

Sandy, OR BrandPrint Creative Report and Implementation Plan

2.26.2018

WHERE INNOVATION MEETS ELEVATION

SANDY
OREGON



ABOUT NORTH STAR DESTINATION STRATEGIES

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing community brands through integrated marketing solutions. North Star offers communities a combination of research, strategy, creativity and action. This process - called Community Brandprint - provides direction for the community's brand development, like a blueprint guides the construction of a home. And just like a blueprint, the priorities and targets of each Community Brandprint are stated in clear and unambiguous language. The resulting brand personality is as revealing as an individual's fingerprint, and just as unique.

ABOUT THE BRANDPRINT PROCESS

Through the Community BrandPrint process, North Star determines Sandy's most relevant and distinct promise. From that promise, we create a strategic platform intended to generate a brand position in the minds of residents, visitors, and businesses. We then develop a compelling creative identity to support the strategy, a range of deliverables showing that creativity in use and an integrated action plan for bringing the brand to life. Each of these tools reinforces Sandy's strategic positioning and ensures brand equity and growth. This report includes the creative and action phases of the process. The research and strategy phases are provided previously.

ABOUT THE BRANDING PARTNERS

The City of Sandy contracted with North Star Destination Strategies to determine Sandy's true, unique and relevant brand position and help the community stand out in the marketplace.



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Executive Summary

North Star conducted research to identify what differentiates Sandy from its competitors. We set out to learn perceptions and beliefs of stakeholders, consumers, and influencers as well as understand how Sandy is positioned among its competitor cities. North Star then worked collaboratively with the City of Sandy to determine a strategy for guiding the branding of the community.

Sandy is ideally positioned as the final stop before Mt. Hood and is also within easy driving range of the city of Portland. But Sandy is more than a lucky location. Its *Sandy Style* building design standards, its municipal internet availability, its library, and its transit system are just a handful of the numerous examples of what makes Sandy different. The grandeur of Mt. Hood is simply part of the equation.

Sandy's proximity to Mt. Hood, a great asset, is also a great challenge. The community's perception from the outside is one of a pass-through, a donut stop, and little more. Thousands of cars come through each day to visit the mountain without so much as a passing glance. Many complain about the lack of dining and retail options in town - a fact compounded by Sandy's lingering reputation as a difficult place to do business.

Portland's growth is unlikely to stop anytime soon and, like the mountain, acts as both a blessing and a curse. Growth from a major metro is a huge opportunity for residents, visitors, and businesses. Sandy faces the challenge of embracing that opportunity without losing its distinction - the fiber of what makes Sandy what it is today.

The idea of embracing opportunity is not foreign or new to Sandy. The community possesses a certain spirit: an essence of independence and resourcefulness. This spirit is an ever-present remnant of the original Sandy occupants, the pioneers. Though long gone, they have passed down their ability to identify and seize opportunity when it presents itself. In present day Sandy, this means SandyNet; this means public safety; this means public services.



Research data was analyzed for trending insights that hone in on the Sandy story. These insights were funneled into a strategic brand platform, also known as your strategic DNA. Just as an individual's DNA influences everything from how that person looks to how that person acts (as well as their health and vibrancy), Sandy's DNA should be the foundational touchstone for all positive planned action in your destination from marketing to events and product development.

Target Audience: For those who appreciate a small and resourceful community amidst the splendor of Oregon,

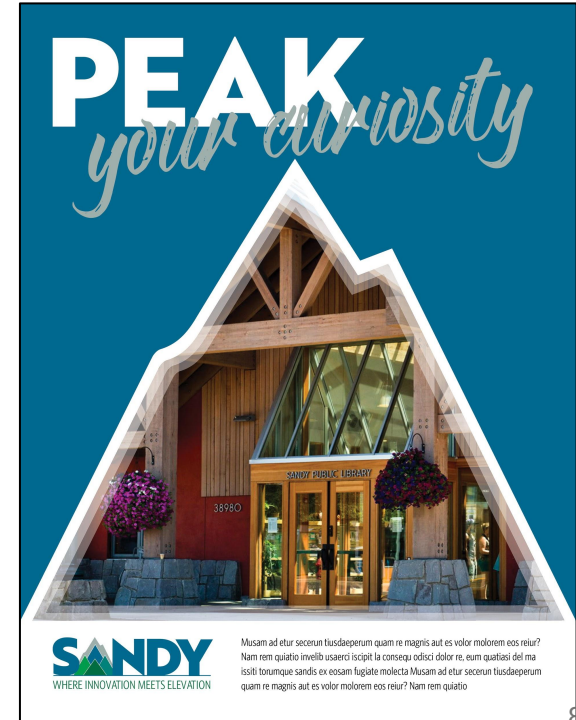
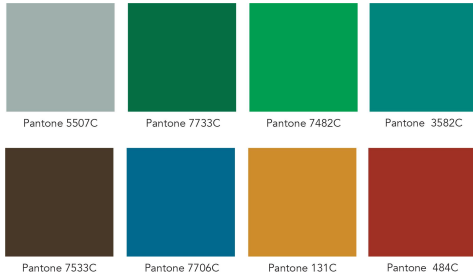
Frame of Reference: Sandy, perfectly balanced between Mt. Hood and the city of Portland,

Point-of-Difference: embodies a rare, independent spirit that combines the pioneer and the visionary,

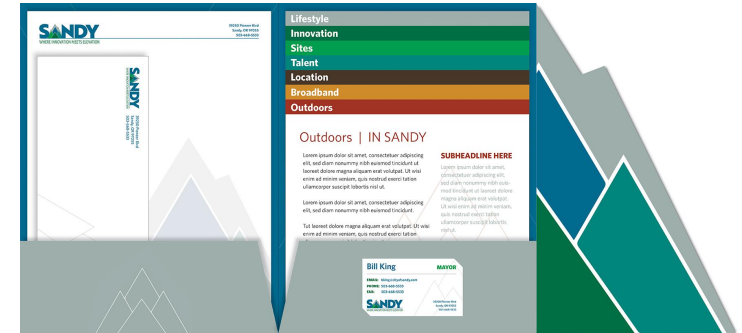
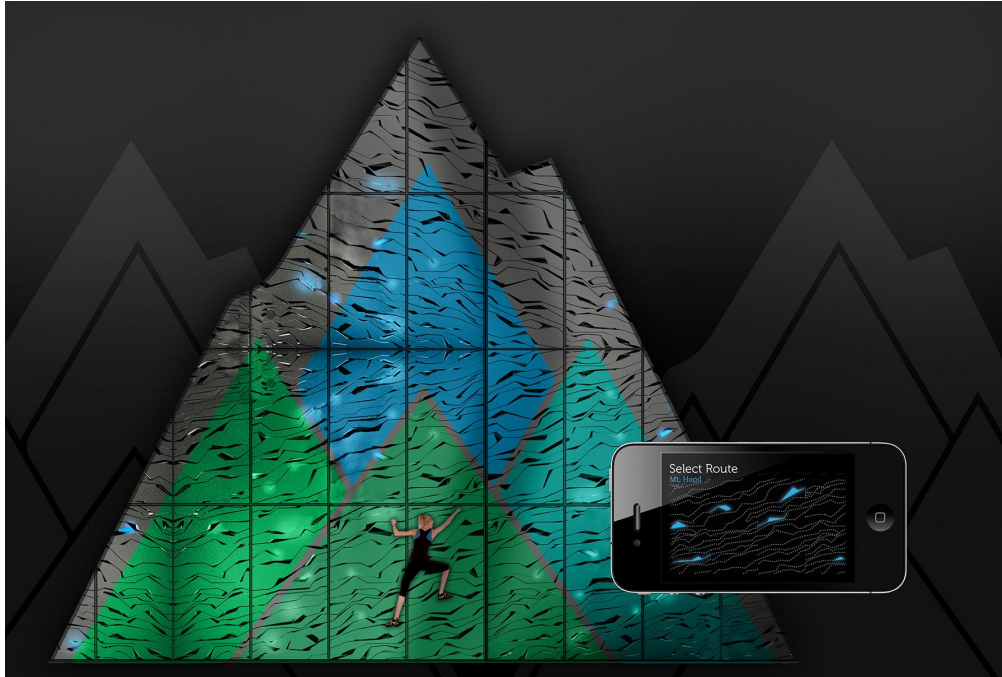
Benefit: and defines the *Sandy way* of life.



The final package of foundational creative tools supports the Sandy strategic brand platform, or DNA. These tools layer personality on top of the strategy in order to make an emotional connection with the consumer. They include a strapline, a narrative, a logo family, a color palette and a creative execution look. Together they tell the Sandy story in a consistent, compelling and memorable way.



The Brand Action Plan contains hundreds of ideas – large and small – for integrating the brand into the Sandy community. Ideas touch on leadership, infrastructure, tourism, economic development, community outreach and more. Dozens of deliverables were designed using the visual brand identity and brand language to serve as a guide for putting the brand to work. The collage below is a sampling.



The background of the slide is a teal-colored image featuring dynamic splashes of white paint. In the lower portion, the tops of several white paint cans are visible, arranged in a grid-like pattern. The overall aesthetic is creative and energetic.

Creativity

Brand Identity

You are about to see a range of creative expressions that will help bring Sandy's brand to life. This Brand Identity Guide should serve as a blueprint for the creative rendering of your new brand. With the exception of the logo, files do not represent camera-ready art. Many communities choose to work with local talent for the actual refinement and production of creative communication pieces. This allows for true customization and brings local perspectives to the work.

A Creative Committee, identified by brand drivers in Sandy, was charged with evaluating and selecting the foundational tools in the Brand Identity Guide. All creative decisions were made using the city's strategic brand platform as a guide. Those tools include:

- Strapline and narrative
- Logo and color palette
- Graphic Standards Guide (located in the Google Drive folder)
- Creative expressions of the brand (in the form of a full page ad)

Every creative element in this Brand Identity Guide represents North Star's best suggestions for how to put your new brand to work creatively. Elements included in the Imagination section influence, guide and inform the tactic-driven Action Plan that follows in the next section.

Note: All final logos for Sandy are included in the Google Drive folder in both JPEG and Vector/EPS format. We encourage you to share this folder with city departments, branding partners, organizations, vendors or other outlets requesting a copy of the logo. All files for the creative deliverables contained in this section are also included in your Google Drive folder.



Sandy . . . Where innovation meets elevation

This line is a succinct nod to the city's resourcefulness and location. Elevation can be taken literally and figuratively – a higher geographic location and a better lifestyle. This strapline presents a nice juxtaposition between the progressiveness of the city with a natural wonder in its backyard. Indicates to all that there's more to Sandy than meets the eye. This line...

- Is on strategy, and promises a forward-thinking base upon which consumers can build a life or business.
- Has layered meaning that speaks to the heart of your message
- Is hardworking, and will support all that you do.
- Is short, with an active energy.
- Speaks to all touch points.
- Is lyrical, rhythmic and punchy with a memorable rhyme.
- Presents significant visual creative potential.

North Star ran a search for Sandy's strapline on the United States Patent and Trademark Office's Trademark Electronic Search System (TESS). No conflicts for use of the line were revealed in the search. North Star highly recommends that Sandy pursue trademark protection of the straplines along with the new logos. By trademarking the logo and line together, this will ensure that the identity is protected from usage by other communities or conflicting parties. North Star's trademark search is documented in **Appendix A**.



This icon within the logo is an arrow pattern that is contained within a mountain shape. The arrows are a representation of the trees in the Sandy River Valley, but they double as a representation of the elevation of innovation, reinforcing the line. The outer shape of Mt. Hood gives a nod to this amazing outdoor asset near Sandy. The logo is also very unique with the icon embedded in the name Sandy as the A. The icon not only presents as unique, but has strong flexibility for use as individual elements or creative patterns. The fonts used are modern sans serif fonts that feel both sophisticated and youthful.





WHERE INNOVATION MEETS ELEVATION

SANDY
OREGON

SANDY





The palette is rich in color and is derived directly from Sandy Style. The deep red, gold, and brown are inspired by the existing architecture within the city. The greens and blues celebrate your natural beauty and present a modern approach to the palette. The overall effect of the palette is balanced and full of range, just like Sandy.



Pantone 5507C



Pantone 7733C



Pantone 7482C



Pantone 3582C



Pantone 7533C



Pantone 7706C

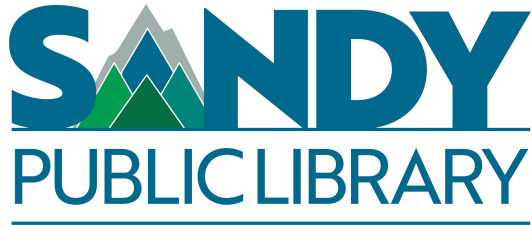


Pantone 131C



Pantone 484C





HOODLAND



A **SANDY** PUBLIC LIBRARY

A Brand Narrative was developed using artistic language to set the emotional tone for the brand. Its purpose is to help visitors, stakeholders, merchants, attractions and organizations connect the emotional story of the brand to their own situations. Each partner organization or attraction should develop its own brand narrative leveraging the assets and language here for the community.

The Brand Narrative is critical to successful integration of the brand for a number of reasons:

- It can serve as a guide for users working to integrate brand tone and language into their own marketing and communications.
- It helps maintain consistency of tone and message amongst all users, thus preserving the integrity of the brand.
- It provides language users can replicate verbatim in their own communications when applicable.

Because of the inherent value in brand narratives, North Star recommends wide distribution of the copy, typically in tandem with the logo. Many of our clients use the strategic brand platform and the brand narrative together as a touch point for each new project or policy they initiate. In other words, “Does this idea support and further what makes us special?”



Where Innovation Meets Elevation

In 1845, a pioneer from Kentucky named Samuel K. Barlow blazed the last leg of the Oregon Trail. He stopped where Sandy begins.

For the next 25 years, thousands followed. Many kept going, their covered wagons headed for new destinations, but an intuitive few made Sandy their home. They heard the call of the mountain. They wanted to build their town, their way.

More than a century later, people with that same vision and grit come in search of The Sandy Way. They see a forward-thinking infrastructure to support their life and business. They see that majestic, snow-capped mountain in the distance. They want to be **where innovation meets elevation.**

Innovation. Elevation. Location.

Sandy is perfectly positioned between two Oregon icons. Right next door, Mt. Hood National Forest puts 50-foot trees in our backyard and postcard views of the region's tallest mountain at every turn.

Just 25 miles to the west is Portland, a city close enough to share its culture and conveniences —restaurants, shopping and higher education —and far enough away to keep the sprawl at bay.

Staying small is a big deal to our community. We make the most of our notable neighbors, but have an identity all our own. I guess you could say that in Sandy, we're worth more than a peak.



Innovative Design. Elevated Education.

A big part of having our own identity is having our own look, feel and attitude. It starts with our inspired aesthetic – a sophisticated Cascadian cabin style with steeply pitched roofs, exposed timber and earthy colors that complement the national forest next door. A thoughtful mixture of Oregon Rustic and English Arts and Crafts design, this unifying architecture is so beloved and distinctive it has its own name: Sandy Style.

But our differences go deeper than just appearance. The future of Sandy is in the hands of our children, so it's our mission to create smart, strong, independent thinkers. The dedicated educators of the Oregon Trail School District meet each child where they are and help them find their gifts. We provide safe schools where children can focus on opportunities in and outside the classroom, including arts education, athletics and activities scholarships, advanced technology and outdoor learning labs. Our students win awards in a range of areas, from robotics and automotive technology to performing arts and 3D animation.

Innovative Viewpoints. Elevated Adventures.

In Sandy, nature isn't just something you see out the window – it's something to get out and experience. Just north of downtown, Jonsrud Viewpoint offers what's widely known as the best view in Oregon, with breathtaking 180-degree views of Mt. Hood, the Sandy River and the Bull Run Watershed. For those who prefer a closer look, Sandy features parks in every neighborhood while the crystal-clear water along the Sandy River Trail draws hikers from near and far. Adventurers can also BYOB (Bring Your Own Bike) to the Sandy Ridge Trail System, our world-class trail on a ridge west of Mt. Hood. Considered a Bureau of Land Management "backyard to backcountry" treasure, this highly rated mountain biker's dream has ten different downhill runs in a forest filled with native Western Oregon trees.



Of course, it's not just our recreation that's elevated. Every summer for the past four decades, locals and visitors flock to the Sandy Mountain Festival for the parade, artist showcase and local traditions, like the five-generation queen's court.

Innovative Reputation. Elevated Opportunity.

Sandy's proximity to Portland is perfect for those who want a big-city job and a small-town life. But it's also an ideal place for entrepreneurs to build businesses that can be seen and supported. Just ask the folks at Joe's Donuts.

National employers and independent creatives alike are drawn to Sandy for our resources. With acres of farmland all around, a river and national forest nearby, we're fertile ground for nurseries and companies focused on the outdoors.

Our Chamber of Commerce is an active advocate for a healthy and diverse business community, making connections and success easier at every level.

And it shows: Sandy's business leaders think outside the box, spearheading 545 programs every year at the Sandy Public Library and running non-profits like AntFarm Youth Services that support children and families in the community.

Take the High Road.

Sandy's leaders are traditional yet progressive, proud of who we are and what we've done. With the get-it-done attitude of the pioneers who started this city, we take a cutting-edge DIY approach to everything from public safety and metro transit to municipality-owned fiber internet.



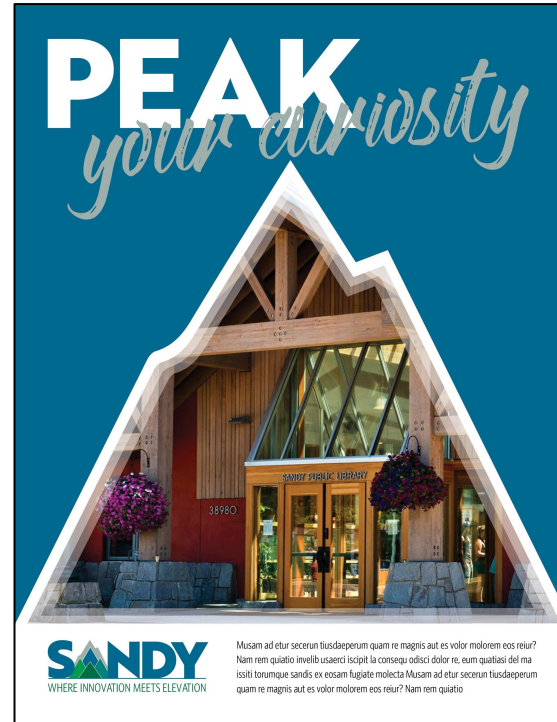
Case in point: Back in the early 2000s, when city leaders learned DSL wasn't an option for residents, they created SandyNet, a lightning-fast fiber optic network available to every home and businesses in the city limits. To this day, this non-profit utility only charges enough to break even.

When grit and genius come together, you get innovation elevated to a whole new level. And at the base of Oregon's highest mountain – inspired by mother nature that surrounds us and our neighbors that support us – we live an elevated lifestyle in more ways than one.

Where innovation meets elevation. That's style. The Sandy Way.



All creative files are included in your Google Drive folder. As you introduce the brand, be sure to show the logo in the context of an execution rather than by itself. You want to avoid making this branding effort about a logo and line. North Star has produced Sandy's Graphic Standards Guide which provides some rules for implementation to ensure consistency and accuracy. The Look below showcases design elements and headline structures for use across your implementation efforts.



Creative Executions

Using the foundation creative tools developed for the Sandy Brand Identity Guide, North Star has developed a full slate of creative deliverables demonstrating how the Brand Identity can be used throughout the community. The majority of these deliverables were identified by the City of Sandy as being priorities and some were recommendations or examples that North Star created to illustrate the tactics identified in the Sandy Action Plan. Creative deliverables are shown on the following pages.





Bill King

MAYOR

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PHONE: 503-668-5533

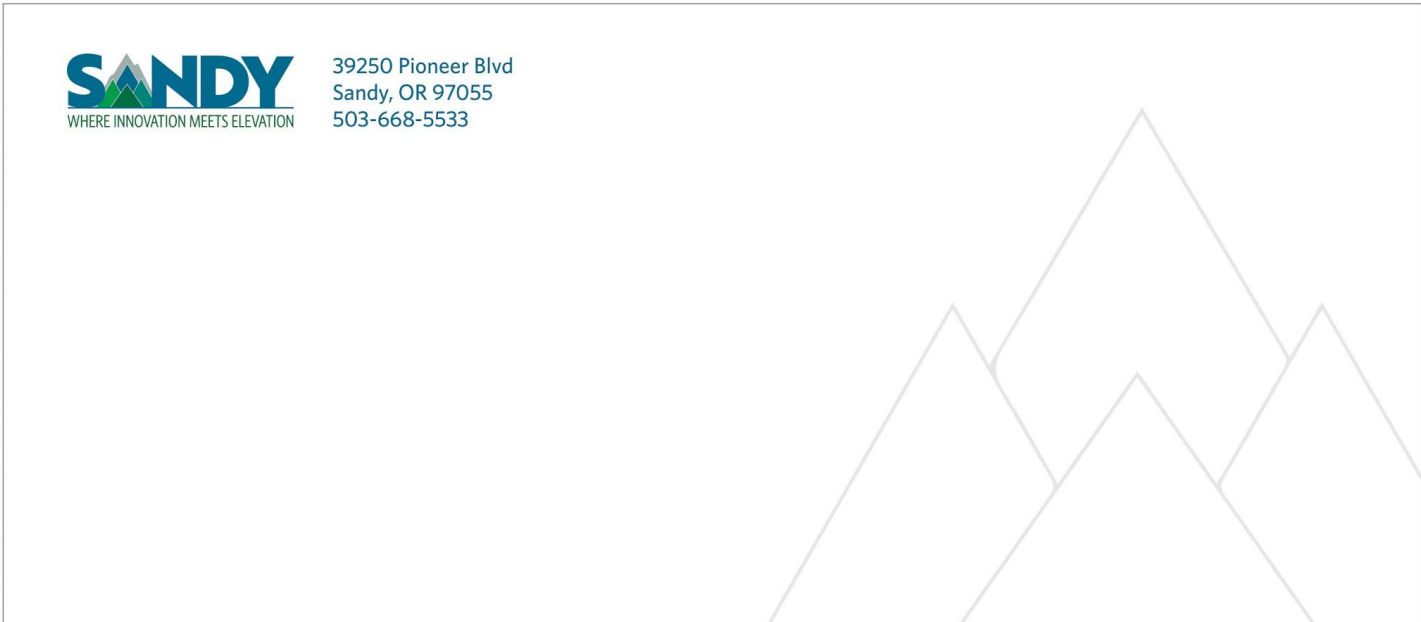
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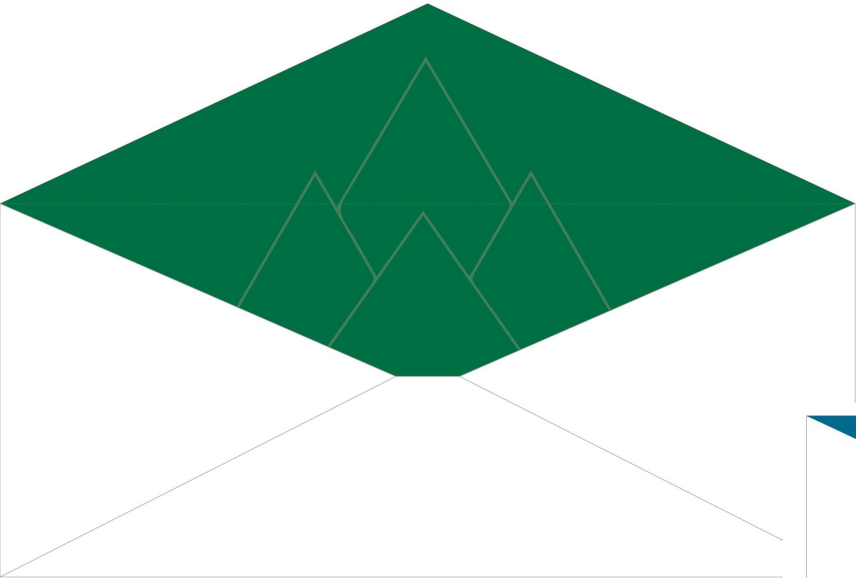


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**PRESENTATION
TITLE SLIDE**

SLIDE TITLE, BROTHER 1816 BLACK

- ▲ Bulleted Body Copy, Whitney Condensed Book
- ▲ Bulleted Body Copy, Whitney Condensed Book
- ▲ Bulleted Body Copy, Whitney Condensed Book
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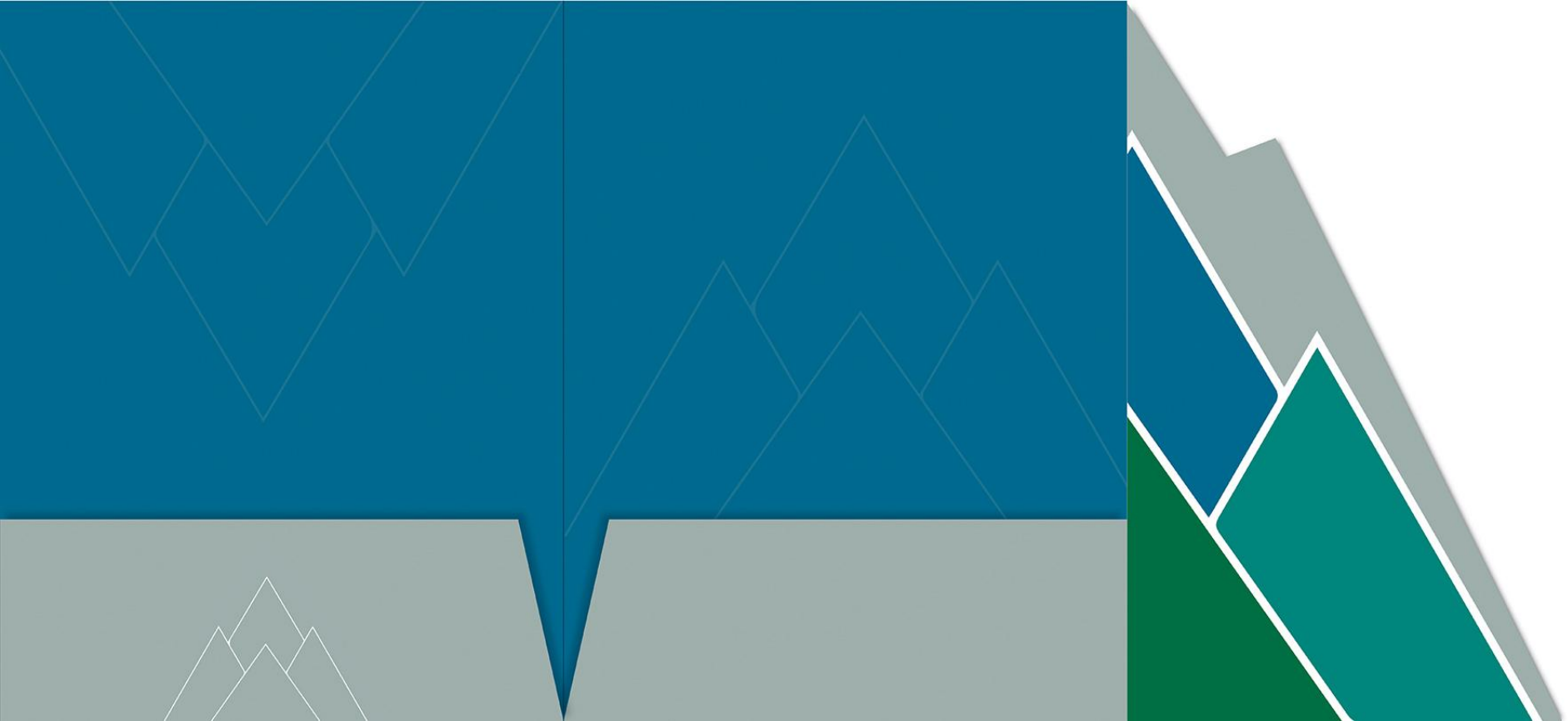
SECTION TITLE SLIDE

SECTION TITLE SLIDE











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Lifestyle

Innovation

Sites

Talent

Location

Broadband

Outdoors

Outdoors | IN SANDY

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A search bar with the placeholder text "Search SANDY" and a magnifying glass icon on the right side.

- Recreation
- Government
- Business
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WHERE INNOVATION MEETS ELEVATION

Recreation Government Business Services Innovation

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Google and SandyNET announce partnership

WHERE INNOVATION MEETS ELEVATION

Sandy High School students create roofing material that filters water for vertical gardening

Sandy Community Center Rock Wall Trails All Ages with Cell Phone App

Portland Entrepreneurs Drawn to Sandy Speeds

Local OSU Student Develops Innovative Mountain Rescue System Woven into Outdoor Apparel

Events [See All](#)

- MAR 16 Lorem ipsum dolor sit amet
- MAR 18 Phasellus id eu
- MAR 21 Sed porttitor ullamcorper
- APR 5 Vestibulum id arcu egestas
- APR 6 Aliquam erat volutpat

Transparency

- Public Meetings >
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WHERE INNOVATION MEETS ELEVATION

LINKS

- News
- SandyNET
- Volunteers
- Newsletter
- Library
- Schools
- Chamber
- More

WHERE INNOVATION MEETS ELEVATION

Recreation Government Business Services Innovation

PEAK
your curiosity
AND DINE IN SANDY STYLE

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WHERE INNOVATION MEETS ELEVATION

Recreation Government Business Services Innovation

PEAK
your interest
AND ENJOY THE SANDY FLOW

- Apartment Finder
- Building Permits
- Chipper Reservations
- Code Enforcement
- Community Center
- Jobs
- Library
- Maps
- Municipal Courts
- Parks and Recreation
- Planning Department
- Police
- Public Works
- SandyNET
- Sandy Transit
- Senior Center
- Streets and Traffic
- Utilities

Google and SandyNET announce partnership

WHERE INNOVATION MEETS ELEVATION

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Recreation

Government

Business

Services

Innovation

Apartment Finder

Building Permits

Chipper Reservations

Code Enforcement

Community Center

Jobs

Library

Maps

Municipal Courts

Parks and Recreation

Planning Department

Police

Public Works

SandyNET

Sandy Transit

Senior Center

Streets and Traffic

Utilities



your way
AND ENJOY THE SANDY FLOW



Google and SandyNET announce partnership

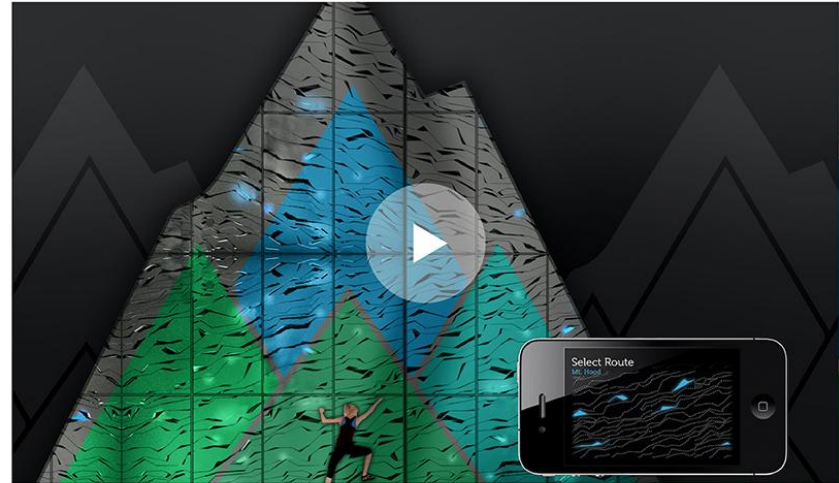
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WHERE INNOVATION MEETS ELEVATION



Events

[See All](#)

MAR 16	Lorem ipsum dolor set amet Aliquam a cursus elit. Vestibulum iaculis turpis sem, vitae iaculis a cursus.
MAR 18	Praesent dui ex Aliquam a cursus elit. Vestibulum iaculis turpis sem, vitae iaculis a cursus.
MAR 21	Sed porttitor elit sed nisi Aliquam a cursus elit. Vestibulum iaculis turpis sem, vitae iaculis a cursus.
APR 5	Vestibulum sit amet lacus Aliquam a cursus elit. Vestibulum iaculis turpis sem, vitae iaculis a cursus.
APR 6	Aliquam erat volutpat Aliquam a cursus elit. Vestibulum iaculis turpis sem, vitae iaculis a cursus.

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Check out those new SandyNET trucks!

SANDY NEWS

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TOP STORIES

Seniors Hacking Seniors

High School Hackathon demonstrates risks to some of our most vulnerable

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The logo features the word "SANDY" in large, blue, 3D block letters. The letter "A" is replaced by a stylized mountain range with three peaks in shades of green and blue. Below "SANDY" is a thin blue horizontal line. Underneath the line, the words "PROUD PARTNER" are written in a white, sans-serif, all-caps font. The entire logo is centered on a blurred background of a crowd.

SANDY
PROUD PARTNER







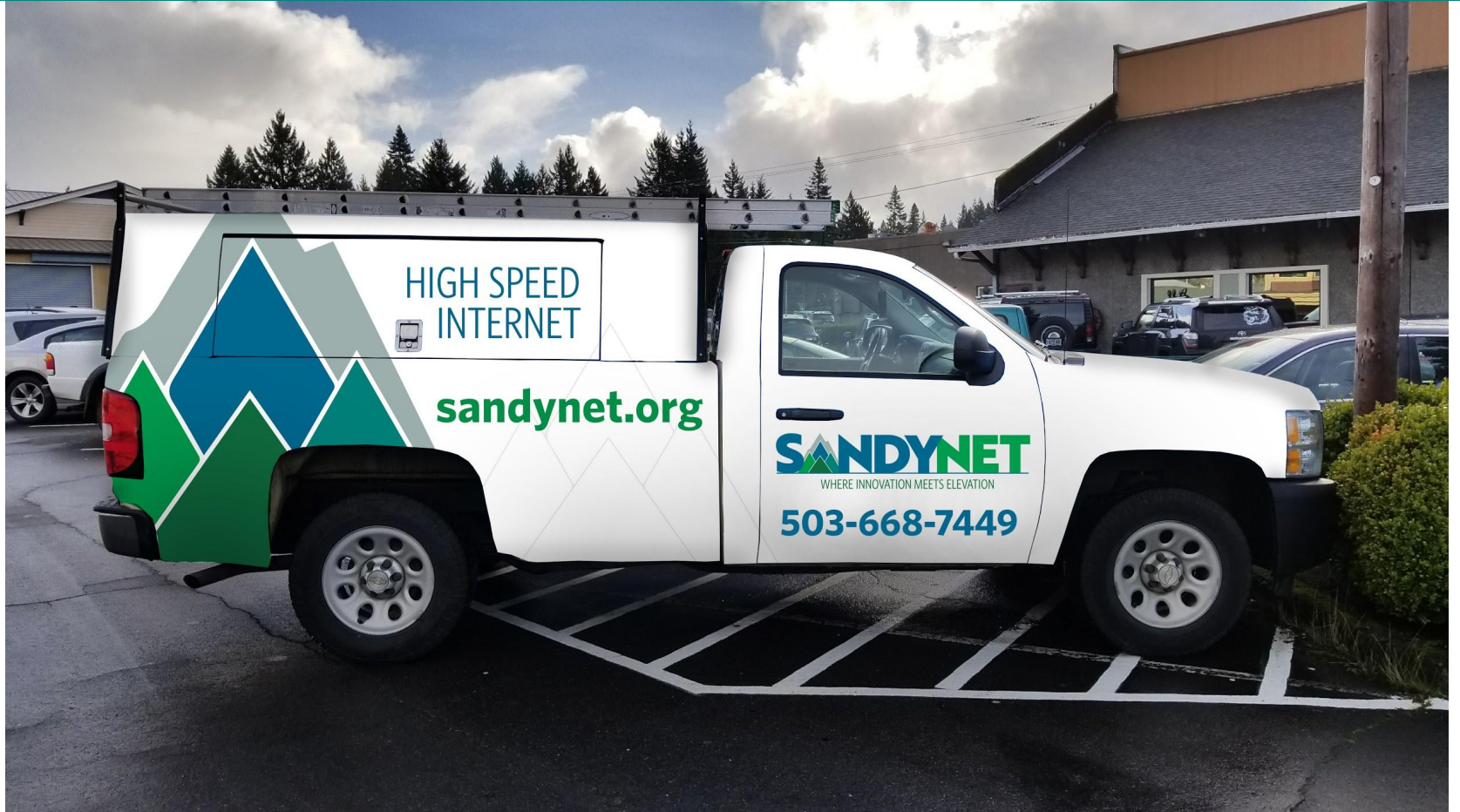


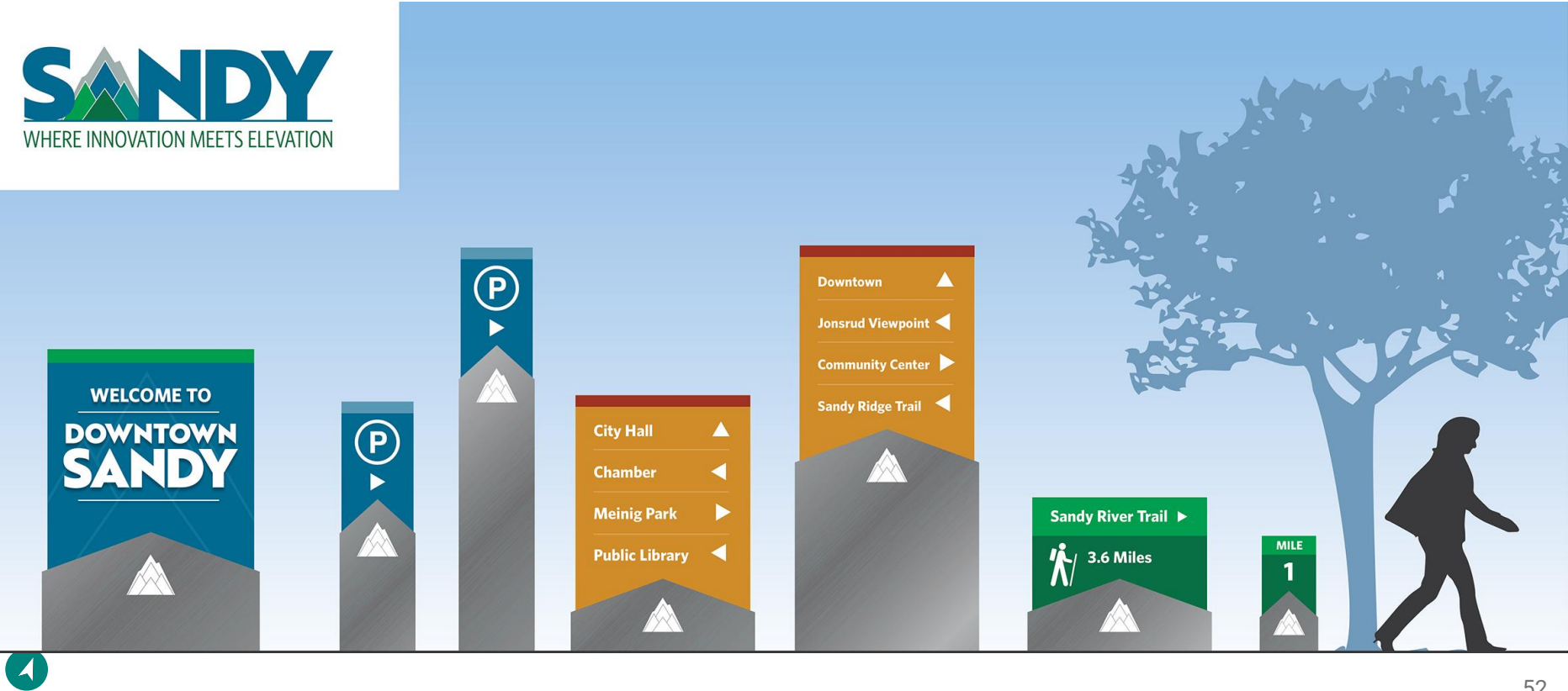










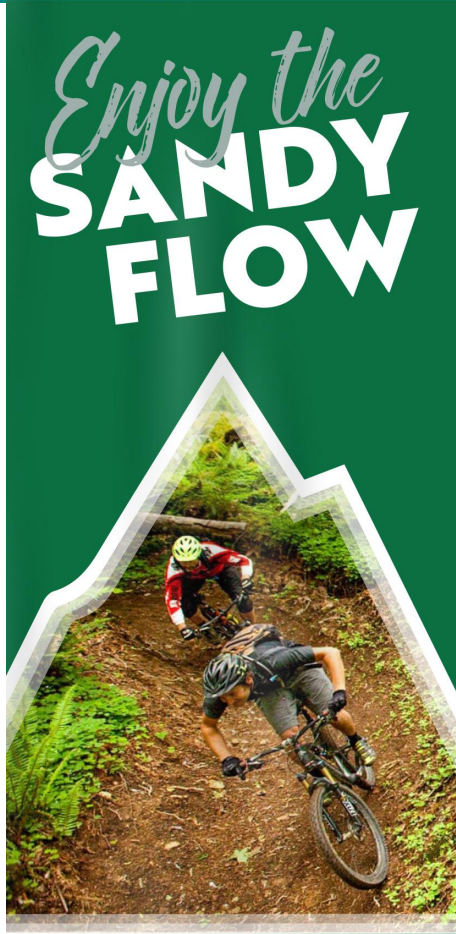




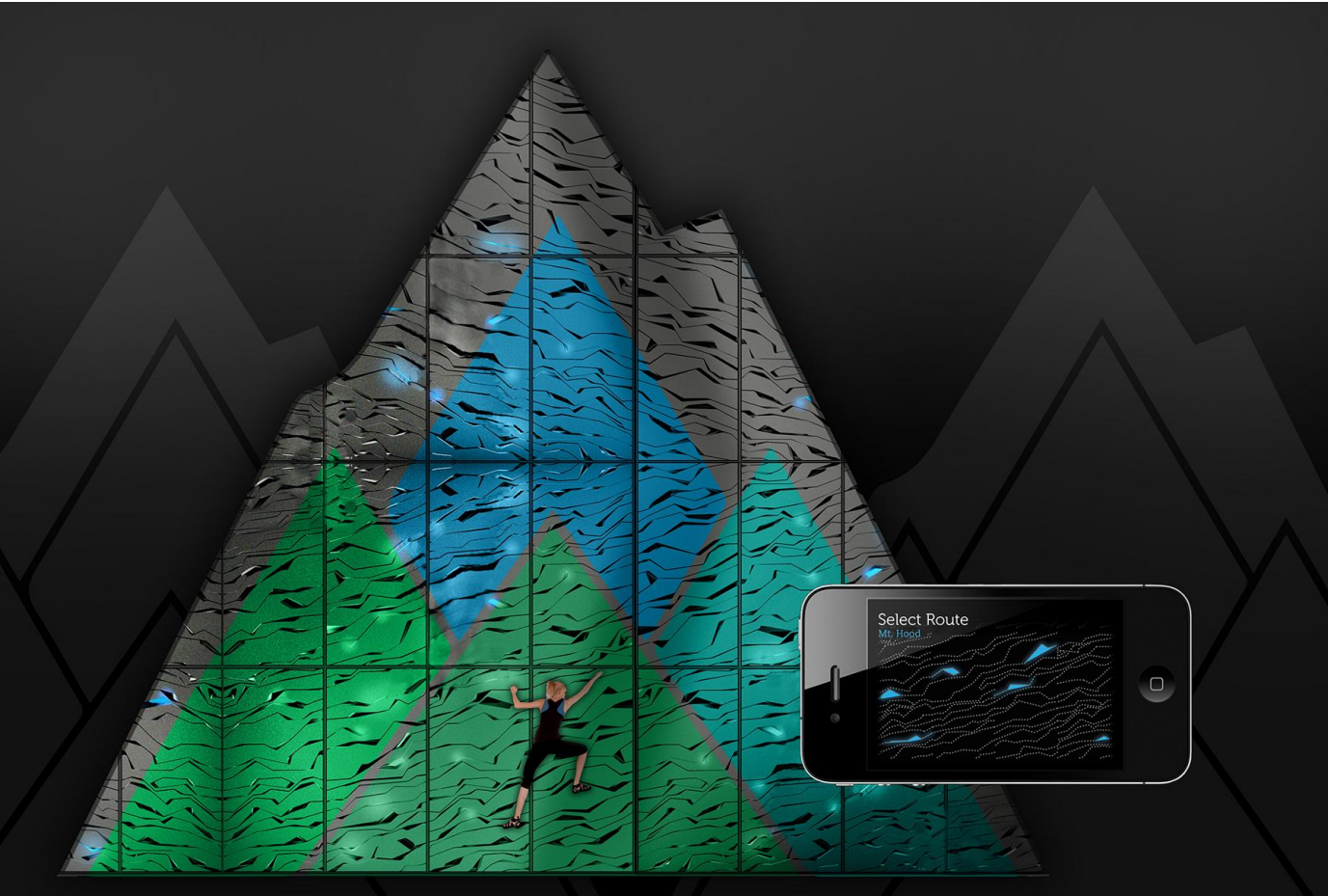














Action

Bringing the Brand to Life



So you've got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging aspect of branding. Community brands are not just about straplines and logos. They are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people's hearts, minds and souls. Specifically, your brand is about highlighting the unique, traditional-meets-forward-thinking attitude of this growing town, perfectly positioned between progressive Portland and breathtaking Mt. Hood.

Your brand is most vulnerable during the 24-month period following launch simply because both support and awareness are low while skepticism is high. (As you know, that is the nature of many public initiatives.) The main goal of this time period is to convert the "players" and the community of Sandy into brand ambassadors through education and information sharing. While numerous other brand marketing and communication initiatives can take place concurrently, this incubation period is primarily devoted to strategies that reinforce and demonstrate the value of the brand. Our goal – and yours – is to take a holistic approach to integrating the brand into Sandy from policy to planning to promotions, ensuring that it becomes an integral part of your community, not just a logo and line on your letterhead.

Once everyone is on board the brand team, there is no end to the powerful things you can do with your brand. We have seen it happen in other communities across the country, and we are excited to see it happen in Sandy.



North Star has identified the following 16 brand action ideas or categories designed to get your brand going. To ensure momentum, these tasks should be accomplished within the first 6 to 36 months after brand development. Many of these tasks address “organization” and are designed to evoke the cooperation that will propel your brand forward. Many are focused on simply informing residents as well as potential visitors about what Sandy has to offer. They should serve as a way of thinking about your community and how the brand can support a variety of interests. Others are designed to give your brand the richness, texture and the three-dimensionality it needs to be fully integrated.

While North Star has prioritized the categories, there are numerous ideas presented within most categories. These should be evaluated and prioritized by the branding partners in Sandy taking into account your priorities and resources. You don’t have to complete all these ideas, but your branding team should complete a representative sampling in each category. This ensures that the brand becomes deeply woven into the fabric of your unique society, as much a part of the Sandy Style as your architecture!

When helpful and relevant, the creative deliverables presented on in the previous section will be used to illustrate how a specific tactic could look, sound or feel. Again, these deliverables are North Star’s best recommendation and are open to revision by Sandy stakeholders based on your own interpretation of the brand.



Brands cannot grow and thrive if no one takes responsibility for them. Successful implementation of the Sandy brand will require accountability, passion, understanding, and respect for the branding effort. It will also require cooperation and partnership with other organizations, businesses, and individuals. The most important contribution the branding partners in Sandy can make to the ongoing success of its brand is appointing/hiring a brand leader to champion the process.

This brand leader can be:

- A brand manager whose sole job is to implement the brand. This position can be hired from inside or outside Sandy.
- An existing position within Sandy who would take on brand management tasks as part of his/her position. Many communities choose an individual who was part of the brand development team to fill this role (either permanently or in an interim capacity), because members of this team fully understand the passion, purpose and possibility of the brand. That said, brand manager is a big responsibility for someone who already has a full time job. He or she will need assistance from others within the city to ensure the brand gains traction.

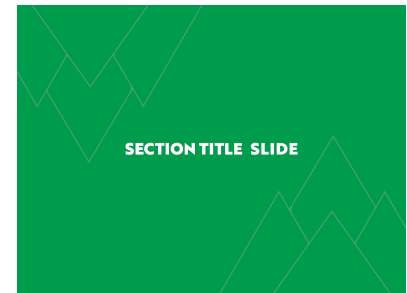
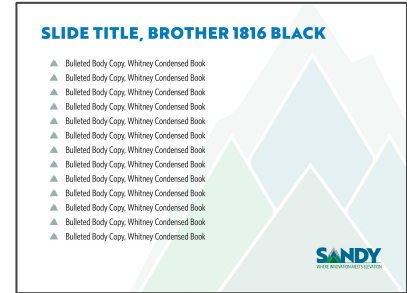
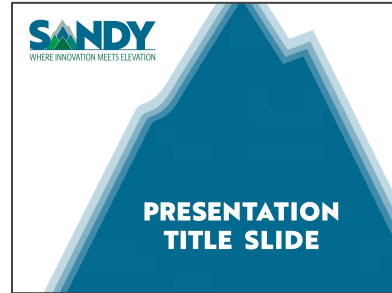


North Star has provided you a job description for Brand Manager (**See Appendix B**). If hiring, this will give you a framework within which to make your decision. If appointing or assigning, the job responsibilities will give you a feeling for the tasks this individual should manage. And remember, avoid brand management by committee. The brand will fall through the cracks.

Finally, make sure your brand leader is equipped with the BrandPrint Research and Creative Reports, in particular the Action Plan. It should serve as a guide for all decision making (as it pertains to the brand) moving forward the next couple of years.



The branding process is complex. For most people it takes multiple presentations to understand the branding process, purpose and plan. You can't expect the business community, city leadership, city department heads, non-profit organizations, neighborhood associations, tourism partners, and retailers throughout Sandy to grasp the potential the brand holds for them without a carefully considered presentation. But because the success and sustainability of the brand is tied to their support and participation, it is critical that education take place. People need to understand and appreciate how this can be a call to action to take a more active role in making a difference in Sandy. You may choose a PowerPoint presentation format initially, but a video presentation may be more appealing to the business-minded and younger audiences you seek. *See sample PowerPoint slide backgrounds to the right.*



You will use the presentation over and over to recruit help, support, and funding. It will be one of your hardest working deliverables as you start to implement the new brand. Multiple people within the city and business community (especially representatives from the Sandy Area Chamber and Economic Development office) should be versed in making the presentation to your varied audiences of partners and community groups. An added bonus, every time you train someone on the brand presentation it creates advocacy.

To create the presentation, hire professionals, use color and graphics, and select intriguing and inspirational language (the brand narrative should help) to tell your story. This branding initiative was developed with a long-term vision in mind. Others need to understand that vision. Show a few slides of valuable insights gleaned from the research. Build up what you learned from the process. Some key areas to cover:

- Why the project was started
- Who was involved
- What you learned from the research
- An explanation of the strategy – your strategic brand platform
- Talk about how this approach helps Sandy market its assets under a unified brand strategy
- Show the creative work with an explanation of what it allows you to do, why particular colors and images were used, etc.
- Focus on planned initiatives that take the brand beyond just a logo and line
- Focus on existing partnerships, activities, festivals, and events that could integrate brand messaging



- How you plan to use the brand immediately and long-term
- Finally, provide your audience with a list of ways they can participate in and benefit from the new brand. Anytime you bring a group together you must have immediate ways for them to become involved with the brand. And don't forget to brainstorm with each group on new ideas for brand integration. This will further buy-in from various partner groups.

An example of a brand workshop booklet developed for North Star client Charles County, MD is located at **Appendix C on Google Drive**.

Recruit a team of brand presenters representing a broad cross-section or people from within the city and the business community. These individuals will then make your brand presentation to your varied community audiences. For this task, first consider the individuals who originally were part of the branding team, as well as leaders of partner organizations and eloquent and interested voices from various sub-communities within Sandy (business, volunteers, religious leaders, artists, athletes, library stakeholders, teachers and students). The more diverse your presentation team, the more widespread will be the passion for and use of the brand within the larger community.

Train your presenters in explaining Sandy's brand identity by making use of the PowerPoint. As you go along, answer their questions. Incorporate their feedback in helping you to improve sections of the presentation or to customize it for particular audiences. Brainstorm ways for various community members to get involved.



Equip your presenters with branded merchandise they can display, including hats, t-shirts and lapel pins. (Encourage them to wear their lapel pins to work, not just when they make presentations, as a way of prompting conversations about the brand.)

A few tips on the presentation:

- Have branded merchandise items such as car decals available for distribution to all audience members. Your goal should be to have every car in Sandy announcing its affiliation with the “innovation meets elevation” identity.
- Have copies of the presentation available on branded thumb drives for any audience member interested in having one.
- At the end of each presentation, always include opportunities for the group to brainstorm on new ideas for brand integration. This will increase buy-in from partner groups by making them active participants in the process.

Then schedule meetings with representatives from civic groups, municipal departments, restaurants, arts organizations, schools, retailers, service businesses, real estate, events, developers, healthcare institutions, area attractions, neighborhood and homeowner associations, library, spiritual organizations, etc. Determine which presenter is the best fit for each audience. The goal is to create a strong support base for the brand amongst community leaders who have a stake in enhancing and advancing the community.



Such meetings pay off in unexpected ways. In McKinney, Texas, the Brand Manager met with a local developer to explain the branding initiative and various ways it could come to life in the community. Months later, the developer contacted the Brand Manager, interested in flying a flag and banners with the McKinney brand logo in his upscale retail area as well as throughout the parking area.

North Star client, Lima-Allen County, Ohio, chose to implement their new community-wide brand through business development channels first. They produced a compelling DVD targeting CEOs and other business development leaders explaining the branding process, goals, and how the business leaders could participate and benefit. Please follow the link below to the DVD presentation.

<https://www.youtube.com/watch?v=51-Y30tFJdU>

<https://www.youtube.com/watch?v=eiWjkcXnug>



Every time you and your employees interact with the public, it's an opportunity to build the brand in the minds of residents and visitors (see suggested list of obvious "touch points" below). The Brand Manager should review and augment the following list of touch points during your first brand team meeting.

Divide the list into three categories:

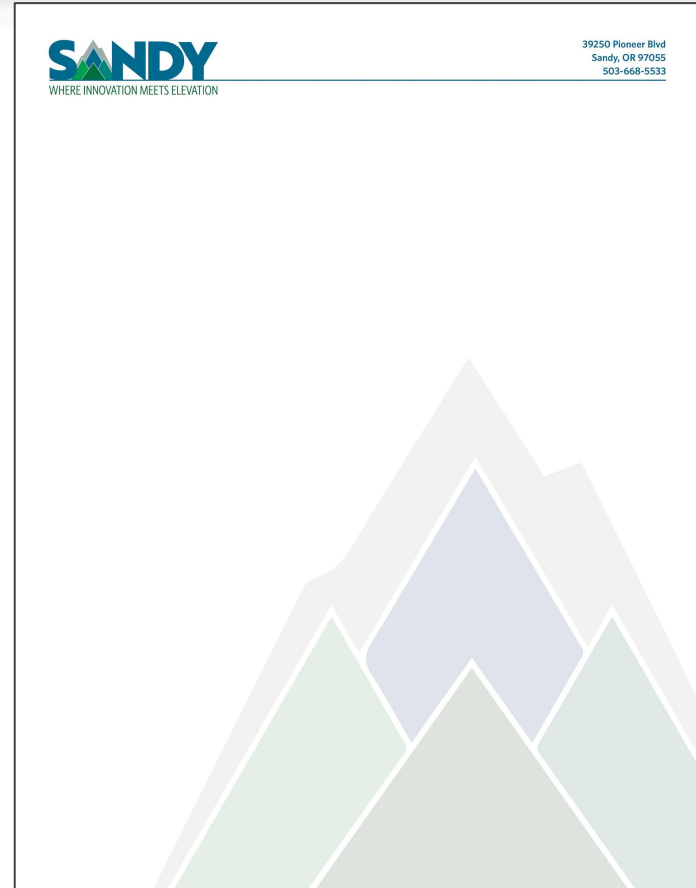
- 1) Easy: do immediately
- 2) Moderate difficulty: implement within the first year
- 3) Difficult: revisit later (designate a time)

- City Uniforms
- Phone Greetings
- Services
- Websites
- Voicemails
- E-mails
- Word of Mouth
- Letterhead
- Publications
- Packaging
- Newsletters
- Products
- Experiences
- Proposals
- Environment
- Press Releases
- Public Affairs
- Marketing and Advertising
- Events
- Annual Report
- Direct Mail
- Trade Shows
- Exhibits
- Public Art
- Library Materials
- Magazines
- Presentations
- Maps
- Name Tags
- Social Media
- Billboards
- Posters
- Buttons/Pins
- Gifts
- Marketing Partner Resources
- Sponsors
- Local, State, Nat'l Marketing
- Networking
- Signage
- Speeches



A few suggestions on how to integrate the brand graphically and strategically into key touch points:

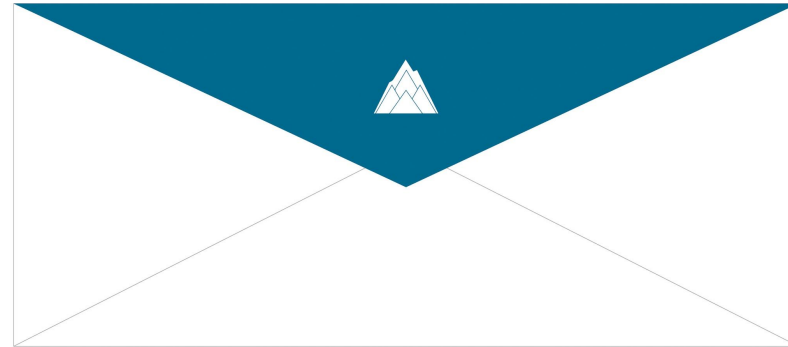
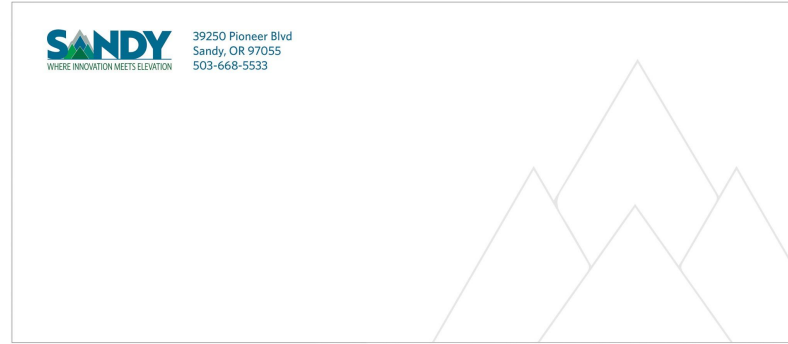
- **Stationery** – It's obvious, but vitally important. Every letter, every envelope, every business card, every memo and every invoice that is issued by the City of Sandy and affiliated partners like the Area Chamber and Economic Development should reflect the brand's graphic identity. For the sake of consistency, your brand identity should be used for all communications and materials. Give all involved a designated number of weeks/months to use up existing stocks of stationery. Require reprinting to occur in the spirit of the brand. *A simple example of letterhead design is shown to the right.*



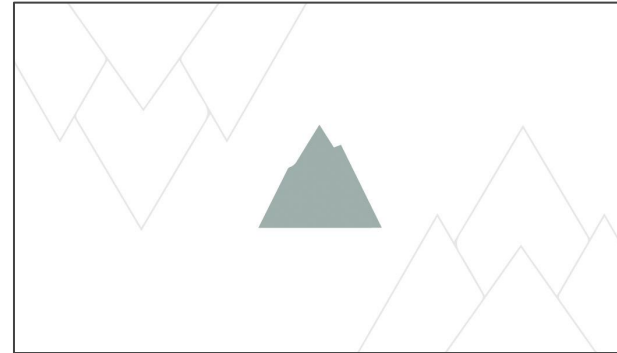
- **Stationery** – Stationery second pages (typically the back of the more traditional letterhead) are a great way to add personality and vividness to all communications without losing professionalism. Below are examples of second pages. This stationery works with and without the second page, depending on available resources.



- **Stationery** – A branded envelope with two options for detailed flap design ensure that communications sent by Sandy will stand out in stacks of mail.



- **Business Cards** – Business cards are one of the most important tools for spreading the Sandy brand identity because they are widely distributed and often saved. Below see a simple design for the front of the card. Three separate card backs allow for some variation amongst city departments while still adhering to the graphic standards.



Some additional suggestions:

- **Phone message** – Change any recorded outgoing message as well as the language that employees use when they answer the phone. “You’ve reached Sandy where innovation meets elevation” or “This is Sandy, how can we elevate your life today?” One of our clients went so far as to write and record a jingle based on their brand that plays whenever callers to their offices are on hold!
- **Press releases** – All releases should contain a closing statement/paragraph that supports the essence of the brand strategy and the community. This paragraph will serve as an ongoing resource to remind media about the brand message and purpose (the brand narrative can guide this language). One of the keys to successful branding (or any kind of persuasive communications) is to reiterate your essential strategy whenever possible.
- **Car decals** – When residents get their car tags or other vehicle licensing in Sandy, offer them a way to display their community pride on their vehicle. Interesting car decals incite curiosity everywhere your citizens drive. See example from North Star client *Citrus Heights* to the right.



Getting Sandy’s stakeholders, businesses and residents thinking in terms of the brand is an important part of instilling the brand into the city’s sightlines and psyche. The presentation discussed in the previous tactic is an important first step because this is a nuts and bolts explanation of how the brand was uncovered and brought to life.

A valuable second step is to get Sandy’s many audiences brainstorming all the ways their own lives, families, jobs and experiences in Sandy lean into the brand. Use your new strapline as the point of connection for this exercise, asking people to create an inventory of all the ways that Sandy embodies innovation, elevation, or both. The Brand Manager should launch this effort, but it will require the thinking of all organizations, businesses, and even individuals within the community. To spur your thinking, here are a few ways to go about it:

- Reach out through your website, social media, and traditional media asking people to submit lists. (Consider incentivizing them for their submissions. The incentives could be as simple as a branded window decal or button, or something much more elaborate, such as the opportunity for respondents to have their name entered in a drawing for a prize like a branded Alexa Echo from Amazon.)
- Use this task as an icebreaker at all brand meetings and presentations.
- Make the inventory an agenda item at all organizational and department meetings.
- Approach your schools (even the elementary schools). Talk to principals and solicit ideas from teachers. Ask them, as a fun exercise, to have students come up with their own contributions to the inventory.



- Take this effort to an even deeper level by reaching out to individual churches, neighborhood groups, employers and others. Remember, the smallest grassroots efforts are as important as the large, organized ones, and they often will yield items for the inventory that you would not get from other sources.
- Reach as wide and deep as possible for input. It’s important for two reasons. First, the more help you can get in compiling your inventory, the better and more comprehensive your list will be. Second – and perhaps even more important in the long run – involving more constituencies from the community means they will be more involved and interested in the branding effort going forward, making it more likely that they will become the informal brand ambassadors you’d like them to be.
- Stress that to be included in the inventory a person, place, or thing doesn’t have to represent both innovation and elevation. It can represent one of these areas in many different ways. And some of those ways may not be “traditional” definitions of the word. For example, “elevation” as part of this brand can translate to an improvement on the traditional– something as simple as local restaurants offering “elevated” options on their menu (for instance, an “elevated grilled cheese” could be a gouda cheese on sourdough with bacon and avocado in place of a white bread and American cheese combination) and local Sandy bars can feature an “elevated” cocktail, which could be a new drink or a twist on a classic.
- Mine your history for examples of innovation from the pioneers and frontiersmen whose resourcefulness allowed them to survive and thrive.
- List personal experiences by residents - ways that they elevate their routine (or elevate their enjoyment!), and any tips, tricks, and life-hacks that innovate their everyday tasks. Anything Sandy residents identify about their lives that elevate their experience or innovate the way they do those things are great examples of what Sandy represents at the most grassroots level.



- To help people add to the list, offer some direction and ideas. Use these questions to help get people thinking:
 - What is innovative about in Sandy? It could be innovative ways that people or businesses use their SandyNet access (which is itself a great example of Sandy’s innovation), a cutting edge way of building that increases energy efficiency, a creative and new approach to solving a community or personal problem, or an innovative approach to marketing a service or product.
 - What are specific things (policies, products, services, events, landmarks, traditions, businesses) that represent Sandy’s elevation? Remember that Sandy’s Elevation can be ways that Sandy is a cut above the rest– elevated in style, thoughtfulness, effectiveness, efficiency, or an elevated level of service.
- Think outside traditional boxes. How does your exemplary library represent the brand? What about your award-winning high school robotics team? Your unique Sandy Style?
- List companies and organizations that use innovative practices or offer an elevated experience to their customers.
- List places within Sandy where people are innovating the way they do things with positive (or elevated) results. Volunteer programs? Churches? Community gardens? Community Centers?
- Include the schools and their athletic teams, performing arts and academics in your thinking. List programs, initiatives, and school traditions that reflect innovation.
- Review your events and identify those that are connected to the ideas of celebrating Sandy’s innovation or elevation (here, this can also be taken literally– events that celebrate Mt. Hood and the outdoor recreation that relies on the elevation or the innovative ways that people recreate using the elevation Sandy enjoys).



Once you have your list, categorize attributes by such areas as arts, entertainment, government, technology, business, customer service, architecture, social issues, neighborhoods, volunteer activities, and local history. Then, consider different ways of leveraging this inventory. For example:

- Launch a PR campaign sending press releases detailing specifics of some of the more interesting efforts. Propose (or create) a series of feature stories on some of the most interesting efforts to run in the *Sandy Post*.
- Enlist a Portland blogger to feature a list of Elevated Experiences that businesses are offering in Sandy or a list of Innovative Individuals in Sandy to profile locals and their innovative ways of doing things.
- Include the list by category on your website. (For deeper engagement, enable users to click on each item for more)
- Feature a different individual each week or month on your website that exemplifies the innovation Sandy residents employ in their everyday lives or their unique way of elevating life in Sandy (a routine, a flourish,, a signature style, etc).
- Sandy is in a unique position to incorporate innovative elements (like a tech-powered climbing wall) or elevated decor when planning your new Community Center. When spreading the word about this new development, draw from your brand narrative and communicate the ways in which this new community space will innovate the Sandy experience or allow Sandy residents to elevate their day-to-day living.
- For major items on this list, reframe promotions, website homepages, advertising and communications in the spirit of the brand talking about what is elevated or innovative. Use the brand narrative to help shape the language.
- Recruit a team of students from your schools to tweet and retweet examples from your inventory that they know about or have visited. Because of its viral nature, social media is key to spreading the word about Sandy’s exciting new happenings. Residents could follow, #SandyInnovation or #ElevatedSandy.



One of the first steps in community-wide brand integration is to put the brand to work within your municipal organization. Rather than dictating its use from the top down, the most successful approach is to introduce the brand to city employees, help them understand its purpose and solicit their ideas regarding integration. As the facilitators of the new brand identity, City of Sandy employees and departments should be early adopters, embracing and leading this brand initiative. This will involve both education regarding the value of the brand and engagement initiatives to get city employees involved and excited. Get creative as you reach out to this valuable group. The more fun and interesting you make the brand engagement process, the more excited and willing city employees will be.

Start with department heads

Before introducing the brand to all city employees, consider meeting with department heads to present a city-specific version of the branded presentation. Because department heads understand where and how the brand might work for their specific group, this audience is key to getting the larger group of city employees on board. Focus on how things come together within each department and the city as a whole. Have some ideas on how each department can utilize the brand in programming or communications. And then brainstorm with them on how the brand can guide efforts within their departments. Show them examples of tools they might use immediately (like business cards) and start building pride by giving these leaders merchandise they can wear or use like a hat, t-shirt, mousepad, or smart phone cover.

During this meeting, brainstorm with department heads on initiatives/programs within their departments where brand integration makes sense. Programs that focus on new ideas of any kind or that celebrate growth, progress, innovation, nature, elevated ideas or approaches to challenges, education and goal setting are particularly relevant. Following are areas to consider as you prioritize where brand integration can have the biggest impact:

- SandyNet communications and promotions
- Websites, webpages and social media sites
- Employee awards and recognition



- Communication pieces such as brochures, program guides and newsletters
- Water quality or conservation programs
- Trash or debris pickup
- Public safety education and outreach programs
- Health and wellness initiatives
- Recreation programs and classes
- Library programs and classes
- Public art initiatives
- Community development programs
- Sustainability efforts (recycling, energy efficiency, green building practices)
- City-sponsored special events

Reach out to all city employees

Once you've developed an integration blueprint with department heads, plan an employee brand introduction. Elevate this presentation above the typical department meeting by making it high-energy and fun (you don't want the brand to feel like "more work"). A few ideas for building excitement:

- Consider moving offsite for the meeting to a large venue. Consider the auditorium at Sandy High School, the Sandy Library or if timing works out, the planned Community Center.
- Decorate the space with the brand including banners, a selfie wall, table toppers, podium signage, etc. See *picture above of a Quincy city employee taking a selfie at the city's brand rollout.*



- Invite all city employees. The more people present, the more energy and excitement you will generate.
- Include numerous people in the actual brand presentation from all different departments. This should feel like everyone's brand. Consider well-known and well-liked presenters like the police chief.
- Give all city employees a branded T-shirt and branded placards that they can place in department lobbies or hold in various department pictures. Placards can even be anonymously placed in the offices of employees who have demonstrated innovation in their job or elevated thinking or giving. Couple the t-shirt gift with the announcement of a special casual day for wearing jeans and brand t-shirts. All departments can receive the same t-shirt or consider printing different shirts for different departments. See *options designed by North Star* below:



- Work to create a feeling that city employees are critical to the success of this initiative and that you are counting on them.
- Have departments gather in front of branded selfie walls for departmental photographs. Place photos on the city website.
- Add to the energy by installing a “Where innovation meets elevation” climbing wall at the event locale. Encourage friendly climbing competition between departments. Or, have fun with a \$100,000 Pyramid-type game where the Pyramid is shaped like the mountains in the Sandy logo. Departments then complete, answering questions about Sandy and the Sandy brand, moving up the mountain to get prizes like a department pizza party.
- Introduce branded items (or pictures if the item is still in production) that city employees will use in their jobs like branded city vehicles, uniform patches, email signatures, stationery or newsletters.
- Hold drawings for services and merchandise donated by local businesses and brand partners.
- Encourage employees to brainstorm brand new ideas for city government or ideas for improving an existing policy or program. Introduce a program where the best ideas are both implemented and rewarded (with a cash prize) on an annual basis.
- Give every employee a supply of car decals and encourage them to distribute to family and friends.



Following are a handful of ideas for how the brand could be used within various City of Sandy departments. These examples will be helpful to get the brainstorming ball rolling.

- Offer “Elevated Careers” continuing education opportunities to city employees with a desire to improve their skills and careers.
- Encourage teamwork by having departments participate in volunteer efforts including those for the homeless, seniors, park cleanups, schools, etc.
- Market first time home buying assistance programs or home improvement grants using language like “Homeownership offers elevated living” or “Elevated incentives for homeownership”.
- Have every department send out “Innovated and Elevated” tweets announcing anything that is new and improved in their department from fixing a pothole to planning the Community Center.
- Give citizens branded tools from various departments designed to keep the city clean and growing. Recycling bins, poop pickup bags for parks and trails and biodegradable leaf bags for fall leaf disposal are examples. *See examples to the right.*
- Create an elevated community garden specifically called the “Innovations in Fresh” garden that is cultivated, maintained and harvested solely by city employees. Make sure every department is involved and recognizes those employees that take a leadership role in this initiative. Donate produce to the senior center, churches, and food banks. Or, consider selling fresh produce to employees at very reasonable prices.



- Every year give two special awards to city employees: The “Innovative Ideas” award for that employee who approaches a challenge or task with an entirely new out-of-the-box way of thinking and the “Elevated Thinking” award the employee who accomplishes a goal that is representative of “the best” in Sandy. That award could go to an employee who is an exceptional volunteer, who completes a difficult goal like obtaining a college degree in the evenings, or who goes above and beyond in doing their job for Sandy.
- Police and fire departments could hold a series of safety seminars called “Elevating Citizen Safety”. Target some of the seminars to children and customize them for the specific safety issues associated with different times of the year (holiday safety, summer fire safety, school bus safety, etc.).
- Brand recycling bins and other green efforts, promoting participation to citizens using the language of the brand.
- Brand the new Sandy chipper and hold safety classes on how to use this “elevated innovation”.
- Brand the Sandy Area Metro (SAM) buses. Use the line “Innovation that Moves You”.
- Similarly brand your fleet of city vehicles.



- Consider creating custom logos for high-profile departments or related organizations like the Area Chamber of Commerce or Economic Development. The more integrated your municipality's visual profile, the more buttoned-up and professional your image. The brand also sets up city departments as being innovators in elevating the lives of citizens and businesses.



Consider integrating the new Sandy logo into existing city programs where integration makes sense and supports the program's goals. A couple of examples:

- **SandyNet:**

- Create a custom version of the new brand logo for this prestigious program. This is a way of increasing recognition for the new brand by bringing high-profile programming under the brand umbrella.



- Use the custom SandyNet logo and brand messaging including “Where innovation meets elevation” in the obvious places including on the website and in billing statements.
- Create social media accounts just for SandyNet with announcements about updates, repairs, innovations, etc.
- Issue branded press releases that not only focus on the powerful initiative that is SandyNet but that include updates of elevated innovations to the network.



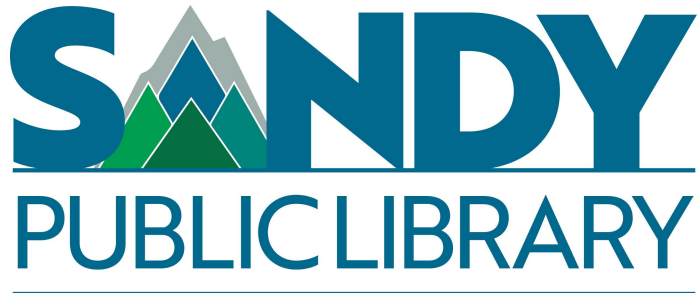
- **SandyNet:**

- Create promotional materials for SandyNet including banners, photographs and information sheets that can be displayed at events, municipal meetings, trade shows, etc.
- Create branded partner stickers that all businesses and organizations like the Library or Sandy High School can place in windows and lobbies that read: Our communication is elevated by SandyNet.
- In public places High-Speed Wifi signage that credits SandyNet. Signage could read: High-Speed WiFi from SandyNet, where innovation meets elevation.
- Look for new and unique ways to promote the initiative using the brand. For example, provide all SandyNet employees and new subscribers with SandyNet t-shirts. Place the logo with strapline on trucks that service the fiber network. If there is a SandyNet call line have service employees answer with, "You've reached SandyNet, where innovation meets elevation."



- **Sandy Library:**

- Create a custom version of the new brand logo for your wonderful library program. This is a way of increasing recognition for the new brand by bringing high-profile programming under the brand umbrella. Use brand elements to design partner logos for branch libraries like Hoodland.



WHERE INNOVATION MEETS ELEVATION



- Use the custom Sandy Library logo and brand messaging in the obvious places including on the library website, in signage, in printed announcements and newsletters, on the sign-in page of library computers, on library cards, etc.



- **Sandy Library:**
 - Look for new and unique ways to promote the initiative using the brand. For example, provide all library employees and library card holders with Sandy Library t-shirts.
 - Place the logo on library cards. Consider transitioning to digital library cards that allow users to access library resources from remote locations.
 - Sponsor a community-wide book club “One Town. One Book.” Kick off the club with a book that represents elevated innovation. It can be a biography about someone like Bill Gates or a book about technology or elevated thinking in a spiritual sense. Or get residents involved with the selection by coming up with some criteria based on the brand and then asking them to submit choices.
 - Call the children’s summer reading program, “Scale the Summit” or “Reach the Reading Peak”. On a wall in the library place a layered mountain shaped like the logo icon. On every level of the mountain children are required to read different books. As they read the books at one elevation, their name and picture is moved up to the next elevation, which has an entirely new set of books. Recognize those kids who reach the summit over the summer on your website and with an end-of-the-summer party. Different ages read different sets of books.
 - Create social media accounts just for SandyNet with announcements about book readings, events, book clubs, special guests, etc.
 - Rename the two meeting rooms in the library “Innovation Room” and “Elevation Room”.



- **Sandy Library:**

- Issue branded press releases that focus on all the programs the library conducts year round.
- In a co-sponsorship with the high school, create a literacy program for teaching adults to read called “Reading Elevates Lives.”
- Create promotional materials for the Sandy Library including banners, photographs and information sheets that can be displayed at events, municipal meetings, trade shows, etc.
- Host an Innovation and Elevation speaker series showcasing regional authors who write both fiction or nonfiction that focus on these topics in any capacity or on the idea of having a pioneering spirit.
- Offer residents the use of innovative technology at the library. In addition to computers and SandyNet consider technology like 3D printers. Offer classes on how to use the latest innovations.
- Start a service called ASK SANDY, where a patron can call, text or email questions to librarians and other staff about other library services, or get help with research. Although this service is designed for quick questions only, it does help busy people who don’t have time to come to the library and access the resources they need. Consider offering more in-depth research assistance is available for a fee.
- Create a partnership between the Library, the City and other interested organizations to sponsor Innovation Library Centers in places like churches and the planned community center. Each innovation center would include several computers with SandyNet, a printer, and research materials from the library. Staff members are on-site to help community members.



Limited resources of all kinds are a common obstacle for many communities pursuing successful implementation of a brand identity. The good news, if you pursue a marketing partnership with the private sector the resources and manpower to accomplish the goals of the Sandy brand will be increased exponentially. There is nothing exclusive about this group. Invite any business with an interest in making Sandy the place where innovation meets elevation! That includes both large and small businesses, healthcare, schools, car dealers, major employers, realtors, arts groups, media, civic groups, transit officials, area developers, neighborhood organizations, event organizers and even individuals such as freelancers or sole practitioners. Again, allow anyone who is interested and willing to contribute – time and funding – to participate in this collective focused on marketing the community.

A team approach (including the private and public sectors) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture and it weathers changes in political administrations. Most importantly (and this is key!) this group can solicit funds for brand implementation from its members (typically the larger the organization, the greater the financial support). Ultimately partnerships with private sector companies and organizations will be the primary funding source that drives the brand. And with the private sector involved, decisions are often sharper and quicker. It is imperative that this becomes more than just a city-driven initiative. The community should work towards having all segments and aspects of Sandy invested in the brand.



Following are a few ideas for the group to get you started:

- Hold quarterly meetings under the guidance of the Brand Manager. During the first meeting have everyone in attendance sign a charter that seals member commitments in writing (sample charter in **Appendix D**). See *members of the Market Gainesville (FL) Partnership signing a brand charter in the photo to the right*. Or, check out the following link to the brand website where businesses in Quincy, IL digitally committed to being a brand champion
<https://www.quincyrighntonq.com/brand-champions>.
- Have each member of the partnership bring a printout of their company's website homepage to the first meeting. Discuss ways to integrate ideas and language that support the brand strategy into these homepages. Use your brand narrative as a guide. How does a business contribute to Sandy's innovation or elevation? (For example, in the About Us section that is a standard feature on most websites, each partner could include brief text talking about R&D efforts, new products and services, customer service philosophies or ongoing efforts to improve products and services.)



- Reward participation in the partnership with a lapel pin of the logo. The pin will create interest and spark conversations. Along with the pin offer talking points so those wearing the pin can discuss aspects of the community in consistent, branded language. Persuasive communication requires consistency and repetition.
- In subsequent meetings of the marketing partnership discuss public sector initiatives and identify opportunities for cooperative efforts with the private sector. Co-branded pole banners (*i.e., for Farmers Markets or dining shown to the right*), signage, public art, events, merchandise, music, programming, products, etc. are just a small sampling of branded projects you can undertake in partnership with the private sector.
- Develop a branding toolkit that business partners can use to put the brand to work in their enterprises. Include research and the explanation of the brand, camera-ready art of the logo, car decals, and a premium item such as a T-shirt or lapel pin. Use the well-known Sandy Style phrase as the name for your brand style as well. For cost and time savings offer the Sandy Style Brand Toolkit online.



Take a cue from Quincy and include a link on your city website to all the brand champions who commit to this partnership. In addition, use your website to give others the opportunity to get involved. And recognize all member contributions in terms of money, talent, or time on the site.

- Use your website to enlist members to set up their own presentations to businesses that are not members of the partnership.
- Spend time in your first or second meeting adding to the “Innovations and Elevations” inventory (detailed earlier in section #4). Start by asking members how their own businesses exemplify these ideas. Then expand out to the assets of the larger community.
- In addition to including a branded ending to all municipal press releases, spend time in one of your meetings creating custom branded endings for your private sector and non-profit community organizations. Invite a local PR expert to the meeting to help with this task. Slight alterations to the narrative can make copy appropriate for dining, shopping, health care, outdoor recreation suppliers, artisans, retailers, education, realtors, and so forth. This paragraph can serve as a customizable template for use by Sandy businesses in their own press relations. The Brand Manager should push this tool out into the community through the marketing partnership, the Sandy Area Chamber and other brand partners.
- For more on connecting local business with the brand see section #10 that follows.



City Website

Websites are the single most effective means for spreading and reinforcing Sandy's brand identity to your various audiences – especially residents/potential residents and businesses/business prospects. Your site should serve as the hub for all things Sandy; at the same time, it should be organized in a way that continually reinforces Sandy emphasis on innovation and elevation. In a word, your city site should feature clean progressive design and the most innovative technology for website navigation.

North Star has created a clean, compelling and easy-to-navigate design based on the look for the home page. This design can serve as a template for redesigning your city site. The homepage of the site is featured on the following slides. Some things to note:

- Organize your main navigation economically. Don't list everything. Choose navigation that is intuitive for users to dig deeper for content. North Star recommends that the primary navigation bar be as simple as: Recreation, Government, Businesses, Service and Innovation.
- Include secondary navigation at the bottom of the homepage for more interactive or immediate information including things like news, SandyNET, volunteers, newsletter, library, schools, Chamber and more.
- Use drop-down menus from the primary nav bar for additional ease in navigation to specific information (drop-down menu examples follow homepage examples).
- Be sure to include a prominent search field and social media links. Have some fun with branding your search function. Our example uses, "Search Sandy."
- Showcase your modern high-design logo icon in the center of the landing page as a grid to contain photography, separating it from copy. You want the mark to take center stage and set the design style for the page.



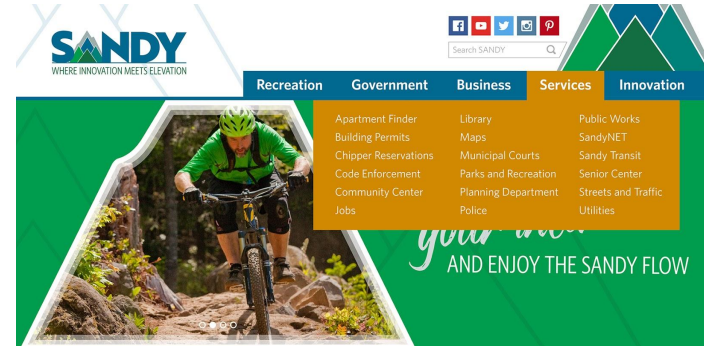
- Use design detail from your look to make the site interesting and appealing. A background pattern that replicates the icon shape, brand colors, a photo grid shaped like a mountain, active typefaces all work to reinforce the Sandy Style associated with your new brand.
- A large singular photograph takes up the majority of the homepage, supporting current website design trends. The primary photograph is part of a rotating slideshow allowing you to visually explore all the facets of the brand message.
- Headlines support photography and rotate with pictures. As with the graphic style, headlines mimic those in the looks starting with the words, “Peak Your . . .” doubles as the headline.
- A scrolling homepage allows you to keep the landing page clean and appealing. Scrolling down from the landing page leads to a page titled with trending news and a feature item that tells the story of where innovation meets elevation. The site should be designed to accommodate photography or video in the feature..
- Scrolling down further leads to a calendar, a series of links to information representing the city’s transparent government and photographs and tweets from social media feeds.
- The final scroll leads to contact information and another navigation bar linking to resources like the city newsletter.



- City website landing page with rotating slideshow

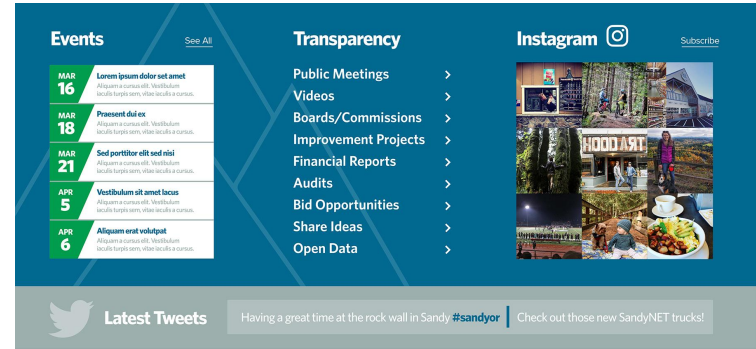
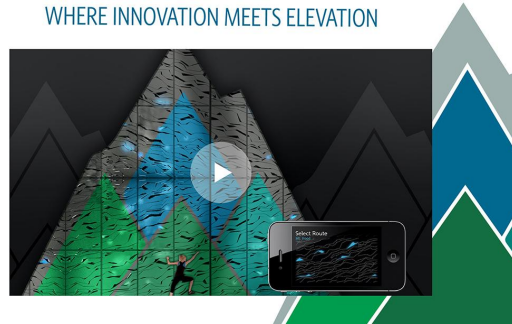


- City website landing page (with example of a pulldown menu)



- **City website scroll to a trending news section; then to calendar, social media and transparency; and then important links.**

- Google and SandyNET announce partnership
- Sandy High School students create roofing material that filters water for vertical gardening
- Sandy Community Center Rock Wall Trains All Ages with Cell Phone App
- Portland Entrepreneurs Drawn to Sandy Speeds
- Local OSU Student Develops Innovative Mountain Rescue System Woven into Outdoor Apparel



LINKS

- News
- SandyNET
- Volunteers
- Newsletter
- Library
- Schools
- Chamber
- More



Some additional considerations for the website:

- Consider including a link so residents can submit their innovative ideas on how to elevate Sandy for a better future.
- Consider a special feature box called “Innovations in the Works” where you can showcase planned growth and development within the community. New restaurants or retail in town, a new trail or park, a new event, a new road, etc.
- Consider a special feature box called “Innovators and Elevators” featuring people throughout the community who are doing something innovative or who are elevating life for other people. Make sure to include a broad cross section of cultures, careers, sexes and ages.
- Welcome your tiniest new residents with a “Our newest innovation” Instagram feed that features photographs of new babies.
- On your homepage feature a series of “Innovation” podcasts from renowned experts and local experts. Residents who listen to podcasts (on health, finances, spirituality, education, politics, robotics, skiing, mountain biking, entrepreneurship, creativity, etc.) get points that can be redeemed for free drinks, appetizers, services and branded merchandise.
- You may want to add a link or create a separate microsite focused on brand engagement and growing the coalition of brand champions. Remember, the more champions you have working on the brand’s behalf the faster you will see its impact in the community. Remember that North Star client Quincy, IL created a microsite for recruiting brand champions and strategic planning. <https://www.quincyrighntonq.com/>



- Building email databases of residents, potential visitors, and business prospects should be a priority for your website. When people register for your newsletter, ask a tourism or business question, or maybe pay a utility bill online, try to gather email and cell phone contact information so you can build those databases. You will want to share branded communications with these audiences regularly. The effectiveness of your outward communications is directly related to the accuracy and depth of your databases. Building your databases and keeping them current ensures future success measurements can be calculated. These leads will be the best data start point for future brand evaluation.
- Eventually, develop a portal web page using the URL InnovativeElevatedSandy.com that will serve as a gateway to all information about Sandy. From your portal you can connect to all municipal organizations that have their own sites, to healthcare, to schools, to entertainment, to volunteer opportunities, to businesses, etc. It is like a one-stop-shop for all things Sandy.
- Finally, make a list of the basic digital sites that people use to learn about communities including Wikipedia and Tripadvisor. Secure a writer to craft branded language describing your city. These sites represent low hanging fruit in terms of broad education and marketing.



- Until the Economic Development department can develop its own microsite, the organization's landing page within the city site should feature robust branded content and several sub navigation pages aimed at businesses considering a startup or relocation to Sandy. The copy on the landing page should focus explicitly on how the resources available in Sandy help new businesses innovate and elevate, particularly the first year. In addition, copy should focus on resources that help existing businesses expand and evolve. Spend time showcasing green business practices, particularly if this is an area of recruitment you would like to pursue. Finally, it is imperative that you make it obvious who and how they can contact you for more information.
- Possible sub navigation links could include:
 - A "New Innovators" section focusing on innovative companies, amenities, resources and opportunities
 - Details on all available incentives
 - Aim for elevated service by challenging the speed with which you respond to requests to help prospects obtain licensing. Be transparent about these goals by listing goals and current speeds.
 - Available space/business parks. Consider having space for a featured property so that you can focus content on what's innovative and what's elevated
 - Video tour feature of the community and available space
 - Features on businesses relocating to Sandy. Testimonials should focus on what is "elevated" about Sandy. What were they looking for when they made the switch?
 - Retail development
 - FAQs and/or facts about Sandy
 - Workforce development opportunities
 - Quality of life
 - Red carpet tour video



- Create a presence for Sandy on patch.com network. Patch.com enables communities to post local news and information on upcoming events. The calendar feature provides a great way for residents and visitors to learn about events and activities that may interest them. For an example of how communities can use this site, see the “patch” for Franklin, TN, at <http://patch.com/tennessee/franklin>. A “Patch” for Sandy can be an effective tool not only for creating interest and increasing resident involvement in the community but also for reinforcing the brand. Consider partnering with the *Sandy Post* and even with the high school newspaper to include elements of their content on the patch site.
- Create “Innovators and Elevators” feature pieces. Create a series of human-interest feature stories involving individuals, companies, sports teams and others that exemplify the idea of doing and being your best even in the face of incredible odds. These stories can be displayed on the patch.com site as well as on your website (and could involve partnerships with the *Sandy Post* and others in creating the content). Create a mini-site within your website where users can access a growing inventory of these profiles.
- Bring together young people and creative thinkers for new ideas in using social media platforms. Let the people that use your social media help shape the content.



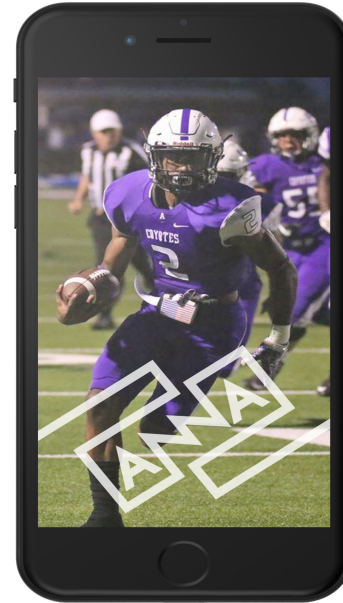
- Engage social media blogging to generate content and buzz about Sandy, with a focus on innovative activities in town and the best of what's happening. In this way, people can read positive opinions and gain new information about the community that do not appear to be coming from the city or other organizations whose agenda is to promote Sandy. These blogs could be a good resource for people who are considering a move to the community as well as to start-up businesses looking for a supportive and friendly environment. You might tap into bloggers who already are in the community to provide regular content. Alternatively, you may consider (as the Memphis Convention and Visitors Bureau did) paying a professional blogger for content.
- On Twitter, keep track of residents and visitors who check in or tweet from Sandy locations and attractions. Monthly or quarterly reward some with Sandy merchandise or experiences like dining, drinks, hiking, mountain biking, etc.
- Create a team of social media ambassadors. Nothing feels more stagnant (in other words, more contrary to Sandy's innovative brand identity) than calendars and social media accounts that aren't updated regularly with content people care about. Create a team of committed ambassadors who are trained in working with the city on social media efforts (and who understand your brand). Students from your high school as well as young professionals are ideal candidates for this role. Equip these ambassadors with the ability to post content, photos, updates, status changes and more to the city's social media accounts. This will give updates a personal touch and showcase positive things going on in the city.



- Post Sandy selfies. In one or more highly visible spots, create a selfie wall with the new logo and encourage people to take and post selfies there. Maximize the effectiveness of the branded selfie walls by starting a campaign that encourages people to post their selfies on social media. Consider creating a selfie wall targeting pass-through visitors interested in memorializing their athletic performances on Mt. Hood. It could feature your logo and the line: My innovation met your elevation and I won! Another selfie wall could read, “Worth More Than a Peak” or “I Beat the Peak”. Create a space online (i.e., #SandySelfies) where you invite users to submit their selfies; then choose the best pictures to post on your Facebook page and website. You can also use these selfies in promotional campaigns. *See examples below from North Star client Citrus Heights.*



- Create branded geofilters for Snapchat that capture where users are or what they are up to in Sandy. Because Snapchat photos are focused on fun and good times, having a user capture the Sandy location as part of the photo instantly associates your community with good times and fun. Joe's Donuts, ski rental locations, the high school, the Sandy Library, Jonsrud Viewpoint and eventually the Community Center are all great places to partner with on custom geofilters. It is also a way to increase recognition for attractions in Sandy, which is good for Sandy tourism and the businesses. In addition, geofilters help convey that techie feel found in startup communities. See examples from North Star client Anna, TX.



- Organize branded photography contests via Facebook, Instagram or Twitter. The photos should all illustrate innovation or elevation in some capacity. People should have fun with this and think beyond the most obvious answers. Innovation could be a new way of planting a garden or cooking. Elevation could be the kids sitting on top of the kitchen table or climbing a tree or soaring piece of artwork. Anyone can submit an entry, but reach out specially to art students at the high school – along with professional photographers in the area. Drive submissions to your website, where visitors can view a regularly updated display of them. To encourage participation, reward those who submit photos with free meals at local restaurants, selfie sticks or other branded merchandise. Or consider offering awards for the winning photos as determined by a panel of judges.
- In addition to reinforcing the brand on social media sites and your website, the photos can enjoy any number of uses beyond the realm of social media. For example:
 - Make them the basis for future PR and marketing campaigns for Sandy. Participants should be aware that their photos may be used for community promotions.
 - Build a special event around a physical display of the photos that could be held at the high school, the library of the new community center. At these events, invite some of the photographers to tell the story behind the image: how they discovered it and how it spoke of Sandy to them.
 - Partner with local restaurants, coffee shops and other retailers to display framed prints of the photos that patrons can purchase.
 - Turn the photos into a coffee table book about the innovation/elevation in Sandy that can be sold through the city, the Chamber of Commerce and other entities. Economic development could give copies of the book to candidates for business relocation.



Sandy offers businesses a unique combination of assets – an ideal location between Portland and Mt. Hood, a beautiful new evolving infrastructure, planning, efficiency, stability, support, affordability, room for growth, excellent quality of life, an educated workforce, and unbelievable opportunity that will continue grow. Businesses from start-ups to Fortune 500 companies not only are welcomed and nurtured but are crucial to the Sandy identity. The new brand is the perfect vehicle to make business prospects feel that the reason you seek to bring them to Sandy is about even more than economic impact but also because you believe they are a good fit with your identity.

Following are ideas for integrating the new brand into Sandy economic development efforts:

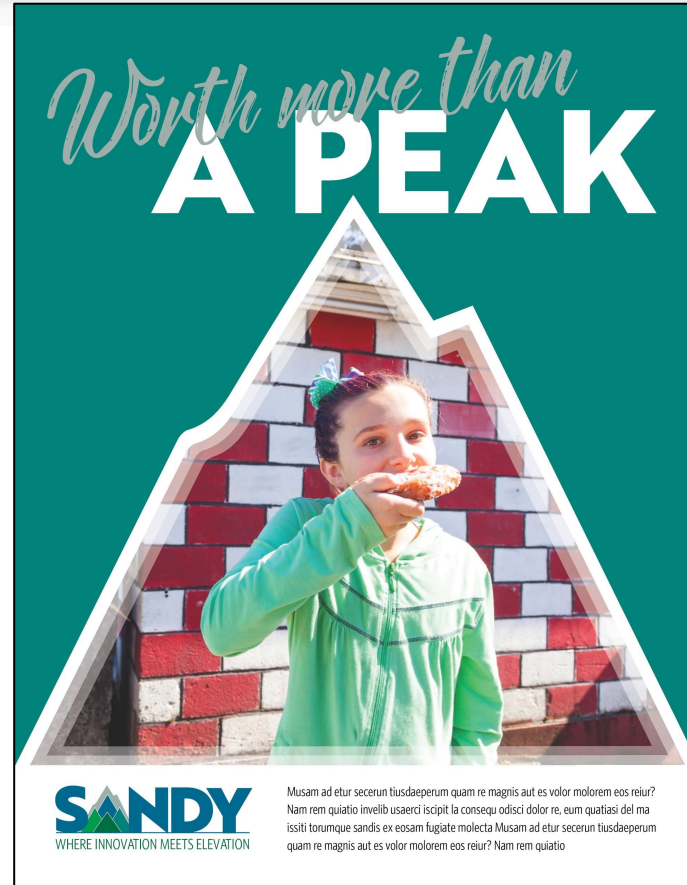
- As mentioned previously, the current economic development website is a part of the larger City of Sandy site. It is possible to create a robust and effective web presence as part of a larger site, but as the role of ED grows in the city the organization may need a standalone microsite. Site selectors and CEOs do a lot of research on a potential location, often before they talk to any ED official within the community. A website that is professional and compelling, and tells the business story in a unique way is the perfect vehicle for putting the brand to use. Whether your ED efforts are driven by a link on the city site or a separate microsite, following are some considerations for optimum efficacy:
 - Adhere to IOED data standards.
 - Use Google Earth.
 - Showcase all of the assets and attitudes that help businesses innovate their products/services or processes, or elevate their products or customer service. Feature stories and testimonials of new growth, evolution, and advancement.



- o Showcase the Economic Development Department as a one-stop shop to assist businesses, along with your innovative and elevated support and resources.
- o Heavily feature city services like SandyNET that benefit businesses and exemplify the determined nature of the the community.
- o Use language from the narrative so that people start to connect the peak of success, peak performances, innovative services, elevated support, etc. with the Sandy brand. Repetition of key messages is important to establishing your reputation.
- o Use the custom ED version of the new Sandy logo, either on the ED link on the city site or on the homepage of a standalone ED site. We've included the state name in the ED logos since prospects are often from outside Oregon. It is important people know where you are located.

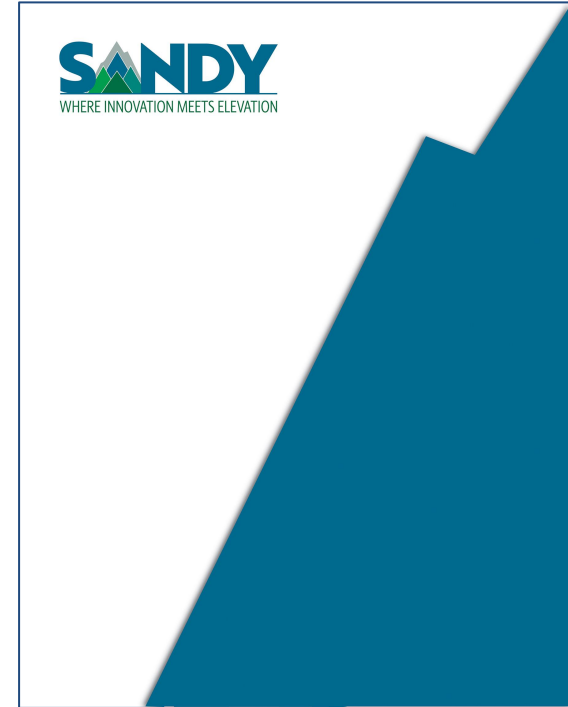


- Print custom branded letterhead and business cards using the ED version of the new Sandy logo. The goal is to build awareness for economic development even as you are building awareness of the brand. The creative, progressive design of the Sandy business cards ensures that prospects will keep them and remember you.
- Work with a media planner to identify national and regional digital and print publications (including *Site Selector* magazine) where placement of a general reputation and awareness ad for Sandy business would be cost-effective. See *example to the right*.





- Upgrade your recruitment materials. North Star created a high-end, progressive, branded design for your ED recruitment kit.
- The overall feel is very fresh, clean and modern. The cover design is shown to the left. The ED version of the logo pops against a simple white background in the upper lefthand corner. A flap is created using part of the geometric shape from the mountain icon in the logo.
- This design could also easily be used to house welcome kit materials for newcomers to the community. Rather than using the economic development logo, simply use the city's default logo. For economic development purposes you can use custom cards, letterhead and inserts to hone prospects in on a business message.

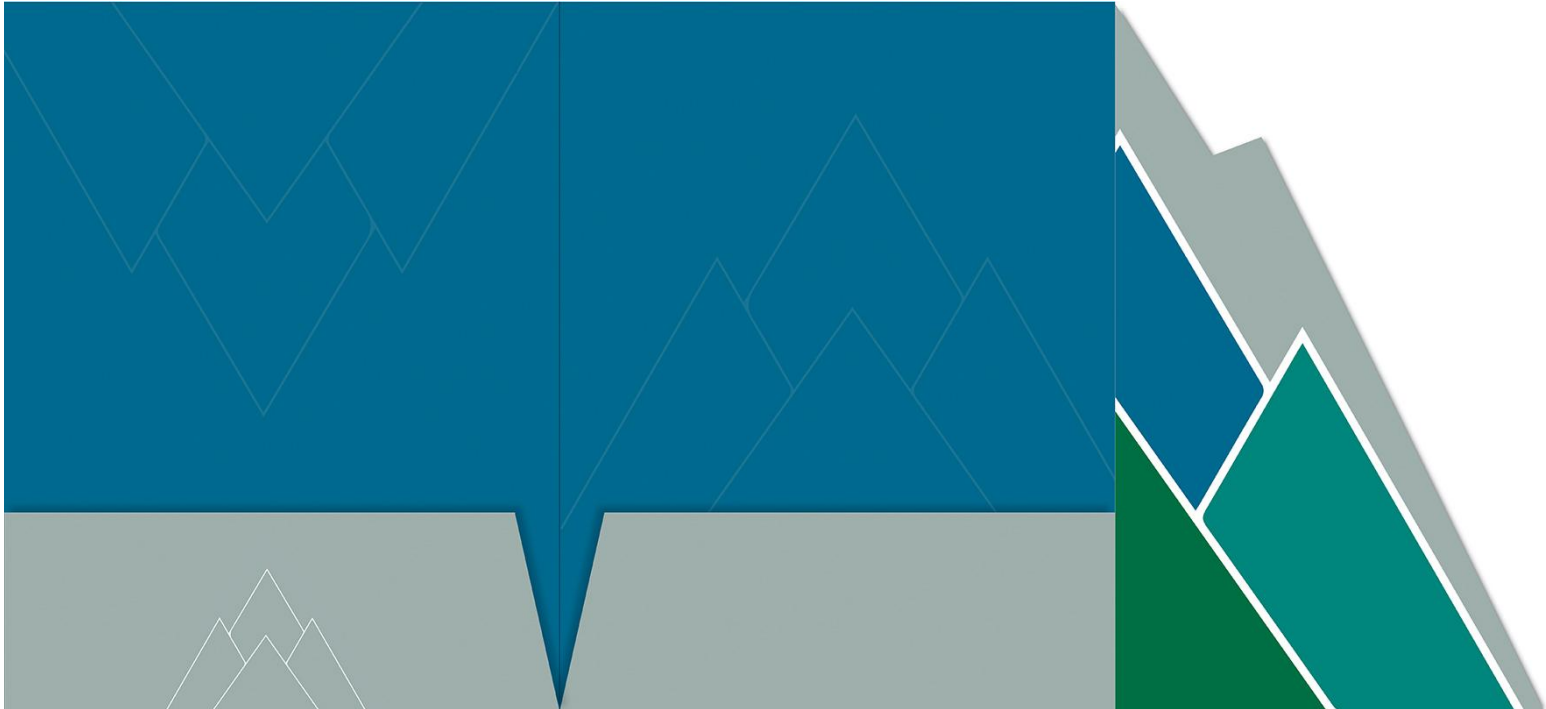




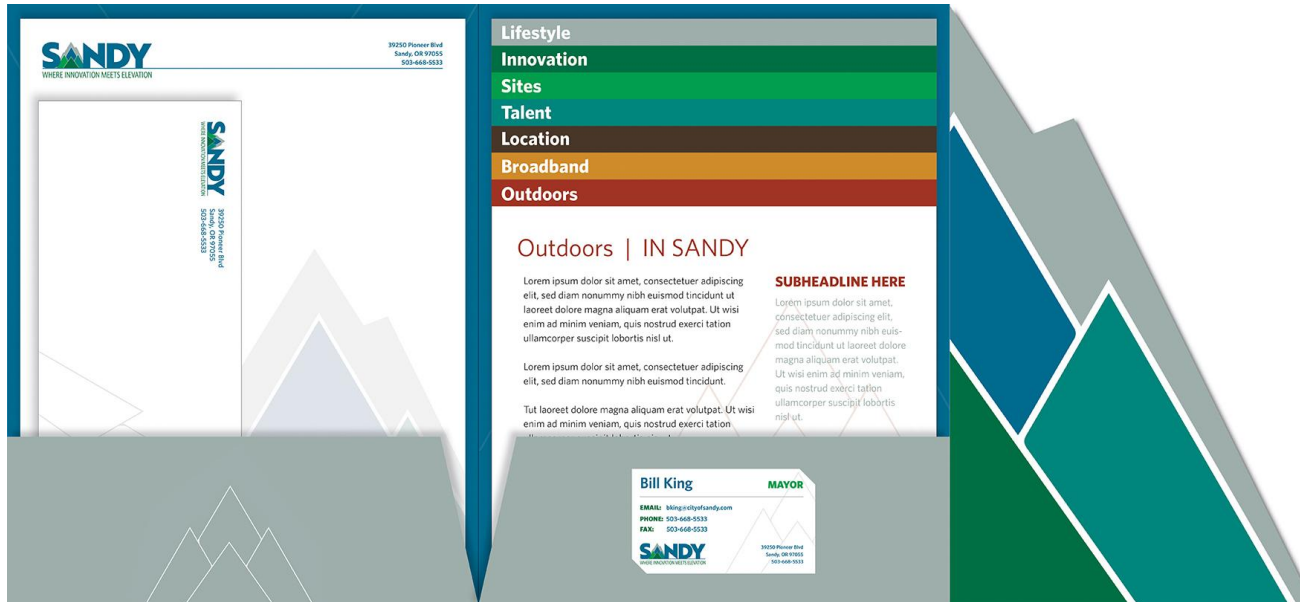
- Lifting the flap reveals an enlarged full-color version of the mountain icon from the logo. The overall effect is high design and expensive. If budgets don't allow for die-cuts or the addition of the flap, this general look could be replicated without all the bells and whistles. On the cover simply print the half of the mountain icon on the right side. The mountain can be one color for more cost savings or four color for more impact. The folder then opens like a normal folder.



- Once fully opened you can see how the folder works. The more cost-effective folder would not have the flap feature to the right. The mountain shape is subtly shaded into the back of the folder and on the left hand pocket. Diagonal cuts in the ends of the flaps reinforce the geometric lines of the piece.



- Branded letterhead and coordinated, branded information sheets slip neatly into pockets without distracting from the overall look. The diagonal from the logo is replicated throughout the design and the icon is integrated into the shape of the left hand pocket. A place for the business card is designed into the right hand pocket.
- In the interest of a green economy and sustainability, it is also possible to create this piece in a digital format using many of the same graphic elements and generally recreating the design.



- Brand your trade show booth. At trade shows, your booth may be the first impression of Sandy that prospects receive. At a minimum, add your logo and strapline to the booth, but also consider designing the entire display so that messages and visuals align with and support the where innovation meets elevation message. *An example of North Star client Petersburg, AK is below.*
- Break through the clutter at trade shows with a give away that people will remember. Tiny viewmasters printed with brand elements or the phrase “Worth More Than a Peak” can show feature rotating slides of all Sandy’s assets.



- Develop elevator speeches. Create a short “elevator pitch” that ED officials can use to explain the Sandy brand to prospects and site selectors. The speech is not intended to be delivered verbatim but to serve as a framework that facilitates the individual’s ability to put the message in his/her own words. The pitch should succinctly describe how Sandy’s innovative thinking and elevated service and support help businesses reach the peak of their success. Hone in on specific services or incentives designed to help businesses grow and expand. Focus on your key location as the place where Portland innovation meets Mt. Hood elevation. But don’t just throw around the strapline. It is critical to give true business-related meaning to the words. Scripts should also focus on what the brand means to people in Sandy and how it plays out in the work of Sandy businesses and how those businesses connect to their customers. Some of the basis for the pitch can be drawn from the brand narrative. Make these scripts available not only to ED officials but provide them (along with suggestions on how to use them) to employers throughout the city.
- Create business recruitment testimonial videos. Produce a series of brief testimonial videos from businesses in Sandy – with an emphasis on companies that have relocated to the city. In the videos, which would serve as third-party endorsements, business leaders would talk about why they are situated in Sandy and how it benefits them to be here. Ask them also to speak specifically to your growth, expansion and continuous improvement brand identity. The videos could form the basis for an email campaign to prospects but they also have many other applications as well, and they could be housed on the ED website.



- Offer incentives that make an impression. You are interested in attracting entrepreneurs, small businesses, talent, retail and restaurants, tech, clean industrial and corporate HQ. For start-ups, remove barriers by offering incentives with meaning for these audiences who may be short on capital but big on enthusiasm, creativity, progressive ideas and ingenuity. For example, suspend any sort of business licensing for the first year. Or offer graduated incentives that slowly reduce over a five-year startup period. For tech, green and corporate HQ's offer tax breaks for sustainability, high-tech corporate space, and your high-speed wireless network.
- Provide top prospects with VIP gifts that add to the memorability of Sandy. A branded Amazon Echo is a symbol of Sandy's elevated innovation. See *example to the right from Richmond, CA*.



- Partner with existing ski rental businesses to add an innovative approach to capturing outside adventures. For a small upcharge ski rental customers can get a branded GoPro rental with their skis. They can use the GoPros to capture kids learning how to ski or snowboard, tackling a black diamond for the first time, fun with friends, jumps, moguls, even lunch at the lodge. The GoPros could also be used for hiking, mountain biking, sledding, camping, etc.
- Customers would turn the GoPros back in at the Community Center on their way out of town. The Center would download all the content for the customer. The customer would also sign over permission for the videos to be used in promotions by Sandy.
- Use the footage to show prospects Sandy's innovative thinking.



- Convince adventurers heading down from Mt. Hood that it is worth their while to stop and eat in Sandy by offering an easy, casual, rustic dining experience that caps off their day of fun.
- Recruit a rustic restaurant that features Dave and Buster like fun including everything from video games to a small bowling alley. Serve a limited menu of really great fresh food and craft beers. Leave one wall of the dining area blank and project the footage from people's GoPro cameras up on the wall so patrons can relive the fun of their day along with the rest of the crowd.
- Make it possible for ski rental patrons to return equipment at this restaurant (would involve collaboration between business owners) so that customers can limit the number of stops they have to make in town.
- For top prospect retailers offer small branded perks for elevating the appeal of their store. For example, place branded bike racks outside the shop of an outdoor outfitter and include their name in all promotions for hiking or biking in the area. Subsidize supplies of co-branded shopping bags. Provide all retailers generous supplies of Sandy car decals and air fresheners (See section #13) that they can give to their customers for free.



- Create “Worth More Than a Peak” baskets as gifts for business prospects or official visitors to the community. Fill the basket with locally grown or made local items from companies that originated in or moved to Sandy as a way of showing how business-friendly Sandy is. *See example to the right from North Star client, Miami County, OH.*



- Produce a branded digital newsletter that can help keep businesses and business prospects informed about all the ways the Sandy can help businesses reach the peak of success.. A digital newsletter works like an extension of your ED web presence, reaching out to remind top prospects of all the innovative things happening in Sandy. Include information on incentives, demographics, quality of life, new businesses in the city, resources, utilities, costs, available space, success stories, testimonials, etc.
- If an independent ED newsletter is not possible, send prospects your resident newsletter but make sure to include business stories on the front page.
- As with all digital communications, keeping your various prospect databases up-to-date is critical to the success of e-newsletter programs. Consider securing interns from your innovative high school to help with this task.

The screenshot shows a digital newsletter layout for 'SANDY NEWS' dated 'MARCH 2018'. The header features the title 'SANDY NEWS' in large white letters on a green background, with the tagline 'THAT'S WORTH MORE THAN A PEAK' below it. On the left side, there is a vertical blue sidebar with white text links: 'Register for Classes', 'Get Outside', 'View Calendar', 'Share Ideas', 'Download a Book', 'Schedule a Climb', 'Enter Photo Contest', and 'Watch Center Build'. The main content area is titled 'TOP STORIES' and contains two article previews. The first article is 'Seniors Hacking Seniors', with a sub-headline 'High School Hackathon demonstrates risks to some of our most vulnerable' and an image of students at computers. The second article is 'Reach Your Peak of Fitness at New Community Center', with an image of a modern fitness center interior. Both articles include placeholder text and a 'READ MORE' button. At the bottom, there is a footer with the website 'www.cityofsandy.com', a 'SEND STORY IDEAS TO:' email address, the 'SANDY' logo with the tagline 'WHERE INNOVATION MEETS ELEVATION', and social media icons for Facebook, YouTube, Twitter, Instagram, and Pinterest.

- Organize special events to bring site selectors to Sandy. Take them to dinner at a local restaurant. Take a hike as a group along the trails. If they are up for it, consider a mountain biking adventure with branded helmets. Tour the work-in-progress that is the Community Center (in branded hard hats of course!) and discuss what this means for business. Or, hold a virtual tour of ALL the innovative things planned in Sandy. Follow the hard hat tour with a farm-to-table dining event in conjunction with a local brewery, farm or restaurant. The event could include the testimonial videos from business leaders. Incorporate Sandy's ideas for new assets, progressive new thinking and the philosophy of elevated innovation into the presentation in a way that is customized for the needs and interests of the audience. Enlist 1-2 residents to offer their views about what makes Sandy a great place to launch or relocate a business (and a great place to live and work).



- Show your support for all things new and innovative by throwing parties for relocating and start-up companies. When you welcome new businesses to Sandy, involve the whole community. Organize a public reception at the library or at the Community Center when it is complete. Invite residents to come and say hello and perhaps hear a short presentation about the company from its leaders. Serve refreshments. Present the company's leaders with branded ballcaps or other items. Such participation would build your reputation as a deeply connected community.
- Offer FutureThink. FutureThink is a training product that empowers people to become innovators with tools and technologies, with a goal of accelerating change, driving growth, and solving problems creatively (www.futurethink.com). Typically, corporations invest in FutureThink for their employees. Sandy should consider investing in this program not only for city employees but also as an incentive to offer companies that choose to come to Sandy. The fact that Sandy new growth attitudes are closely tied to innovative thinking is even more reason to offer this perk that connects to your brand identity.
- Sandy has the quality of life and affordability that can appeal to young, aspiring entrepreneurs so don't neglect to take your message to graduate and undergraduate business programs (especially those with concentrations in entrepreneurship) at area universities. Get the word out that Sandy is all about helping graduates, entrepreneurs and start-ups start something innovative. Give them extra incentives to be part of your business incubation plan. Cultivate partnerships with one or more of the universities that enable their business students to get hands-on experience solving real business problems for companies in Sandy. Fund a paid summer internship each year that enables an MBA student from one of these programs to work for a company in Sandy.



- Set some open and transparent goals for improving response times to prospect queries, then constantly strive to meet or beat those goals. To help with this, form an “Elevated Rapid Response Team” for handling business questions and issues raised by ED prospects, especially those in industries you want to attract. Set strict response benchmarks and follow them. Promote success stories on your ED mini-site and in your newsletter.
- Sponsor an annual Innovative -- Elevated Ideas Week featuring a few days of workshops focused on idea development and the challenges of innovative start-ups. This will signal Sandy as an emerging center for new ideas and entrepreneurs which helps communicate a depth of talent. Each participant should come to the workshop with an idea for a business. During the week, mentors and session leaders will help develop a plan for moving the idea from concept to fruition. Entice some of these entrepreneurs to bring those ideas to life in Sandy with incentives. Award prizes for the very best ideas. Share video content through your YouTube channel.
- Encourage local leaders to sit on state and regional boards in their business/industry sector. Make sure these leaders are equipped with materials supporting the new brand. Better yet, invite members of these boards to be feted in Sandy with a hard hat tour of the Community Center development and a farm-to-table dinner. Talk about all Sandy’s plans and how they could help elevate the region as a whole.



- Get in on the latest entrepreneurial trend and grow a farm-to-tap industry. This idea is in keeping both with your surrounding farmland and the spirit of your residents. A craft brewery is the perfect retail fit. But you must create infrastructure and support for individuals interested in pursuing such ideas. Some examples:
 - Somewhere downtown or in the Community Center plans include space for teaching craft brewing, craft brewing clubs and where startups can function on a temporary basis (before they move to more permanent space). Offer the space rent free for half a year to the best restaurant or brewery concept (have a team of foodie experts decide). Help them with promotions. If the concept thrives it can move to permanent space elsewhere in the community.
 - Or, create space for a congregation of food trucks who can test their concepts in a more mobile way. The space should include outdoor dining area with lights and room for live music (open mic nights!). Craft brewers could test their wares with visitors to the food trucks. On an annual basis, work with the most successful truck on a move to a brick-and-mortar location.
 - Elevate your Farmers Markets so that they are like a microcosm of the farm-to-tap industry. Sell beautiful interesting produce, invite local chefs to educate shoppers in preparing produce, serve craft beers.
 - Offer a series of free craft brewing workshops to get residents interested in this craze. Invite neighborhoods to form craft brewing teams and compete against each other. As the movement grows organically amongst your residents, there will be more interest in support craft breweries in your neighborhoods.



- Elevate your community garden “pea patch” program featuring individual neighborhood gardens, an urban garden operated by city employees, a restaurant garden operated by chefs, and a garden focused on helping those in need and using volunteers from the homeless community and the senior community. Check out a similar successful program in Northwest Indiana <http://grownwi.com/>
- Treat all prospects and dignitaries visiting Sandy to a farm-to-table outside dining experience rotating through your local farms. These events are hugely popular.
- Reach out to high schools, colleges, and universities in the region about the possibility of partnering on some culinary education initiatives.



There is a direct relationship between the success of your community brand and the businesses that call Sandy home. Creating the public/private partnership mentioned in Section #7 is a great start for engaging ambassadors among the business community. Whereas the goal for the marketing partnership was collaboration to market Sandy, the goal of this tactic is to show businesses how to use the brand to market themselves. The Sandy Area Chamber of Commerce should definitely lead this effort but Economic Development and the city should provide assistance.



Start by hosting a meeting/presentation/event for all businesses. If that is too large, consider hosting a series of such meetings organized by business category – retail, restaurants, lodging, service providers, professionals, etc. That allows presentations to be more targeted to the needs of the audience. As with other brand education presentations the purpose is to explain the importance and impact the brand can have on business growth in Sandy. Hosting this at a local bar or restaurant will increase attendance (charge per attendee).

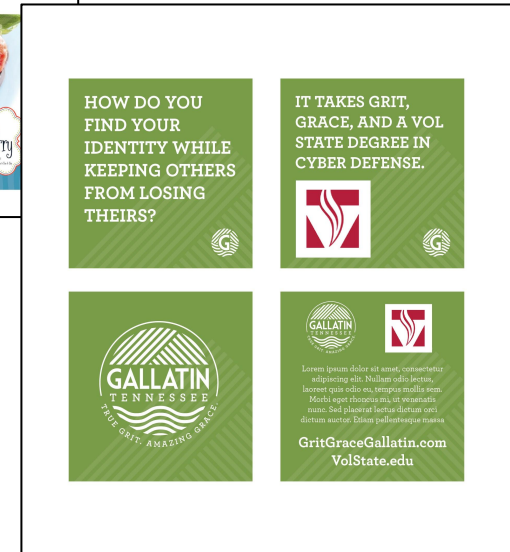


Some suggestions for the presentation:

- Do not roll out the brand to businesses until there is visible evidence of it (signage, website, pole banners). The more businesses can see the brand being put to good use, the more likely they are to use it themselves.
- Hang banners at the event locale with the brand color palette and strapline. (You can use the city version or the Chamber version of the logo.) At every table, include tent cards with the brand narrative on one side and the logo collaboration and strapline on the other.
- Customize the brand presentation for the business community audience. REMEMBER, a roll-out is for sharing what you've learned about the new brand direction, not just about unveiling the new logo.
- Keep it short and simple, about 35-45 minutes with questions afterward.
- Show businesses how the brand can help increase foot traffic in Sandy generally and their business specifically. Showcase how revitalization or community-wide retail events can improve both Sandy and their business.
- Showcase signage and infrastructure plans that will improve the overall aesthetic of business districts and integrate all the areas of the city. Bike racks, pole banners, wayfinding, awnings, planters shaped like the logo icon, public art, crosswalks, etc. are all items that will elevate the charm of the city, which is ultimately good for business.



- Present attendees with a branded toolkit full of items they can use to promote their businesses within the context of the brand including:
 - Production-ready digital files for the logo (in case they want to promote their business in collaboration with the city).
 - The brand narrative and customized copy for press releases.
 - Collaborative template ads that promote the business within the framework promoting the city. Digital banner ads, print ads, and direct mail are all examples of co-op advertising. This would be a particularly effective tool for equipment rentals if digital banner ads were placed on the Mt. Hood site. Many people don't know about equipment rentals in Sandy. See *co-branded examples from North Star client Gallatin, TN to the right.*



- Present attendees with a branded toolkit (continued):
 - Branded partnership decals that businesses can place in windows. Such decals can be used by all businesses but are particularly effective for uniting retail-oriented stores and restaurants in the consumer's mind.
 - Digital branded bugs that can be placed at the bottom of business websites to direct consumers back to the City of Sandy and the Sandy Area Chamber of Commerce sites.



- Work together (City, Chamber, business districts, etc.) to identify and offer incentives to businesses that focus on progressive ideas for public improvements, education, communication, philanthropic efforts, employee wellness, sustainability issues, and other interests that elevate Sandy.



- Present a list of simple ways businesses can start using the brand immediately that cost nothing but make a big impact:
 - Place the strapline at the bottom of cash register receipts
 - Include some branded narrative into their website home page copy
 - Place the window decal in their front windows
 - Give away branded car decals to customers at the point of purchase
 - Sell branded merchandise at their stores, bars and restaurants
 - Participate in a Made Local program
 - Restaurants using regionally grown produce and meats can place a “Grown Local” icon next to appropriate dishes.
- Following the event, email attendees thanking them for participating and reviewing the goals of the new brand. Attach the presentation for their use.
- In **Appendix C** on Google Drive, we’ve also attached an example workbook created for a brand workshop conducted in Charles County, Maryland when rolling out their new brand with local businesses. Consider creating a similar workbook for your presentation/meeting or just use its content as a guide for helping Sandy businesses understand how the brand can work for them.



As previously mentioned, the Sandy Area Chamber should take the lead in championing the brand in the local business community for members and otherwise. In addition to the big roll-out event, consider these suggestions:

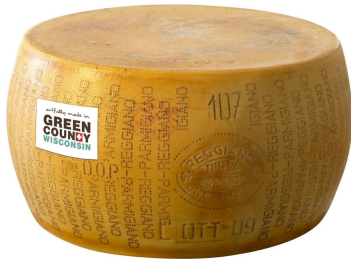
- Offer a branded column in the City and/or Chamber newsletter called “Innovators and Elevators” showcasing different businesses and the ways they are innovating their service or product offering, bringing together talent and expertise, rewarding employees with programs and incentives for solving problems, and celebrating community service programs and opportunities. Video editions of these profiles should be featured on your website. Share this content with local papers and other media outlets for regular business section features.
- Integrate the brand into existing programming and publications:
 - Membership directory
 - Newsletters and e-blasts
 - Leadership programs
 - Young Professionals groups
 - Seminars that address collaboration and progressive, innovative solutions
 - Entrepreneur support programs and business incubator services
- Work to incorporate the brand’s graphic identity and messaging into the Chamber’s online presence using the logo, color palette, strapline and branded language. No tool is more important than your digital content.



- Develop a grant program for small business marketing needs. The two-year grant should be awarded to those that demonstrate a priority for collaborative efforts and progressive solutions for Sandy (and its business community). Recipients should be required to pursue a certain level of co-branding initiatives that advance the business and the city's brand.
- Ribbon cuttings should feature ribbons reading, "Congratulations on Reaching the Peak of Success".
- Host regular "Where Innovation Meets Elevation" or "Worth More Than a Peak" mixers that bring innovative thinkers and creative people together at least quarterly. Include speakers with original ideas for generating growth. Have these events in interesting locations throughout.
- Present a "Where Innovation Meets Elevation" series in entrepreneurship or business marketing through your local high school.
- Recognize a Sandy merchant of the month who maintains his or her shop with the best branded appearance. Recognize the winner with a sign outside their shop that will transfer to the new winner at the end of the month.



- Create a “Made in Sandy” or “Grown in Sandy” sticker with the logo that can be affixed to locally sourced products, from produce to foodstuffs to craft beer to handicrafts. Offer similarly branded bags for homegrown products at the Farmers Market. This should be part of a larger “Made/Grown Local” initiative. See examples of similar stickers and tags created for North Star clients below.





- Co-branded merchandise and packaging can really help show collaboration between local businesses and governments. Start by giving (or subsidizing) co-branded packaging and other items to interested businesses. Ideas include coasters, growlers, coffee mugs, welcome mats, window decals, beer taps, shopping bags. See *example from North Star client Menifee, CA to the left.*
- Branded infrastructure elements (crosswalks, bike racks, etc.) in key areas also help downtown and the business community coalesce around the new brand identity. These elements have been designed to integrate with the existing Sandy Style and serve to reinforce the community's emphasis on a beautiful, natural aesthetic.



Visitors to Sandy are a great way to increase community awareness and build the bottom line. As you work to build a reputation for the city, make sure that increasing visitor awareness of all you offer is part of the plan. In some cases this is just promoting what is already there. In others it will involve using the brand as a starting place to create new events or attractions that support what makes you special. A few ideas:

- One of the best ways to introduce Sandy to outsiders is through signature, memorable events. Examine the current calendar in to identify ways to reshape existing events in the spirit of the brand. In some cases this may be as simple as co-branding the promotions for the event, even using a custom logo. You can also use language from the line or narrative to promote the event, “Peak your Adventure”, “Peak your Curiosity”, “Elevated Adventures”, “Elevated Views”, “The Peak of Fun”, “The Peak of Flavor”, etc. With minimal effort you can start reinforcing your brand message in almost everything you do.
- In other cases, you may add an activity that supports the brand – adding a “Worth More Than a Peak” geocache, “Innovate your Craft Brewing” classes or a “Peak of Local Flavor” taste test component to existing events both reinforces the brand and rounds out the event.
- Promote the Jonsrud Viewpoint on your website and through social media by posting visitor’s best photos and videos. Partner with Joe’s Donuts so that everyone who submits a photo gets a free donut. Also, make sure views from the Jonsrud Viewpoint are included in the Sandy viewfinder.



- One of the best fits between an existing event and your new brand is the Farmers Markets. Because of the growing popularity of these open air markets, many communities are successfully attracting regional visitors with specialty markets that go above and beyond just selling produce. Some ideas for elevating the Sandy Farmers Market:
 - Move your Farmers Market to the Community Center area once it is complete. This gives plenty of room for booths but also brings visitors to another of your major attractions. Encourage retailers in the area to offer Farmers Market sales and discounts on the days the market is open.
 - Promote indoor activities at your Community Center like a digital climbing wall as an attraction. For more on this idea see Section #15.
 - Offer classes in cooking or beer brewing in the Community Center teaching kitchen (one of our recommendations).
 - Have something special for the kids to do there such as an inflatable climbing wall.
 - Feature a variety of live entertainment from musicians to magicians.
 - Invite food trucks from around the region to come park and sell their wares.
 - Encourage food and beverage vendors to market appropriate products using brand language. For example, the biggest sandwich or burger could be the “Elevated Everything Burger” while the strongest coffee could be the “Elevated Octane Brew”.



- Farmers Market Ideas (continued)
 - Include a robust arts component including classes in portrait sketching, jewelry making and more.
 - Hold a different mini special event during every market such as ugliest vegetable, ugliest cat shows, goat yoga or talent shows.
 - Look for ways to integrate the brand into the Farmers Market in signage, shopping bags, takeout boxes, face painting or even the design of a bouncy castle (shaped like the mountain).
 - Serve lots of drink options from the best coffee to a complete bloody mary bar to craft beers.
 - Seek out vendors with unusual offerings and promote them heavily – everything from free-range bison and yak to artisan bread, wine and cheese.
 - Invite a different local chef each week to demonstrate the cooking of a signature dish (in your Community Center demo kitchen).
 - Make sure to include flowers and plant materials for your many nurseries. Encourage nurseries to hold classes in designing container plantings. They can demonstrate how to create containers and then sell necessary materials at the Farmers Market.



- In addition to looking for smart brand extensions with existing events, consider a one-of-a-kind event that completely supports your brand. One idea is an “Innovation Extravaganza”. This three-day event would be focused on every possible kind of innovation and should be held in early spring when the weather is good and people are motivated. Feature well-known speakers on innovation in every area including technology, art, athletic performance, fitness, diet, parenting, mountain biking, music, cooking, etc. This event should be educational AND fun so include activities like goat yoga, craft beer tasting, grape stomping, etc. Include great food, drinks and live music because they are key to the success of any event. Set up glamping sites just outside of town where visitors can relax at night and offer storytelling around campfires.
- Host a series of “Peak Performance” athletic events including 5Ks, half-marathons and triathlons. Mountain biking and hiking events are a natural fit for the area as well. Such activities emphasize the active lifestyle that Sandy is known for and are a natural for brand extensions. The triathlon could be swim, bike, run or kayak, bike, run.
- Currently it’s difficult for a visitor to find out what there is to do in Sandy. As you proceed with your new city website include a consumer-oriented link for fun. In this single location a resident or visitor should be able to read about all events, best restaurants, concerts, retail opportunities, lodging, trails to hike and bike, dog parks, spas and galleries and museums. Engaging photography and descriptive photography should bring all offerings to life.



- The welcome brochure for new residents can also double as a 4X9 Visitors Guide that you can place into card racks in Visitors Centers throughout the region. The design should mirror that of the brand looks, which is ideal for attracting attention with its geometric mountain shape.
- In addition to printed rack cards, include robust information for visitors on your website and through social media outlets like Facebook and Instagram. These efforts should feel like a coordinated campaign, not an afterthought. If municipal resources don't allow for social media promotions, work with local high schoolers through an internship program.



- Look for ways to turn pass-through travelers into money-spending visitors in town.
 - Promote equipment rentals through cooperative digital ads placed on the Mt. Hood recreation website. Expand rentals to include tents, mountain bikes, sleds, snow shoes, etc. Along with equipment rentals offer packed breakfasts, lunches or snacks for the slopes.
 - Put in place the GoPro camera loan program discussed earlier in this plan.
 - Use events like the regionally renowned Hood to Coast to showcase all that Sandy has to offer. Welcome runners and race support teams with cheerleaders, a selfie opportunity, water and oranges, banners, etc. Give members of race support crews supplies of Joe's Donuts and hot coffee (since they are not running). Even consider sponsoring your own team using the graphic brand identity on uniforms and trucks. The goal is to use this huge event to help put Sandy on the map in prospective visitors minds.
 - Actively recruit a fun, boisterous dining and play experience for adventurers traveling back from a day of Mt. Hood activities. Show visitors GoPro footage on the wall of the restaurant while they are dining.



- Your planned Community Center is a great option for travelers to Mt. Hood whose plans get shut down due to bad weather. Promote all the Community Center offers via your website, social media and digital ads on the Mt. Hood site. Lead with a digital climbing wall, which is a great place to hone your skills on custom courses regardless of the weather (see Section #15). Consider also including Dave and Buster's types of games in the Community Center or in the recommended restaurant facility where stranded travelers can simulate mountain bike racing, snowboarding and skiing.
- Explore different ways of alerting pass through travelers when weather is an issue, letting them know to stop and enjoy Sandy's services. A digital billboard announcing weather conditions on the mountain is one option.



- Partner with regional organizations promoting tourism and be sure they have access to your graphic elements and brand language. Brand language can be added to headlines, teasers, press releases, promotions, event listings and body copy on websites, social media and print publications (update as reprints are needed) by incorporating copy that evokes elevated experiences, natural beauty, the peak of enjoyment, a sense of discovery, various entertainment options and so on. Provide brand elements and signage to area visitors' centers.
- A brick and mortar Visitors Center may not be possible or even necessary, but consider a mobile Visitor Center that can travel to venues, facilities, and events throughout Sandy and surrounding cities/towns, in Portland and even go to Mt. Hood with the goal of building awareness for upcoming activities and all Sandy has to offer. The mobile center could also be used for Economic Development to travel to area colleges and universities for recruiting purposes.



- Establish an art trail based on the brand where every installation has to meet certain established criteria. For example, the art might be required to use of natural elements, focus on mobiles (whose design feels very elevated), demonstrate innovative art techniques ,exemplify elevation, repurposed materials such as old skis or mountain bikes, fully integrate into the natural environment, be functional, etc. As you consider placement for public art remember that nurseries, parks, community gardens and hiking trails are all great spots. *See example of functional public art that is integrated into the natural environment to the right.*



- Encourage your residents to hold “The Peak of Family Time” family reunions in Sandy by going above and beyond in assisting the planning of the event. As part of every reunion provide a free genealogy session at the library that helps them trace their family tree so they can learn elevated things about their roots. As you help them plan reunions include activities focused on bringing the family together through physical activities like hiking, mountain biking or climbing.



- From retail marketing to experiential dining, pop-up events are gaining in popularity since their inception about a decade ago. But pop-ups are more than just a trendy, “seemingly unplanned” or temporary happening. They have real power in building brand awareness and impressing a new audience. Focus on offering pop-up events that present something innovative. Invite anyone interested to sponsor such an event and the city will help with the location and the pop-up infrastructure (may require some investment on your part). For example, a budding entrepreneur could partner with the city to offer goat yoga or a zombie rave. An inflatable movie screen allows for pop-up movies almost anywhere. Events will be announced 24 hours ahead of time on the social media platforms of the event sponsor and the city. People will follow Sandy on various social media just to see what popping up all over town. Pop-up events give a community a fun, spontaneous feel. Best of all, they don’t have to be expensive. *Larger than life street painting is an examples of an easy pop up (see at right).*
- Explore the feasibility of expanding lodging options with glamping under the stars in some of your more rural areas. Glamping is like glamorous camping that takes place in semi-permanent structures. It is the “innovative” way to camp and some feel it is the best! And it is a unique and interesting way for a new community trying to build tourism to add to its lodging.
- Hold classes for residents in marketing their homes for Airbnb. This is another way to expand the lodging in Sandy. Help market all Airbnb participants on the visitors section of your website.



One of the ultimate goals of any community-wide brand is to increase resident's pride and advocacy in their hometown. Even if not all citizens like the brand or the strapline (and not everyone will; that is the nature of creativity), all citizens can agree that Sandy is a unique place where the pioneering spirit still thrives and where innovation meets elevation in every sense of the word(s). One of the most important ways to ensure the success of Sandy's brand reputation is to make its messaging part of your resident's way of thinking and living. As they claim the brand's message for their own, residents will reflect not only a general pride in Sandy, but more specifically pride in the brand personality that makes the city special. Toward that end, here are some ideas you can use to begin the process of elevating the brand in resident's minds.

- Launch a "Innovate or Elevate" Contest. To embody Sandy's progressive spirit of progress, getting things done and making things better, enlist residents in generating ideas for growing new activities and creating new amenities. Sponsor an annual contest in which you invite people to submit their ideas. These might involve things in any number of categories, from infrastructure to parks to schools. Publicize the contest throughout the community and offer adequate time for entries. Form a cross-sector committee to evaluate entries based on feasibility and the value they would add. Each year, implement the winning idea. Hold a banquet to announce the winner and honor the person who came up with the idea. You might consider expanding this contest by picking winners in various categories:
 - Fun: an innovative new way to have fun or the elevation of an existing activity or asset related to entertainment and/or recreation



- Art: an innovative art idea or the elevation of an existing event, activity or work of art
 - Ideas: a new innovative idea for policy, infrastructure, business, teaching, etc. or the elevation of an existing idea.
 - Taste: New ideas for restaurants or recipes, dishes and the stories behind them or elevation of an existing restaurant or idea. For example, could be an idea for elevating a Joe's Donut offering.
- Make sure that every resident in Sandy has a car decal, air freshener and welcome brochure. Distribute them in stores, at schools, at government offices, in the Community Center and even in utility bills. If people want more brochures, decals or air fresheners allow them to order through the website. The more people -- inside of Sandy and out -- who see those car decals or air fresheners, the more they will associate the community with that colorful, progressive, optimistic logo. *See example of car decal from North Star client Citrus Heights, CA, to the right.*



SANDY NEWS
THAT'S WORTH MORE THAN A PEAK

MARCH 2018

Register for Classes
Get Outside
View Calendar
Share Ideas
Download a Book
Schedule a Climb
Enter Photo Contest
Watch Center Build

TOP STORIES

Seniors Hacking Seniors
High School Hackathon demonstrates risks to some of our most vulnerable

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- North Star designed the option to the left using a simple template grid along with design elements from the look including color blocks and the mountain pattern. Each issue features two major articles focusing on innovations and elevations in the community. It is an easy, effective way to reinforce your brand message and organize content.
- The interactive menu to the left offers numerous ways to get more information or get more involved with the community. A strong call to action is critical in addition to passive information.
- In addition to your resident database, add ED prospects, visitors, media, and friends and families of residents to your database. The more people know about what is happening in Sandy, the more interested they will become.



- Give new residents an extra warm welcome to reinforce your neighborly reputation. Some ideas:
 - Create official welcome kits for new residents that include the welcome brochure. Use the folder designed for ED (the version with the city logo) to contain the brochure, a welcome letter, a contact card, coupons for services, a branded car decal, etc. If resources allow, give new residents branded t-shirts.
 - Recruit volunteers to deliver the packets in person.
 - Capture information about new residents and use this to provide them with personalized attention. For example, an avid gardener might receive a vase of fresh flowers.
 - Study and adapt ideas from the welcome programs of other communities.



- Partner with your police and fire departments on a series of safety seminars titled, “The Peak of Safety Starts with You”. Invite the general public via your newsletter and social media. Have sessions specifically for children. Target fire safety content to hot summer months and holiday safety content to the holidays.
- Hold monthly “Welcome Socials” for new residents to Sandy. Use the library for now and move to the Community Center when it is open. Newcomers are living, breathing testaments to the power of your new growth. Invite new residents (and business owners) to an informal reception where they can meet city officials and enjoy refreshments. You can use these gatherings as an opportunity to create brief videos in which people describe why they came to Sandy. Consider assigning newcomers to the community mentors to help them make friends and get acclimated. Mentors would work on a volunteer basis.
- Regularly sponsor old-fashioned, covered-dish suppers for the community. Set up areas in one of your parks or community centers. Make bringing a dish of some kind the price of admission. Allow local restaurants to participate, if they choose, with samples of their fare. Use the events as a way to build a stronger sense of community and neighborliness, reinforcing your connected hometown. As a variation on this theme, have community grill outs on the Fourth of July as the prelude to a fireworks show. Or have covered-dish suppers on a neighborhood-by-neighborhood basis, with the mayor in attendance.
- Offer a “Innovative Eats from Sandy” or “The Peak of Flavor from Sandy” Cookbook featuring family recipes submitted by Sandy residents and organized by neighborhood. The book project could be a fundraiser. In conjunction with the book, sponsor a “Peak Eats Cooking Week” at area restaurants, in which each participating restaurant makes and serves one of the recipes in the cookbook, with recognition for the person who provided the recipe.



- Establish an Office of Neighborhoods. In partnership with neighborhood associations and community groups in Sandy, create a formal Office of Neighborhoods, whose head reports directly to the mayor. Use this office, whose purpose would be to enhance the feeling of close-knit community, as a means of conveying ideas for improving the neighborhoods (from adding stop signs and new sidewalks to playgrounds and neighborhood safety) to city government. The office would create a clear point of accountability for neighborhood needs. But also use this office to plan and manage events to celebrate neighborliness in Sandy that reflect your connected spirit.
- In the spring, hold a community-wide “Where Innovation Meets Elevation Block Party.” Each neighborhood is charged with turning an intersection into a gathering place where their particular block party will be held. Residents are also encouraged to check out the efforts of other neighborhoods. *See example of a decorated intersection for a block party to the right.*



- Ask each neighborhood in Sandy to establish its own community garden. (Just like each neighborhood has its own park and trails.) Coordinate this with the community garden that is run by city employees and create a branded website to promote the gardens and engage citizens in the initiative. Check out a similar program in Northwest Indiana at <http://grownwi.com/>. Each neighborhood could choose how they want their garden to look, what they want to grow and how the produce will be distributed (to charity, to neighborhood residents). Ideally, each garden will represent that specific neighborhood's personality in some unique or interesting way. Public art, the types of vegetables and flowers produced, unique benches and interesting watering systems are all ideas for making each garden special. Neighborhood residents could contribute some of their own plants and take responsibility for watering and tending the garden. Each year, sponsor a contest for the best garden.
- Elevated thinking means doing good for other people. Capture all the goodwill in Sandy by developing a “Peak your Generosity” or “Elevated Giving” clearinghouse agency for volunteers. To encourage more people to show their big hearts as community volunteers, develop the infrastructure to support a clearinghouse for volunteer efforts across the city. (See HandsOn Nashville https://www.hon.org/search?page=1&sort_c=&sort_o=&opportunity_id=.) Groups with volunteer opportunities can submit information to the clearinghouse that is posted on a special website. There, potential volunteers can find and sign up for opportunities that match their interests, talents and availability. Volunteers would receive branded t-shirts or caps that they wear to their volunteer projects. Kick off the program with an event involving the city’s leadership as well as with the Chamber, churches and the innovative kids at Sandy High School.



- The seniors who live in Sandy are vibrant and interested in learning new things as well as sharing the skills they have. Identify mentoring opportunities that will enrich all lives. For example, high schoolers could teach seniors about social media, getting them on board for participating in branded social media campaigns. Seniors can teach young folks about finances, carpentry, gardening, history, golf, mahjong . . . whatever their particular skills are. Other mentor opportunities include:
 - Chefs and interested young cooks
 - Business leaders and students
 - Experienced parents with expecting parents
 - Established residents with newcomers
- Entertain your residents and help build a local craft beer industry by starting a series of craft beer clubs from different neighborhoods, businesses and other organizations. Bring in speakers and teachers to get the groups going and then encourage healthy competition. Promote the winners. Each year on an annual basis hold a Craft Beer Fair to help participants hone skills and show off wares. Give all involved branded growlers. Remember, your new community center is a great place to hold classes of all kinds. *See branded growler from North Star client Menifee, CA to the right.*



- The new Community Center will become the heart and soul of life in Sandy. Even before the center breaks ground, begin promoting it with residents. A few ideas:
 - Start a Facebook page and Instagram account specifically for the Community Center. Start by using these accounts to poll residents (including your young people) on what they would like to see in the Community Center. Then use these accounts to update residents on plans, groundbreaking, progress, etc. The point is to build excitement during the long planning and development period.
 - As the building nears completion offer residents hard hat tours of the facility to keep the momentum going.
 - Make sure membership cards are branded in some capacity.
 - In addition to typical fitness offerings include space for classes including a demo kitchen and financial center.
 - If a pool is part of your plans include both a lap pool for adults and a play pool with slides and a lazy river for kids.
 - Look for innovative play opportunities in your child care centers. For example, you can project large interactive games on a play floor that get kids up and moving even as they play computer games.
 - The Community Center will be a huge asset when weather is bad but also include outdoor activities and assets (public art, dog park, nature trails, community garden) so that people will come when the weather is good.
 - In keeping with making this the heart of the community, consider a plaza or space for holding events.
 - Work with food trucks (especially those with a healthy angle) to offer snacks and dining options to people who want to spend the day at the center.



- Involve your schools. Everything about Sandy schools represents your new brand. Innovating thinking and teaching. Elevated architecture and planning. The peak of education. A place that peaks your curiosity. Students that excel in everything from arts to robotics to athletics. Your schools are where you should start brand implementation. A few ideas to get you started:
 - Create a brand implementation board comprised of Sandy High School students. Solicit their ideas on how to integrate the brand into the community. Solicit ideas on new activities, events and assets they would like to see in the community and sign them up to help!
 - Work with high school students and teachers to host a “Where Innovation Meets Elevation” science fair. The task is to include in one project representations of innovation and elevation.
 - Include accomplishments from all your schools as part of your comprehensive PR plan. Winning football games and robotic contests are clear examples of events worthy of press. But so are the custom Vans designed by Sandy high school students that were featured in Teen Vogue. See below.



- Look for ways to integrate your logo into the infrastructure and signage of your beautiful schools. *See example from North Star client Anna, TX to the right.*
- Give students service awards for innovative ideas and elevated thinking. Create an annual competition in which students can present ideas for new service projects in the community. Bring in a panel of judges from the community to evaluate the submissions based on feasibility and the value they would provide. Award a financial grant to the winning entry that will enable them to launch the maintain the project.
- Similarly, leverage the connections between Teacher of the Month awards and your brands, possibly renaming them Innovative Teacher of the Month. Teachers dedicate their lives to elevating the lives of their students.



- Offer entrepreneurship classes that build skills students will need to start their own innovative businesses someday (and that will promote financial literacy in the process). Leverage Sandy's entrepreneurial community to serve as guest instructors. (These classes could also be offered in the evenings during the summer, when they could be open to the public.)
- Start a Innovative Entrepreneurs club at the high school. (Or rename an existing group). The club's goals could include building skills needed for entrepreneurship; educating would-be entrepreneurs through field trips to area businesses and exploring opportunities and challenges to launching a small business. Recruit mentors and sponsors from the local business community, particularly entrepreneurs.
- Offer job shadowing and innovative internship opportunities in which students can learn from Sandy's most innovative companies and possibly earn course credit for the internships. Such a program not only reinforces your brand reputation but can play a role in workforce development. In addition, it can help employers feel more of a direct stake in your schools and can encourage deeper levels of partnership that will benefit companies and students alike.
- Sponsor an essay or video contest in which students tell the story (and what that story meant to them) of someone in their lives who has inspired and elevated them. Or, sponsor an essay or art contest demonstrating why life in Sandy is "Worth More Than a Peak."
- Hold "The Peak of Success" job fairs with an emphasis on helping students get the skills they need for successful futures. Consider partnering with a local or Portland employer in this effort.



- Work with the Chamber and local businesses to offer a “Where Innovation Meets Elevation” college scholarship to the local student whose community engagement and vision for the future exemplifies all that Sandy stands for. Or it could be two separate scholarships, one for the student with the best innovative idea and one for the student who offers ideas for elevating an existing product, service or activity.
- Offer a student version of “Shark Tank.” Borrowing the premise of the reality TV show, create a contest (with sponsorship from the Chamber of Commerce or local businesses) in which students from Sandy schools can develop and present ideas for inventing something or starting a small business. Area business people could serve as a panel of judges as well as coaches for each of the teams to help them hone their ideas for presentation. Offer funding for the winning team (with a defined limit that is established before the competition begins and within which each team must work). Turn the final round of the competition into an event at the high school; invite the community to attend and advertise it on the city’s website and elsewhere. Be sure to videotape the event for later use.
- Initiate an “Elevated Thinking” diversity program that promotes acceptance of all kids. Special emphasis should be placed on supporting diversity in religion, culture, race and sexuality, anti-bullying messaging and appropriate use of social media.
- Even elementary school students can contribute to your innovative ideas culture. For example, through a similar program in Seattle, an 11-year-old girl came up with an idea to replace her school’s annual rummage sale with an ongoing effort to raise funds by selling donated goods online. The entire operation – including community outreach, collection of donated items and management of the sale itself – was run by students, with minimal involvement by school staff and parents.



- Work to become known as the region's or even the state's most innovative city in terms of municipal leadership. Place all innovative programming and policy designed to help residents under a single link on your website. Many of these programs are already in place and would need minimal massaging to reflect the brand. The need for other programs may seem obvious once you have developed a comprehensive list of what you already have. A few ideas (some of these have been presented previously but would work well as part of the larger push to be the Innovation City:
 - Create a strong Healthy Sandy program including health fairs for seniors, community-wide walks with the Mayor or city manager, smoking cessation programs, group yoga and meditation classes, etc. Work with kids too. Childhood obesity is a huge problem in this country. Remember innovation is key so embrace unique ways of improving community health. And seek out accolades that support your work (walkable community, bikeable community, etc.)
 - Include a series of innovation podcasts on your website. Podcasts can be from well-known speakers as well as from local and regional experts. Subject matter should be diverse from financial health to physical health to spiritual health. Residents get points for listening to podcasts that can be redeemed for treats around town like free appetizers. Include middle and high school students in these programs.
 - Hold a series of local TED talks for residents focusing on all aspects of innovation. In addition to local speakers, invite well-known experts on various topics.
 - Pursue development of a robust mentoring program at all levels for all residents. Teaching others and learning from others is one of the surest paths to living your own best life.



- Pursue development of “Innovative Living” event. In the early years, such events are often attended primarily by residents until word of mouth attracts outsiders. Reach out to this critical audience inviting them to be part of something big.
- Pursue development of the “Innovative Living. Elevated Giving” volunteer program. Giving back is the key to self improvement.
- Offer continuing education or college assistance for city employees.
- Sandy is certainly worthy of accolades and will be getting more as the city grows. Work with your residents and city leaders to pursue those accolades that you feel are a particularly good fit for Sandy. In addition, reach out to Overland Park, KS and Coral Springs, FL, to learn more about their experiences meeting stringent Total Quality Management criteria in order to receive the Baldrige award. This is a rare accomplishment. North Star client Coral Springs received the award from the Florida Governor several years ago. Overland Park is currently in the process of pursuing the accommodation.
- Bring institutions like your hospital, clinics, libraries, parks, financial institutions and schools on board to gather additional ideas for what a “Innovation City” might look and feel like.
- Start a “Pay it Forward” campaign where residents and businesses do something great for someone and then ask them to pay it forward. Use social media to highlight the kindnesses that come out of this.



Whether it's a lapel pin, T-shirt, hat, golf balls or a reusable water bottle, branded merchandise is a tangible, memorable way to keep the brand top-of-mind with visitors. Focus on items associated with innovation and elevation. Concentrate your resources for items that people use regularly so that your brand easily stays in front of them. Sell merchandise via your website, specialty gift shops, etc. A few ideas:

- T-shirt, sweatshirts and ball caps
- Charms or pendants of the mountain icon
- iPad sleeves or smartphone cases
- Keychains
- Insulated coffee tumblers



- Mountain biking equipment (helmets, bike jerseys)
- Ski equipment
- Selfie sticks
- Longboards
- Book covers, book marks
- Car decals



- Car air fresheners shaped like the mountain icon featuring all the best smells of Sandy. Fir trees. Fresh air. Fresh coffee. Donuts cooking. Hold a contest asking residents to identify what the best smells in Sandy are. Have residents vote on Facebook and Twitter and produce the winning smells. Give the air fresheners away in utility bills, at government offices like the DMV, at the library, in restaurants and bars, at POP in retail shops. This is a fun initiative so make it widespread and work to get some publicity of it. *See example from North Star client Menifee, CA below.*



Signage is a critical branding component for communities. Effective signage can positively impact a visitor's experience, advance general awareness, and increase community pride among residents. This is particularly true among communities of Sandy's size. Inventory all of Sandy's signage needs to develop a prioritized list as part of a plan for implementation. A few ideas:

- Start with city buildings. All of them in some way should reflect the new identity. Again, branding government cities doesn't have to be cost intensive (although some communities do go all out). It can include window decals, flags, signage in lobbies or tasteful architectural additions. Since Sandy's graphic brand identity dovetails so beautifully with the Sandy Style, any type of branded signage will integrate well.
- Create branded city flags. One of the easiest and least expensive methods for adding the new brand to your municipal buildings is by adding flags with your new logo that you can fly along with the U.S. and Oregon flags. Sandy should be represented anywhere flags are flown in the city.
- Entryway signs are crucial identifiers for travelers entering or leaving the city. As one of the first things they see when they come into Sandy, these signs not only tell visitors that they have arrived but subtly give them a sense of your identity. In a real sense, they are the first impression you make (consider the impression made by modern, nicely landscaped entryway signage compared to the impression made by old, dilapidated signage). It also helps reinforce a sense of pride in the brand among residents who may see the signs every day. Entryway signage is particularly important for destinations like Sandy located on heavily traveled passthrough roads. They help travelers know when they are entering and leaving the city and can work to "peak" curiosity. Major monument signage can be placed at a high-profile entryway to the city where traffic is the heaviest and sign impact is the greatest. Smaller (but complementary) entryway signage should be placed at all major points of ingress and egress into the city. Examples of both types of signage are found on the next slide.



- Major monument signage can be placed at a high-profile entryway to the city where traffic is the heaviest and sign impact is the greatest. Lighting is critical for entryway signage since many travelers will pass through the city after dark.

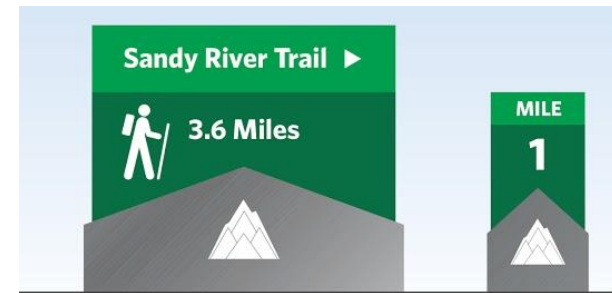
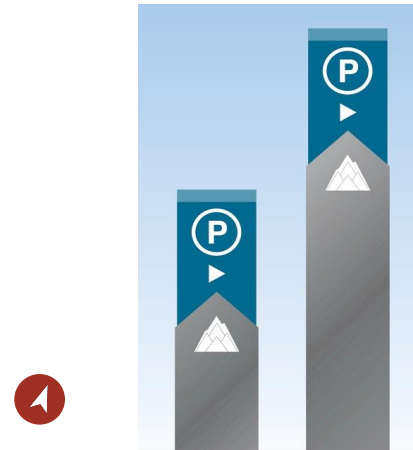


- Seen together, your wayfinding package is simple but aesthetically appealing, supportive of both your graphic brand identity and the existing Sandy Style. Remember that function is more important than design. Once you determine the best placement of wayfinding and the content to be featured, then apply the brand.

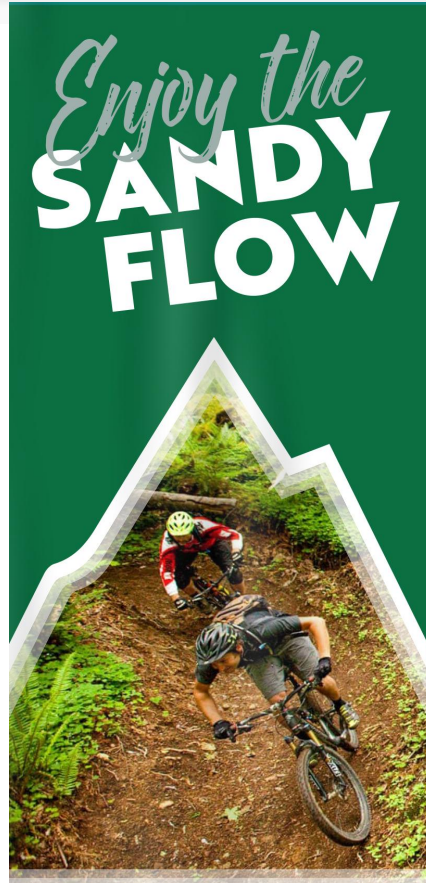




- Smaller (but complementary) entryway signage should be placed at all major points of ingress and egress into the city. Secondary entryway signage can be used to identify specific parts of the city like downtowns or parks.
- As you design primary signage, make sure that functional signage such as parking signs are consistent with the overall look. Small details can have a huge impact on the overall aesthetic.
- The designs for vehicular and pedestrian signage should mimic each other. The primary difference is the size of lettering. Vehicular signage (*shown on the upper right*) must be large enough to read from a car.
- Park signs and trail markers should also be elevated using the Sandy wayfinding design.



- Pole banners leading into town, in high traffic shopping areas or in the planned Community Center development can demonstrate pride in your community. The shape of your iconic mountain icon makes a dramatic frame for photography on repeating banners and helps to create unity and a sense of place. Single pole banners can be used to co-brand the community with major attractions like outdoor recreation and dining.



- Dual pole banners can be used to promote the assets and events that are elevated in Sandy. Combining a targeted asset banner with a general branded banner allows you to reinforce your reputation even as you speak to specific benefits.



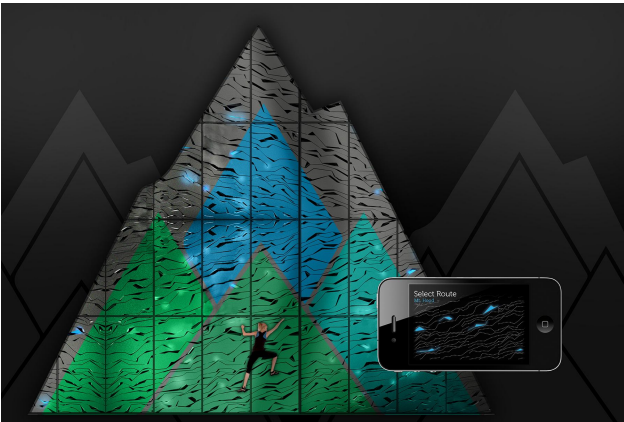
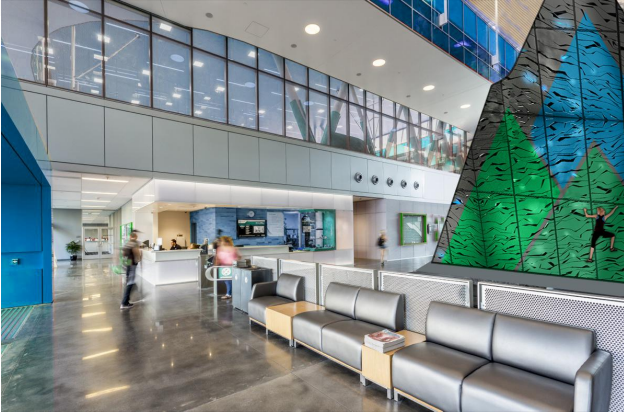
- Outdoor boards with long-term leases serve the purpose of both signage and advertising. Such boards can be located within the city or on highways leading into town. The latter placement will help build brand awareness of Sandy among non-residents in the area. See example from North Star client Menifee, CA.



The infrastructure throughout Sandy represents a unique, three-dimensional medium for displaying your brand. Options include adding some elements of the brand to infrastructure that already exist as well as developing new infrastructure in places where demand and opportunity are high. In addition to buses, pole banners, water towers, city vehicles, park benches, crosswalks, or community signage, here are a few ideas:

- Your plan for a new Community Center creates a rare opportunity: You can build your brand identity into it from the ground up. As you move forward with your plans, here are some ideas to consider:
 - Review the conceptual plans to identify ways the designs can showcase the brand's graphic identity. How can you integrate the brand's graphic identity into the Community Center infrastructure? Consider using the color palette for awnings. The brand pattern for selfie walls (great for walkable areas), the brand pattern on vibrant crosswalks. The geometric mountain shape of the logo in public art or bike racks.
 - As you would expect from a place where innovation is key, do the plans incorporate the latest technology, high-speed wireless and green building standards?
 - Have you incorporated branded bike racks, longboard racks, and electric car plug-ins encouraging walkability and sustainability?
 - In addition to indoor facility, do the plans include outdoor gathering places that take advantage of your awesome views and allow for group activities (in nice weather) like group yoga, outdoor concerts, el fresco dining events, etc.





- Include a one-of-a-kind major attraction in the community center that supports the brand message and holds appeal for both residents and visitors whose plans at Mt. Hood are thwarted by bad weather. A high-tech climbing wall accomplishes all these goals. If the wall is visible from the front of the building, all the better. For this custom wall, use the shape of your mountain icon as the defining shape of the installation. This high-tech wall should replicate various Mt. Hood climbing routes that are programmed into the wall. This allows residents and visitors to practice for real climbs when weather won't permit outside training. You can choose a level of difficulty and path (famous mountains and climbs) on your cell phone and the foot and handholds will be illuminated. It becomes a tremendous training tool for children and adults alike. And even makes for a fun corporate team building outing (and revenue stream).

Visit Lunar, the Munich based company that designed it, here:

<http://www.lunar.com/a-slicker-and-smarter-climbing-wall/>.

See video about the design here: <https://vimeo.com/41929412>



- Wayfinding will be important to help visitors and residents navigate the new Community Center area. Consider the wayfinding within the context of the brand. *(For more on wayfinding designs, see Section #14.)*
- Include the logo and line on building signage. Use the brand pattern in the lobby and high-tech meeting rooms. Design walls to double as exhibition space for photography and painting exhibits from Sandy residents and students.
- To support the expansion of your entertainment options into craft beer brewing and farm-to-table dining, consider designing an area in the Community Center with a kitchen, tables and demonstration area allow for cooking or craft beer brewing lessons and where entrepreneurs can test different restaurant approaches on a temporary basis. If space inside the center doesn't seem feasible, consider leaving outdoor space for food trucks with outdoor seating and room for entertainment like live music.
- Once you appoint a brand manager, this person should have an important role on the planning committee for development to help ensure that (1) the architects understand what you are trying to convey through your brand; (2) ideas for incorporating the brand are reflected in the final designs; and (3) architects and contractors have one point of ready access to the approved logo and other brand-related materials they will need.



- Use construction walls around the evolving Community Center development to let people know that something innovative is being created. Make sure to use the brand logo and line or the brand pattern on the walls. See examples from North Star client Aurora, Illinois below.



- All vehicles maintained by the City of Sandy should prominently display the brand identity. (Decisions regarding the branding of public safety vehicles like police cars and fire trucks are usually made on a case by case basis. Some communities feel their city seal or badge is more appropriate.) In some of North Star's client communities, branding consumer-oriented city vehicles is a top priority.



- The pattern created by the repeating mountain shape in the logo can be used at high-profile areas throughout your infrastructure such as crosswalks, public art installations, water towers, awnings, etc. It is a nice complement to the peaked roofs of the Sandy Style.



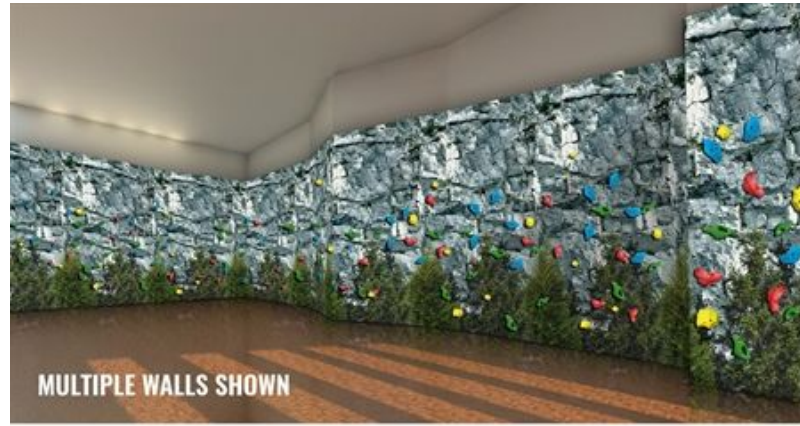


- Identify high-profile park installations where the Sandy logo might work. See examples from North Star client on this and the next page:
 - Mountain biking trails
 - Tennis court windbreaks (left)
 - Bottom of swimming pools
 - The center of basketball courts
 - Skateboard parks (lower left)
 - Water parks
 - Running trails





- Branded playscapes are functional iterations of your identity. *The playscape (left) features the graphic C from the community logo created by a developer working with North Star client Columbus, IN.*
- In keeping with the high-tech climbing wall in the Community Center, consider climbing installations appropriate for children for placement in schools, the library, the parking lot or the child care area of the Community Center. *A couple of examples of climbing walls for children are below.*



- As mentioned earlier, create selfie walls with the logo. On blank walls in areas where people congregate – shopping and dining areas, hiking and mountain biking trails, parks, schools – create a series of “selfie walls” featuring the Sandy logo or a related design using the brand pattern. As momentum builds, people (young people, especially) will stop to have their pictures taken when they’re dining out, at school or after a hike, walk or jog. Selfie walls in parks and near athletic fields are a great spot for team pictures. The walls not only represent artistic use of blank space, but they also encourage interaction with Sandy consumers, who then become ambassadors and reinforcers of your brand simply by snapping a picture and posting it on social media.



- Partner with Sandy schools for brand integration from co-branded banners in school parking lots to Sandy banners hanging at entrances or in lobbies. Or apply branded elements in the gym, auditorium or lunchroom.
- Bike racks are one of the best ways to bring your brand to life. They serve as a kind of functional public art that can tie together the different areas of Sandy. In addition, they exemplify the outdoor recreation offerings in Sandy and the focus on sustainability through activities like biking and longboarding.



- Address your many pedestrian accidents on Pioneer Boulevard with an elevated walkway that crosses the street and is in keeping with your Sandy Style. While expensive, such a walkway would be a signature statement for the town both for its appearance and for the way it addresses public safety and emergency preparedness protocols.
- Sandy is known for having a park in every neighborhood, which is phenomenal. Take that philosophy one step further and create a signature play structure that supports the entire community and is focused on innovative fun. Unique play structures are a major asset for both residents and visitors so hire an engineer, architect and artists to design the structure. Solicit ideas from your brilliant high school students. Borrow from the shape of the logo icon for a major play structure. Includes elements that replicate climbing, mountain biking and sledding. And finally, solicit the help of the public in building and paying for the park with engraved pavers that residents can buy. See example to the right of a park in Denmark where architects designed giant insects for climbing, jumping and sliding.



Research revealed some deficits in awareness of the community and its assets. A consistent, professional public relations efforts works to fill media channels with positive planned stories about your community . . . stories that are couched in your brand strategy. The goal is to be proactive with positive news rather than being reactive to negative news.

A key benefit of all branding efforts will be building awareness in the region and beyond as to exactly what the Sandy community offers. Repetitive efforts will be required. People have to hear something nine times before it registers. The Brand Manager should identify a comprehensive PR and media strategy for Sandy and its new brand. Don't miss a single opportunity to let the world know about your advantages and opportunities.

Management of such a project can be a big undertaking. If you don't already, consider contracting with a part-time public relations writer. Day-to-day management of the public relations effort needs to reside in one location.



Some things to consider:

- Start with the basics. Develop a list of knowledgeable sources for interviews and quotes. Create a comprehensive media mailing list (organized by specialization) and develop personal relationships with key contacts. In addition to your regional audience, you should extend your efforts to applicable publications and markets throughout the area. A major part of motivating outsiders to take a closer look at Sandy will be an ongoing effort to communicate your values, assets and possibilities to strategic external audiences.
- Formulate a plan for communicating about the brand and related activities. The Brand Manager serves as the single source of contact for brand media relations for the community. This centralized approach will help you control the brand message and guarantee that the story you want to see in the media is actually the story that runs in the media. The Brand Manager should also serve as the contact for setting up interviews or arranging comments from area officials or business people asked to provide feedback regarding the brand to the media. Remember to include information from your brand research to provide background on brand development.
- Develop a series of talking points and graphics to use for every brand-related encounter with the press. Remember to emphasize the strategy and research behind Sandy. Include points regarding new assets and those in development (like the Community Center), the community's overall emphasis on an independent pioneer spirit, innovation, elevated nature and thinking, quality of life, the recreation assets, great schools, initiatives like SandyNET, generous nonprofits, and so forth.



- Along with the editorial calendar, create an accompanying contact list for press releases/media interviews. These potential contacts might include communications or public relations departments, Presidents/CEOs, research and development personnel, athletes (skiers, mountain bikers, snowboarders or climbers), entrepreneurs, artists, historians, environmentalists, healthcare personnel, nutritionists, fitness experts, spiritual leaders, developers, architects and so on. Those who are listed on the contact list should be prepared to provide quotes or conduct interviews on their particular area of achievement or the ideals they achieved in Sandy. Try to gather contacts and stories from the following types of organizations, companies and institutions.
 - High-tech companies
 - Educational institutions
 - Hospitals and healthcare facilities
 - Spiritual leaders
 - Fitness professionals and nutritionists
 - Non-profit organizations
 - Public schools
 - Entrepreneurs, incubators and small businesses
 - Artists, historians, musicians, authors, craftsmen
 - Museums, theaters and cultural organizations
 - Multicultural voices
 - Architects and engineers
 - Restaurant owners and foodies
 - Community outreach representatives
 - Environmental experts



- Develop a comprehensive editorial calendar. Comb through your most compelling stories and brand developments and match them with prospective media outlets and thought leaders. Divide the stories into calendar months, remembering publication lead times. When you have matched your best stories with the best potential media coverage and developed a timeline for distribution, your general editorial calendar will be complete.
- Next, develop some targeted ideas for ongoing features with local, regional or state outlets. Approach local newspapers to discuss a weekly “Innovation in Leadership in Sandy” or “Innovations in Education” or you can showcase progress on the Community Center as it grows and evolves, getting readers excited about its completion.
- Adapt the closing paragraph strategy for press releases using the narrative as your guide. This is an easy way to consistently push out the brand message with every media interaction.
- Word of mouth can often be the best PR you can earn. Engage your residents and visitors with progressive ideas to affect behavior in everyday activities. Look to the Volkswagen initiative called the Fun Theory. <http://www.thefuntheory.com/>. These installations should be clearly branded and you might even consider these for temporary installations elsewhere in the region but with a clear call to action with a branded web domain that on the surface may not read as Sandy but would reveal itself when the site is visited.



- Once you have your editorial calendar in place and the recommended contacts, use the following vehicles for distributing information about the stories:
 - New releases, electronic and paper
 - Fact sheets
 - Media advisories
 - News conferences
 - Tours
 - Roundtables
 - Editorial board briefings
 - Electronic newsletters and e-blasts
 - Media outlets
 - Communication departments of area colleges, universities
 - Major corporations – including their internal employee newsletters
 - Websites
 - Social media
 - Special events
- Create an electronic media kit. In addition to the editorial calendar, put together a comprehensive photo/video library that media can use to support their stories. Establish an official Sandy Instagram feed and a YouTube channel. Realize the value of video press releases in terms of impact. Put your list of story ideas and photos samples on disk: one disk for general stories and separate disk for special pitches/seasonal ideas/general interest stories. Include background information on the brand initiative. This media kit should also be available online on your website.



- Use your PR program to showcase all community accolades. Send out press releases and social media announcements on each new recognition. Include accolade icons on all website homepages so people can link to more information if interested. When new accolades come in, consider higher profile recognition such as outdoor boards or ads. The idea is to make it widely known that Sandy is the kind of community that is always striving to be its best!
- Employ a grant writer to assist in the search for funds. If brand drivers or partners do not already have the appropriate expertise on board to pursue grant funding for the brand, explore the idea of adding a grant writer (full or part-time) to the staff to assist with sourcing on-going funds for the branding effort. North Star client Grand Rapids, MN received \$75,000 in grant monies for brand programs and former client New Orleans Downtown Development District received \$300,000 as part of a one million dollar grant to emphasize downtown business opportunities and to attract entrepreneurs. While your initial funding will get the brand up and running, additional financial resources will be required in the years ahead.





Evaluation

How Is The Brand Performing?

Evaluation yields new information which may lead to the beginning of a new planning cycle. Information may be gathered from concept pre-testing, campaign impact in the marketplace and tracking studies to measure a brand's performance over time. These methods of evaluation should be used once a visual brand identity has been established based on the strategic brand platform.

Ideally, two basic questions will be answered when there is visible implementation of your brand in the community: Have responses to the brand among target audiences changed in the way the BrandPrint intended? And have these changes resulted in consumer action that will achieve the desired objectives of the brand? Turnkey or do-it-yourself programs are recommended depending on the needs of the community.

To begin the process of brand evaluation, North Star has set up a schedule to discuss Sandy's brand progress. This schedule begins immediately after the delivery of your BrandPrint.

- Immediately – North Star recommends Sandy continue efforts on growing its inquiry and visitor database.
- One year– North Star's Research Director will conduct an assessment call to outline a plan for determining brand performance moving forward. Sandy will be contacted to determine specific measurement goals including re-measuring awareness and perception of the community amongst intended audiences.

Building your databases and keeping them current ensures future success measurements can be calculated. These leads will be the best data start point for future brand evaluation.



As stated previously, North Star will consult with the community at the proposed times to evaluate your specific needs. Keep in mind that many of the research pieces in your BrandPrint were created to act as benchmarks by which future improvements can be measured. Based on what we now know of the community, likely recommendations for success measurements at Sandy's one-year mark may include:

- Online Community-Wide Survey
- Community Brand Barometer
- Consumer Awareness and Perception Study



Purpose

The purpose of the Online Community-wide Survey is to gain a quantitative measure of the community's perceptions of Sandy.

Methodology & Results

This qualitative survey is fielded online and is open to all residents of the community. The study measures the following:

- Overall top-of-mind perceptions of Sandy
- Strengths and weaknesses of Sandy
- Resident suggestions on what is missing from Sandy
- Measurements of Sandy quality of life indicators

Positive resident perceptions are a strong indicator of brand success. Successful brand implementation will energize the resident base, making them more likely think of the community in a positive light.

Timing

The Online Community-Wide Survey should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).



Purpose

The Community Brand Barometer measures strength of the Sandy brand according to:

- Resident satisfaction/advocacy with the brand as a place to live, work, and visit
- Brand satisfaction/advocacy relative to the nation.

Methodology & Results

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants answer three questions:

- Would you recommend living in Sandy to a friend or colleague?
- Would you recommend visiting Sandy to a friend or colleague?
- Would you recommend conducting business in Sandy to a friend or colleague?

Resident advocacy is one of the strongest measures of brand success. Successful brand implementation will energize the resident base, making them more likely to recommend their community to others.

Timing

The Community Brand Barometer should be conducted annually. The first Brand Barometer should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).



Purpose

The purpose of this study is to gain insight into external consumer awareness, visitation, and perceptions of Sandy.

Methodology & Results

This quantitative survey is fielded online outside of Sandy's borders in order to obtain an outsider's perspective. The survey measures:

- Overall top-of-mind perceptions of Sandy and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Sandy identified within community attributes
- Consumer suggestions on what is missing from Sandy
- Measurements of Sandy's delivery of hospitality
- Measurements of Sandy's quality of life indicators

Timing

The CAP Study should be conducted annually. The first survey should be conducted no sooner than one year from brand introduction (when there is visible implementation of your brand in the community).

