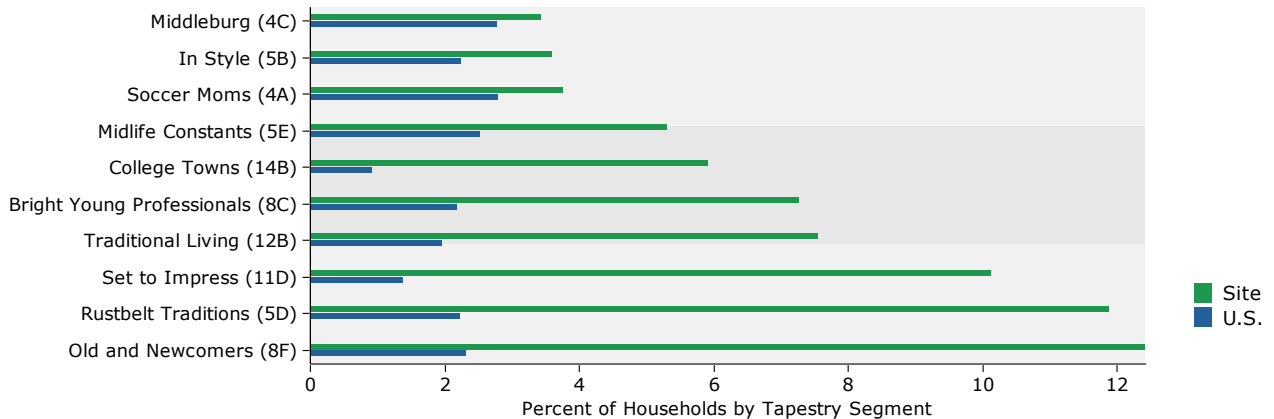
Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2014 Households		2014 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Old and Newcomers (8F)	12.4%	12.4%	2.3%	2.3%	534
2	Rustbelt Traditions (5D)	11.9%	24.3%	2.2%	4.5%	530
3	Set to Impress (11D)	10.1%	34.4%	1.4%	5.9%	732
4	Traditional Living (12B)	7.6%	42.0%	2.0%	7.9%	382
5	Bright Young Professionals (8C)	7.3%	49.3%	2.2%	10.1%	331
	Subtotal	49.3%		10.1%		
6	College Towns (14B)	5.9%	55.2%	0.9%	11.0%	628
7	Midlife Constants (5E)	5.3%	60.5%	2.5%	13.5%	209
8	Soccer Moms (4A)	3.8%	64.3%	2.8%	16.3%	134
9	In Style (5B)	3.6%	67.9%	2.3%	18.6%	161
10	Middleburg (4C)	3.4%	71.3%	2.8%	21.4%	123
	Subtotal	22.0%		11.3%		
11	Exurbanites (1E)	3.4%	74.7%	2.0%	23.4%	173
12	Professional Pride (1B)	3.1%	77.8%	1.6%	25.0%	197
13	Young and Restless (11B)	2.7%	80.5%	1.7%	26.7%	157
14	Savvy Suburbanites (1D)	2.5%	83.0%	3.0%	29.7%	84
15	Boomburbs (1C)	2.2%	85.2%	1.5%	31.2%	151
	Subtotal	13.9%		9.8%		
16	Comfortable Empty Nesters (5A)	2.1%	87.3%	2.5%	33.7%	85
17	Front Porches (8E)	2.0%	89.3%	1.6%	35.3%	126
18	Hardscrabble Road (8G)	1.9%	91.2%	1.2%	36.5%	156
19	Golden Years (9B)	1.4%	92.6%	1.3%	37.8%	101
20	Salt of the Earth (6B)	1.2%	93.8%	2.9%	40.7%	40
	Subtotal	8.6%		9.5%		
	Total	93.9%		40.8%		230

Top Ten Tapestry Segments Site vs. U.S.

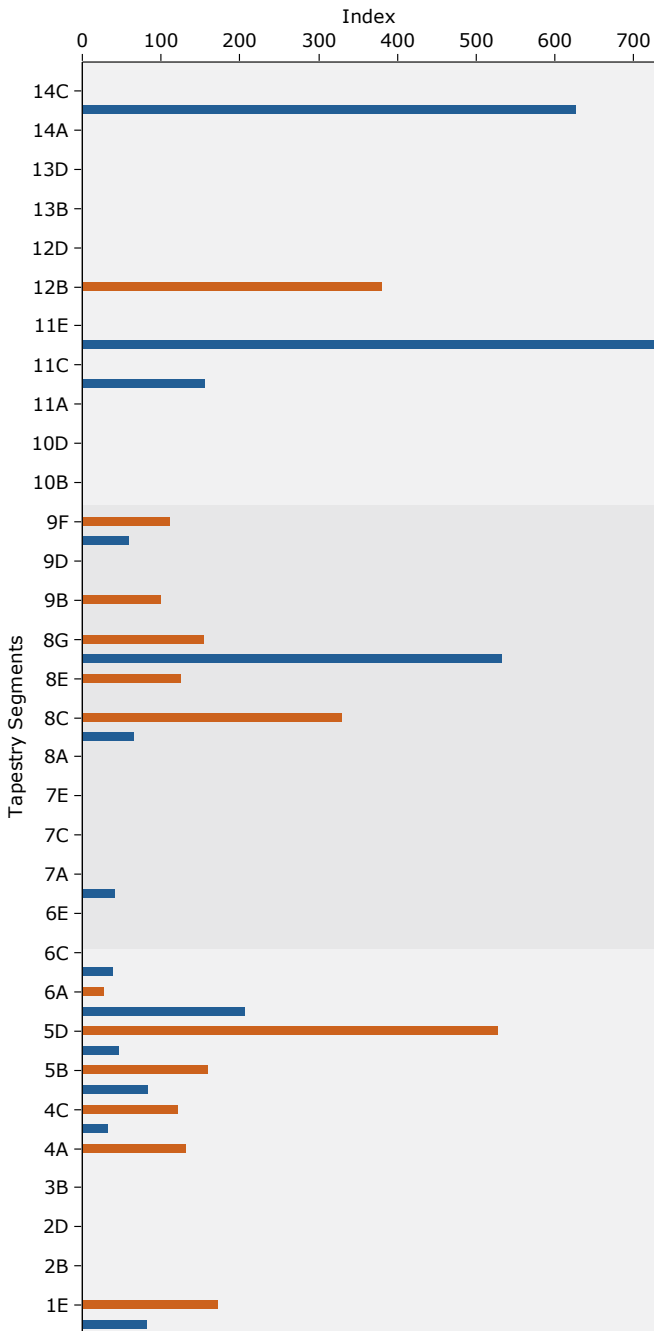




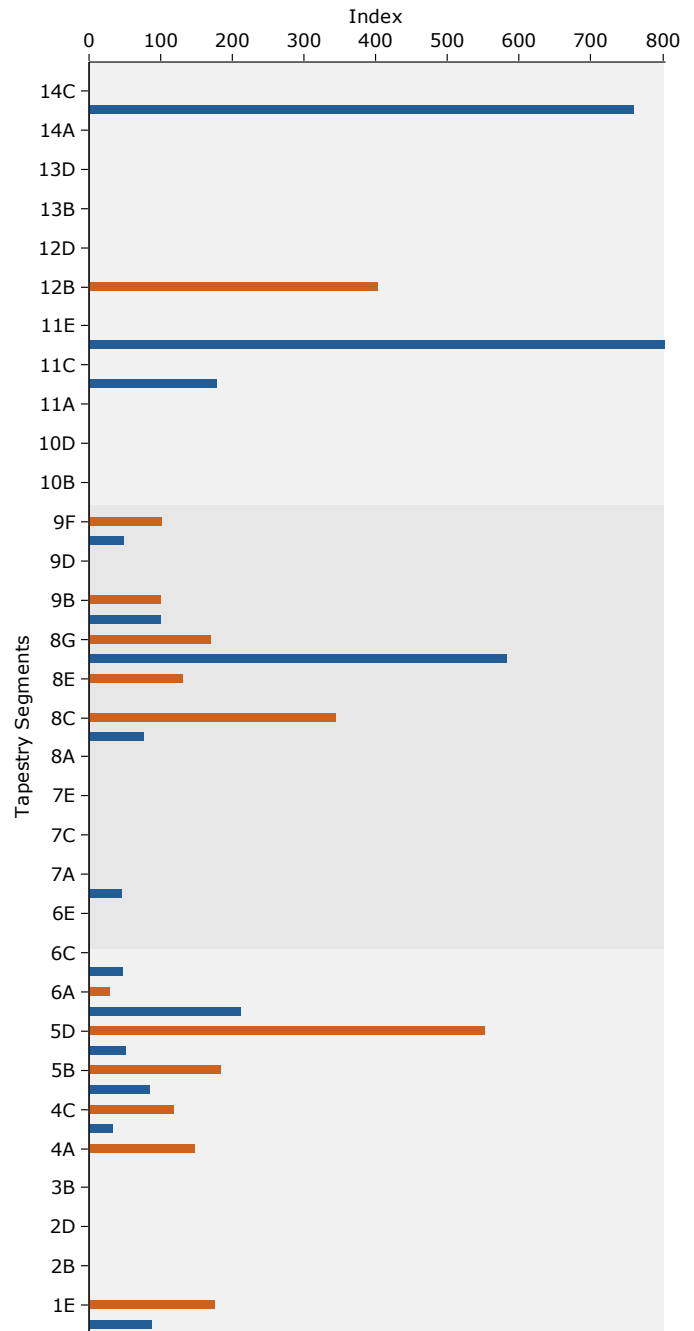
Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

2014 Tapestry Indexes by Households



2014 Tapestry Indexes by Population





Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Tapestry LifeMode Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	54,651	100.0%		128,914	100.0%	
1. Affluent Estates	6,138	11.2%	116	16,572	12.9%	121
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	1,707	3.1%	197	5,128	4.0%	212
Boomburbs (1C)	1,215	2.2%	151	3,471	2.7%	149
Savvy Suburbanites (1D)	1,370	2.5%	84	3,700	2.9%	89
Exurbanites (1E)	1,846	3.4%	173	4,273	3.3%	178
2. Upscale Avenues	0	0.0%	0	0	0.0%	0
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
3. Uptown Individuals	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
4. Family Landscapes	4,269	7.8%	107	11,352	8.8%	111
Soccer Moms (4A)	2,061	3.8%	134	6,052	4.7%	149
Home Improvement (4B)	323	0.6%	34	823	0.6%	34
Middleburg (4C)	1,885	3.4%	123	4,477	3.5%	119
5. GenXurban	13,086	23.9%	207	30,115	23.4%	218
Comfortable Empty Nesters (5A)	1,163	2.1%	85	2,637	2.0%	86
In Style (5B)	1,975	3.6%	161	4,870	3.8%	186
Parks and Rec (5C)	543	1.0%	49	1,326	1.0%	53
Rustbelt Traditions (5D)	6,498	11.9%	530	15,017	11.6%	553
Midlife Constants (5E)	2,907	5.3%	209	6,265	4.9%	213
6. Cozy Country Living	1,705	3.1%	26	4,486	3.5%	30
Green Acres (6A)	511	0.9%	29	1,329	1.0%	31
Salt of the Earth (6B)	647	1.2%	40	1,837	1.4%	49
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Heartland Communities (6F)	547	1.0%	42	1,320	1.0%	46
7. Ethnic Enclaves	0	0.0%	0	0	0.0%	0
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0



Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Tapestry LifeMode Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	54,651	100.0%		128,914	100.0%	
8. Middle Ground	13,457	24.6%	226	29,893	23.2%	230
City Lights (8A)	0	0.0%	0	0	0.0%	0
Emerald City (8B)	527	1.0%	68	1,122	0.9%	78
Bright Young Professionals (8C)	3,976	7.3%	331	8,900	6.9%	344
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
Front Porches (8E)	1,103	2.0%	126	2,677	2.1%	132
Old and Newcomers (8F)	6,794	12.4%	534	14,398	11.2%	584
Hardscrabble Road (8G)	1,057	1.9%	156	2,796	2.2%	170
9. Senior Styles	1,636	3.0%	52	2,785	2.2%	49
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	739	1.4%	101	1,408	1.1%	101
The Elders (9C)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Retirement Communities (9E)	399	0.7%	60	585	0.5%	50
Social Security Set (9F)	498	0.9%	113	792	0.6%	103
10. Rustic Outposts	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
11. Midtown Singles	6,996	12.8%	208	15,006	11.6%	206
City Strivers (11A)	0	0.0%	0	0	0.0%	0
Young and Restless (11B)	1,451	2.7%	157	3,028	2.3%	179
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Set to Impress (11D)	5,545	10.1%	732	11,978	9.3%	804
City Commons (11E)	0	0.0%	0	0	0.0%	0
12. Hometown	4,131	7.6%	119	9,913	7.7%	127
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	4,131	7.6%	382	9,913	7.7%	405
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
13. Next Wave	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
14. Scholars and Patriots	3,233	5.9%	369	8,792	6.8%	344
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
College Towns (14B)	3,233	5.9%	628	8,792	6.8%	761
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0



Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Tapestry Urbanization Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	54,651	100.0%		128,914	100.0%	
1. Principal Urban Center	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	10,474	19.2%	114	23,917	18.6%	99
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	6,498	11.9%	530	15,017	11.6%	553
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	3,976	7.3%	331	8,900	6.9%	344
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	26,713	48.9%	268	60,951	47.3%	288
In Style (5B)	1,975	3.6%	161	4,870	3.8%	186
Emerald City (8B)	527	1.0%	68	1,122	0.9%	78
Front Porches (8E)	1,103	2.0%	126	2,677	2.1%	132
Old and Newcomers (8F)	6,794	12.4%	534	14,398	11.2%	584
Hardscrabble Road (8G)	1,057	1.9%	156	2,796	2.2%	170
Retirement Communities (9E)	399	0.7%	60	585	0.5%	50
Social Security Set (9F)	498	0.9%	113	792	0.6%	103
Young and Restless (11B)	1,451	2.7%	157	3,028	2.3%	179
Set to Impress (11D)	5,545	10.1%	732	11,978	9.3%	804
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	4,131	7.6%	382	9,913	7.7%	405
College Towns (14B)	3,233	5.9%	628	8,792	6.8%	761
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0



Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Tapestry Urbanization Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	54,651	100.0%		128,914	100.0%	
4. Suburban Periphery	13,874	25.4%	81	35,083	27.2%	84
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	1,707	3.1%	197	5,128	4.0%	212
Boomburbs (1C)	1,215	2.2%	151	3,471	2.7%	149
Savvy Suburbanites (1D)	1,370	2.5%	84	3,700	2.9%	89
Exurbanites (1E)	1,846	3.4%	173	4,273	3.3%	178
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	2,061	3.8%	134	6,052	4.7%	149
Home Improvement (4B)	323	0.6%	34	823	0.6%	34
Comfortable Empty Nesters (5A)	1,163	2.1%	85	2,637	2.0%	86
Parks and Rec (5C)	543	1.0%	49	1,326	1.0%	53
Midlife Constants (5E)	2,907	5.3%	209	6,265	4.9%	213
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	739	1.4%	101	1,408	1.1%	101
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	2,432	4.5%	47	5,797	4.5%	49
Middleburg (4C)	1,885	3.4%	123	4,477	3.5%	119
Heartland Communities (6F)	547	1.0%	42	1,320	1.0%	46
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	1,158	2.1%	12	3,166	2.5%	15
Green Acres (6A)	511	0.9%	29	1,329	1.0%	31
Salt of the Earth (6B)	647	1.2%	40	1,837	1.4%	49
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0



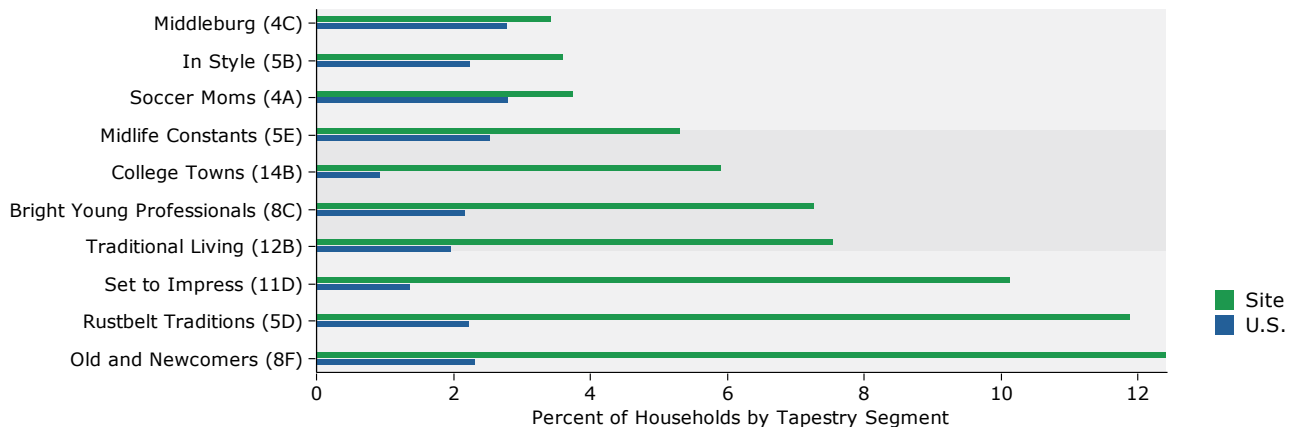
Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Top Twenty Tapestry Segments

Rank	Tapestry Segment	2014 Households		2014 U.S. Households		Index
		Percent	Cumulative Percent	Percent	Cumulative Percent	
1	Old and Newcomers (8F)	12.4%	12.4%	2.3%	2.3%	534
2	Rustbelt Traditions (5D)	11.9%	24.3%	2.2%	4.5%	530
3	Set to Impress (11D)	10.1%	34.4%	1.4%	5.9%	732
4	Traditional Living (12B)	7.6%	42.0%	2.0%	7.9%	382
5	Bright Young Professionals (8C)	7.3%	49.3%	2.2%	10.1%	331
Subtotal		49.3%		10.1%		
6	College Towns (14B)	5.9%	55.2%	0.9%	11.0%	628
7	Midlife Constants (5E)	5.3%	60.5%	2.5%	13.5%	209
8	Soccer Moms (4A)	3.8%	64.3%	2.8%	16.3%	134
9	In Style (5B)	3.6%	67.9%	2.3%	18.6%	161
10	Middleburg (4C)	3.4%	71.3%	2.8%	21.4%	123
Subtotal		22.0%		11.3%		
11	Exurbanites (1E)	3.4%	74.7%	2.0%	23.4%	173
12	Professional Pride (1B)	3.1%	77.8%	1.6%	25.0%	197
13	Young and Restless (11B)	2.7%	80.5%	1.7%	26.7%	157
14	Savvy Suburbanites (1D)	2.5%	83.0%	3.0%	29.7%	84
15	Boomburbs (1C)	2.2%	85.2%	1.5%	31.2%	151
Subtotal		13.9%		9.8%		
16	Comfortable Empty Nesters (5A)	2.1%	87.3%	2.5%	33.7%	85
17	Front Porches (8E)	2.0%	89.3%	1.6%	35.3%	126
18	Hardscrabble Road (8G)	1.9%	91.2%	1.2%	36.5%	156
19	Golden Years (9B)	1.4%	92.6%	1.3%	37.8%	101
20	Salt of the Earth (6B)	1.2%	93.8%	2.9%	40.7%	40
Subtotal		8.6%		9.5%		
Total		93.9%		40.8%		230

Top Ten Tapestry Segments Site vs. U.S.

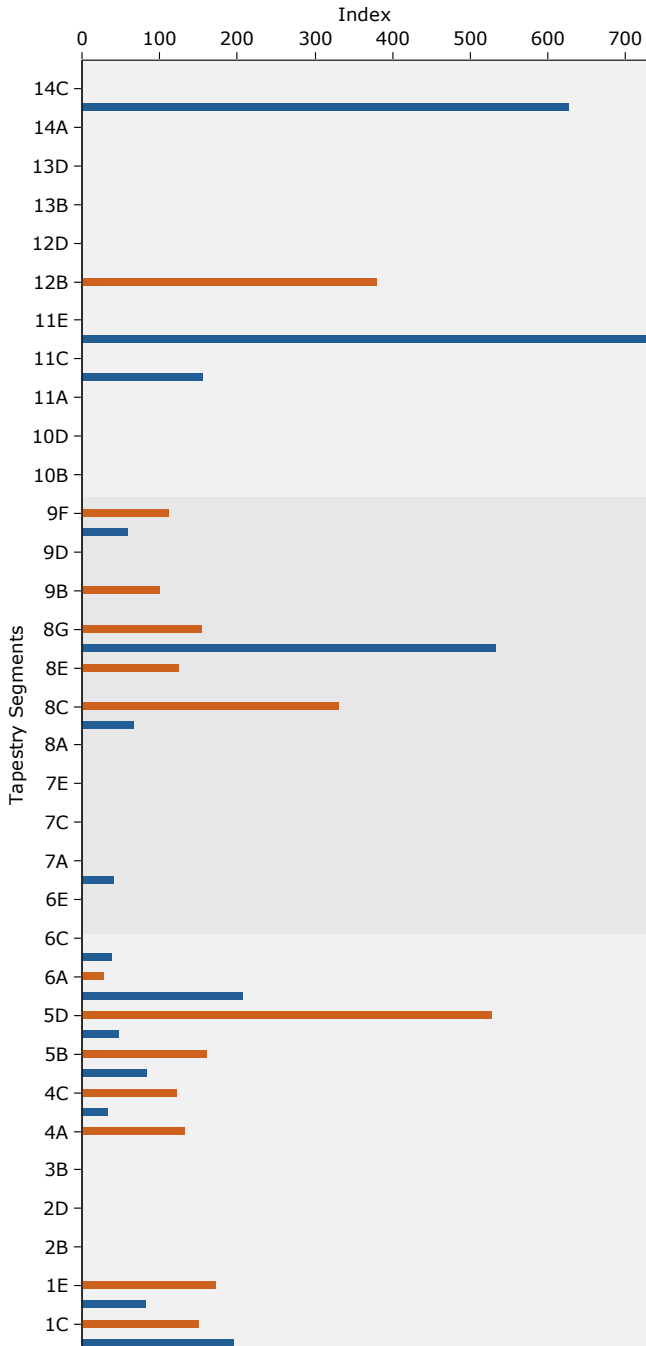




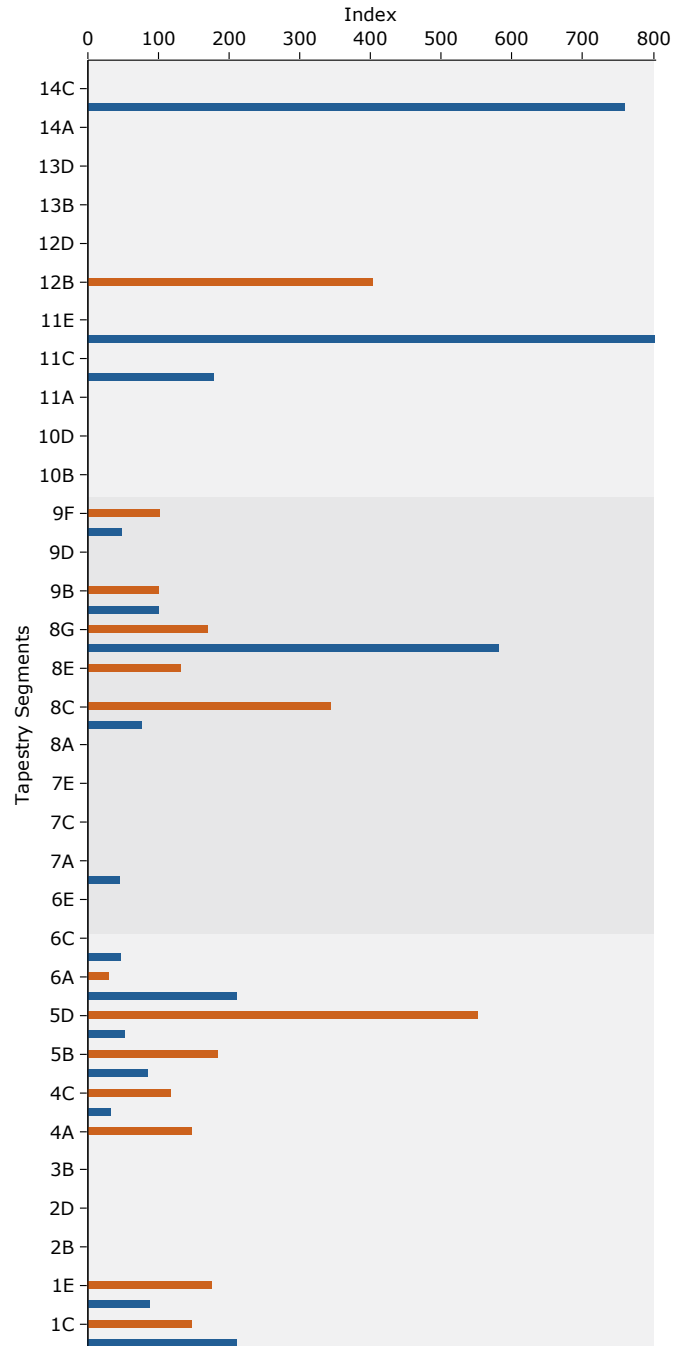
Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

2014 Tapestry Indexes by Households



2014 Tapestry Indexes by Population





Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Tapestry Urbanization Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	54,651	100.0%		128,914	100.0%	
1. Principal Urban Center	0	0.0%	0	0	0.0%	0
Laptops and Lattes (3A)	0	0.0%	0	0	0.0%	0
Metro Renters (3B)	0	0.0%	0	0	0.0%	0
Trendsetters (3C)	0	0.0%	0	0	0.0%	0
Downtown Melting Pot (8D)	0	0.0%	0	0	0.0%	0
City Strivers (11A)	0	0.0%	0	0	0.0%	0
NeWest Residents (13C)	0	0.0%	0	0	0.0%	0
Fresh Ambitions (13D)	0	0.0%	0	0	0.0%	0
High Rise Renters (13E)	0	0.0%	0	0	0.0%	0
2. Urban Periphery	10,474	19.2%	114	23,917	18.6%	99
Pacific Heights (2C)	0	0.0%	0	0	0.0%	0
Rustbelt Traditions (5D)	6,498	11.9%	530	15,017	11.6%	553
Urban Villages (7B)	0	0.0%	0	0	0.0%	0
American Dreamers (7C)	0	0.0%	0	0	0.0%	0
Barrios Urbanos (7D)	0	0.0%	0	0	0.0%	0
Southwestern Families (7F)	0	0.0%	0	0	0.0%	0
City Lights (8A)	0	0.0%	0	0	0.0%	0
Bright Young Professionals (8C)	3,976	7.3%	331	8,900	6.9%	344
Metro Fusion (11C)	0	0.0%	0	0	0.0%	0
Family Foundations (12A)	0	0.0%	0	0	0.0%	0
Modest Income Homes (12D)	0	0.0%	0	0	0.0%	0
International Marketplace (13A)	0	0.0%	0	0	0.0%	0
Las Casas (13B)	0	0.0%	0	0	0.0%	0
3. Metro Cities	26,713	48.9%	268	60,951	47.3%	288
In Style (5B)	1,975	3.6%	161	4,870	3.8%	186
Emerald City (8B)	527	1.0%	68	1,122	0.9%	78
Front Porches (8E)	1,103	2.0%	126	2,677	2.1%	132
Old and Newcomers (8F)	6,794	12.4%	534	14,398	11.2%	584
Hardscrabble Road (8G)	1,057	1.9%	156	2,796	2.2%	170
Retirement Communities (9E)	399	0.7%	60	585	0.5%	50
Social Security Set (9F)	498	0.9%	113	792	0.6%	103
Young and Restless (11B)	1,451	2.7%	157	3,028	2.3%	179
Set to Impress (11D)	5,545	10.1%	732	11,978	9.3%	804
City Commons (11E)	0	0.0%	0	0	0.0%	0
Traditional Living (12B)	4,131	7.6%	382	9,913	7.7%	405
College Towns (14B)	3,233	5.9%	628	8,792	6.8%	761
Dorms to Diplomas (14C)	0	0.0%	0	0	0.0%	0



Tapestry Segmentation Area Profile (2014)

Cedar Rapids City, IA
 Cedar Rapids city, IA (1912000)
 Place

Tapestry Urbanization Groups	2014 Households			2014 Population		
	Number	Percent	Index	Number	Percent	Index
Total:	54,651	100.0%		128,914	100.0%	
4. Suburban Periphery	13,874	25.4%	81	35,083	27.2%	84
Top Tier (1A)	0	0.0%	0	0	0.0%	0
Professional Pride (1B)	1,707	3.1%	197	5,128	4.0%	212
Boomburbs (1C)	1,215	2.2%	151	3,471	2.7%	149
Savvy Suburbanites (1D)	1,370	2.5%	84	3,700	2.9%	89
Exurbanites (1E)	1,846	3.4%	173	4,273	3.3%	178
Urban Chic (2A)	0	0.0%	0	0	0.0%	0
Pleasantville (2B)	0	0.0%	0	0	0.0%	0
Enterprising Professionals (2D)	0	0.0%	0	0	0.0%	0
Soccer Moms (4A)	2,061	3.8%	134	6,052	4.7%	149
Home Improvement (4B)	323	0.6%	34	823	0.6%	34
Comfortable Empty Nesters (5A)	1,163	2.1%	85	2,637	2.0%	86
Parks and Rec (5C)	543	1.0%	49	1,326	1.0%	53
Midlife Constants (5E)	2,907	5.3%	209	6,265	4.9%	213
Up and Coming Families (7A)	0	0.0%	0	0	0.0%	0
Silver & Gold (9A)	0	0.0%	0	0	0.0%	0
Golden Years (9B)	739	1.4%	101	1,408	1.1%	101
The Elders (9C)	0	0.0%	0	0	0.0%	0
Military Proximity (14A)	0	0.0%	0	0	0.0%	0
5. Semirural	2,432	4.5%	47	5,797	4.5%	49
Middleburg (4C)	1,885	3.4%	123	4,477	3.5%	119
Heartland Communities (6F)	547	1.0%	42	1,320	1.0%	46
Valley Growers (7E)	0	0.0%	0	0	0.0%	0
Senior Escapes (9D)	0	0.0%	0	0	0.0%	0
Down the Road (10D)	0	0.0%	0	0	0.0%	0
Small Town Simplicity (12C)	0	0.0%	0	0	0.0%	0
6. Rural	1,158	2.1%	12	3,166	2.5%	15
Green Acres (6A)	511	0.9%	29	1,329	1.0%	31
Salt of the Earth (6B)	647	1.2%	40	1,837	1.4%	49
The Great Outdoors (6C)	0	0.0%	0	0	0.0%	0
Prairie Living (6D)	0	0.0%	0	0	0.0%	0
Rural Resort Dwellers (6E)	0	0.0%	0	0	0.0%	0
Southern Satellites (10A)	0	0.0%	0	0	0.0%	0
Rooted Rural (10B)	0	0.0%	0	0	0.0%	0
Diners & Miners (10C)	0	0.0%	0	0	0.0%	0
Rural Bypasses (10E)	0	0.0%	0	0	0.0%	0
Unclassified (15)	0	0.0%	0	0	0.0%	0

7-Question Itinerary Exercise: Engage your locals in creating “itineraries from our local residents”

- Great idea for a public gathering, such as Kiwanis, Rotary, etc.
 - Use blank sheet and ask a series of 7 questions
 - These are examples and can be changed to suit the season, location and other particulars of the itineraries you are creating
1. Where will my partner and I have the best dining experience?
 2. Where should we go for some nightlife?
 3. Where can we get gourmet items for a picnic?
 4. What is the one thing we MUST do while we are here?
 5. Where can I get the best dessert? Name the place AND the dish.
 6. Where can I take the best picture that says I was really there?
 7. Where can I get something locally made? A gift or great souvenir?
- Then ask the participants to number them in order – this builds the itinerary
 - Notice: five of the questions are about private industry

Roger's Video Library

Recommended Viewing Order

First start with community branding. You need to figure out what you should be known for that will set you apart from the rest.

1. The Art of Branding a Community - Part 1
2. The Art of Branding a Community (Roger's 13-Step Process)
3. The Art of Branding - Revisited

Next, focus on downtown development/tourism development. What is the product that will reinforce your brand?:

4. The 20 Ingredients of an Outstanding Downtown - Part 1
5. The 20 Ingredients of an Outstanding Downtown - Part 2
6. The 20 Ingredients of an Outstanding Downtown - Part 3
7. Downtown Critical Mass
8. Business and Community Signage
9. Year-Round Public Markets
10. The Power of Public Plazas - Part 1
11. The Power of Public Plazas - Part 2
12. The Art of Developing a Wayfinding System
13. Is Your Downtown Open After 6pm?
14. How to Bring Your Downtown to Life
15. Parking is Not Just for Lovers
16. Recruiting Tourism Development Projects
17. Visitor Information Centers

Finally, watch community marketing videos. How will you tell the world you exist?:

18. Seven Deadly Sins of Destination Marketing
19. Words & Phrases That Work Every Time
20. Tourism for the 21st Century
21. Community Marketing on a Minuscule Budget
22. The Power of Itineraries
23. The Use of Photography to Increase Sales
24. The Power of Selling Experiences over Places
25. Promoting Your "Anchor Tenants"
26. How to Create Marketing Partnerships
27. Designing Effective Print & Mobile Ads
28. The Death of Visitor Guides and What to Do Instead



ROGER BROOKS >
International



ROGER BROOKS >
International

Roger Brooks International
24654 N. Lake Pleasant Pkwy
Peoria, AZ 85383
206-241-4770

www.RogerBrooksInternational.com