



Windsor
Heights
the heart of it all

TO: Mayor & City Council

From: Jeffrey A. Fiegenschuh, City Administrator

Re: Biweekly Update

Date: December 16, 2013

Below is a list of projects I have been working for the past month. Let me know if you have any questions

Street Project-Now that the bond issuance has been approved we will begin moving forward to determine which streets will be part of the overall project. This will be done this winter when the capital improvement budget is completed and approved by Council. There is at least one final resolution to approve before the City can close on the bonds, which is now set for January 6th. As a reminder the average interest rate on the bonds is .50% less than originally budgeted, which amounts to an approximate savings of \$150,000 over the life of the bonds.

73rd & Hickman-A majority of the work on this project is completed. Some back seeding and sidewalk work still needs to be completed. Jason and I want to thank you for supporting this project. For the new folks the project was funded by an 80% grant through the IDOT. Throughout the entire project we only had one change order, which totaled less than \$9,000. I know this change ordered caused some problems and I don't dispute that, but putting it in perspective, we only had one change order totaling 2% of the total project costs of \$476,000. This is good news.

ICMA CPM-The City received the results and I have them in an excel format. This is the initial report to the City, with another report due in 2014 with the results broken down in an easy to understand chart format. If you would like to see the results for Police, Fire and Code enforcement I will be happy to share the excel file with you. Thanks for supporting this project, these results will help us build internal benchmarks going forward and will help us to better allocate our finite resources.

Collective Bargaining Agreement-Matt Brick will be providing you with detailed information about the agreement that was tentatively approved (you get final approval of course) between the Union and our

negotiation team. The agreement that was tentatively approved is extremely fair to both sides and provides the City with good financial flexibility, while maintaining our ever important management rights. I want to commend both sides for bargaining in a fair and open way. We had the negotiation wrapped up in less than 6 hours; which shows just how much both sides were willing to compromise.

City Budget/Budget Committee –Capital budget requests are due this week from the departments. Once I receive each department’s requests I will prepare the initial 5-year capital improvement plan for consideration and recommendations by the budget committee. My plan is to meet with the budget committee to discuss the proposal in early January and to conduct a budget workshop with the Council for final approval late January.

2013 CDBG Housing Grant- The application was due on December 11th and has been formally submitted. We should know our status in the coming months. Again thanks for everyone’s support. IF awarded this program has the potential to significantly improve the property values of up to 15 homes in our community.

LOST-Council Member Glover and I met with representatives from Urbandale last week to discuss Local Option Sales Tax decoupling. As I’ve stated before there is a bill in the senate to decouple the metro areas so we can approve our own LOST without needing approval from contiguous cities. As of 2012 over 92% of the cities in IA have a LOST. Based on 2011 financial numbers a LOST in Windsor Heights could generate up to \$724,000 annually for property tax relief, capital improvements, streets and other projects deemed necessary by the Council. Please contact our local representatives and ask our local business owners to do the same. The decoupling bill will only pass if our friends in the private sector help sell it. With the property tax relief bill that was approved last year, it is now more important than ever to find a way to diversify our revenues so we are not as reliant on property taxes. If you are interested in helping out please let me know.

Committees-Mayor Willits asked me to include a list of the 2014 Committee assignments in your packet. All external committees (Metro Waste, etc.) must be approved by the Council. All internal committees (Policy & Admin, Budget, etc.) will be appointed by the Mayor. Feel free to contact Mayor Willits with questions. The external committees will be included in the consent agenda.

League of IA Cities Policy Committee and Drake Certified Public Manager Program-I just wanted to let you know I was asked to serve and accepted a position to serve on the IA League of Cities Policy Committee. This committee helps to determine the League’s annual legislative policies. Also I recently applied to Drake’s Certified Public Manager Program. I have several links to this nationally recognized program if you would like to learn more.

Other Meetings Attended:

- Meetings with Residents
- Staff meetings & 1:1 meetings with Department Heads to approve Capital Budgets
- Chamber board meeting
- Young Professionals Meeting

- Wellness Committee Meeting
- Coffee with council members
- Keep Windsor Heights Beautiful meeting (entrance signage)
- Completed annual employee evaluations
- Union Negotiations
- Metro City Managers' Lunch
- Meeting with Windsor Heights Living Magazine
- IA League of Cities budget forum
- Alliance for innovation service delivery symposium (please see the attached handouts from the day)
- Des Moines Partnership Legislative Luncheon
- DART open house

ALLIANCE FOR INNOVATION

A COMMUNITY SHAPING THE
FUTURE OF LOCAL GOVERNMENT



TOGETHER WE ARE DISCOVERING, TESTING
AND ACCELERATING THE ADOPTION OF
EMERGING PRACTICES

www.transformgov.org



Welcome to the Alliance for Innovation! The Alliance has been serving local governments dedicated to transforming their organizations and the profession as a whole since 1979.

The opportunities and challenges ahead require that we work together to prepare our communities for the future. The Alliance provides a unique forum for reflection, analysis, debate and the sharing of ideas and solutions that are needed in local government. Through a blend of services and resources specifically targeted to local government, the Alliance helps identify proven ways to build successful communities.

By being an Alliance member, **everyone** in your organization is eligible for member benefits, services, resources and discounts. Our unique networking structure lets staff from every discipline build peer networks with other organizations for learning, idea sharing, and professional growth.

While belonging to the Alliance entitles you and your organization to receive many benefits, equally as valuable is the opportunity belonging provides for you to contribute to the innovations and practices in local government. Contributing members tell us that what they give has just as much value as what they receive from their Alliance membership.

Regional networking is another important element of the Alliance. Every member is assigned a Regional Director who serves as your primary contact with us. Regional Directors are available to support and assist with the many projects, programs and services provided by your organization.

We cherish having innovative minds in the Alliance community as we work with members to transform local government. Stay connected, get involved and take advantage of all that being a member of the Alliance for Innovation has to offer!

Sincerely,

A handwritten signature in black ink that reads 'Karen Thoreson'.

Karen Thoreson
President/Chief Operating Officer
Alliance for Innovation

ABOUT THE ALLIANCE FOR INNOVATION:

"Participation in the Alliance for Innovation is a unique opportunity for the entire organization to become engaged in creating, developing and implementing innovative ideas to enhance local government operations and build stronger communities."

- Tom Bonfield, 2011-2012 Alliance Board Chair

The Alliance for Innovation is transforming local government through the power of innovation and collaboration. With Arizona State University and ICMA, we serve as the platform for local governments who are passionate about nurturing an innovative culture and building the future of local government today through:

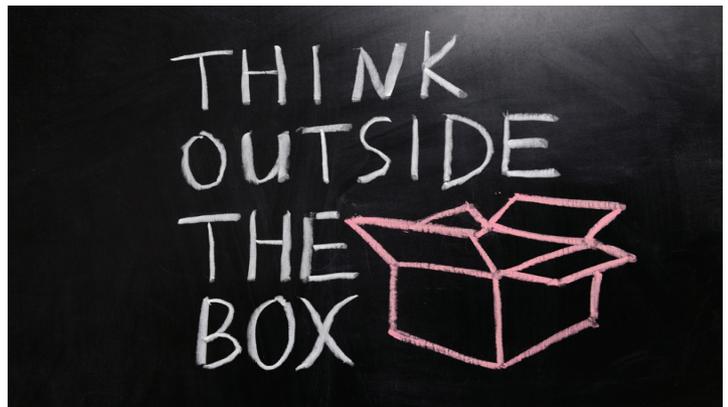
Knowledge Sharing: The Alliance disseminates information to accelerate the adoption of innovative practices in the profession. Through access to innovative content, learning opportunities and online tools, we encourage the free-flow of information vital to improving your organization.

Organizational Development: We engage organizations in their continuous learning journey. Conferences, webinars, workshops and our new Innovation Academy provide cutting edge, pragmatic and relevant learning opportunities.

Networking: The Alliance connects local government practitioners to the people and resources needed to push beyond traditional boundaries. We are building a community of innovators through face to face and virtual platforms.

Research: By leveraging the capacity of Arizona State University - School of Public Affairs, our role in the newly formed ICMA Center for Management Strategies, local government case studies, award submittals, and a network of academics, we facilitate research on emerging practices. With our corporate partners, we provide opportunities to pilot new ideas and test products entering the local government marketplace.

Get started with us today!
Visit www.transformgov.org
Click "Create Account"
Set up your personal profile



Discover why "82% of Alliance members are above the average rate in their adoption of innovative practices, and over half are in the very high category.

- Dr. James H. Svara, Former Director, Center of Urban Innovation, Arizona State University



REGIONAL DIRECTORS

Every member is assigned a Regional Director who serves as your primary contact with the Alliance. We like to hear from our members to communicate the issues that are important to their organization. This hands-on approach provides members with the knowledge and tools needed to help manage the ever increasing complexity of local government and builds lasting and quality relationships.

Regional Directors are available to schedule site visits, assist with national inquiries, coordinate learning opportunities and serve as a catalyst for your innovation team.



West
Located in Phoenix, AZ
Pamela Muse
888.468.6450
PMuse@transformgov.org

Central
Located in Chicago, IL
Greg Stopka
866.778.8067
GStopka@transformgov.org

East
Located in Spartanburg, SC
Sallie Ann Burnett
800.777.2509
SABurnett@transformgov.org

★ Represents location of Alliance satellite office

ALLIANCE CALENDAR OF EVENTS

"The e-learning programs of the Alliance have proven to be a great value for our training budget. We are able to receive training from top quality presenters without having to spend money in travel expenses. The convenience of the e-learning programs have also provided an opportunity for more employees to attend the training, creating richer dialogue and follow up among our staff."

-Matthew Vanderhorst, Customer Service Director, Montgomery, OH

Visit the Alliance Calendar by scanning the QR Code to the right or visit www.transformgov.org/en/calendar for a list of all upcoming events and activities!



INNOVATIVE CONTENT

Check out the **Members Only** section of our website for access to past and present Innovative Content!

Gov News: News alerts, cutting edge practices, and awards/recognition of Alliance Members.

Transformations: Monthly e-newsletter that highlights innovations by local governments from local governments, the private sector and the academic community.

IDEAS Quarterly: IDEAS is a theme based periodical that shares best practices and thought provoking information that impacts local governments.

Innovation Case Studies: Cities/Counties are eligible to submit case studies annually to be considered to present at the annual Transforming Local Government Conference. All case study applications are available in the Members Only section of the website.

Innovation Awards: Award applications are received annually to be considered for Innovation Awards in the categories of: the J. Robert Havlick Award for Innovation, the Thomas H. Muehlenbeck Award for Excellence, and Outstanding Achievements in Local Government Innovation Awards. Awards are presented at TLG.

Research: Download white papers from academic scholars, the private sector and foundations.

Local Government Research Collaboratory: Through the new partnership between the Alliance for Innovation, ASU and ICMA's Center for Management Strategies, the newly created Local Government Research Collaboratory will support targeted research and practical applications on emerging and leading practices for local government managers.



KNOWLEDGE NETWORK



The Knowledge Network (KN) is your online community to connect with local government professionals. The Knowledge Network is built on rich content, social networking and knowledge sharing. Our virtual community is the result of a unique partnership between the Alliance for Innovation, ICMA and the School of Public Affairs at Arizona State University and is made possible by dedicated Alliance and ICMA members.

Sign Up today and:

- Interact and collaborate with over 200,000 local government leaders across multiple disciplines
- Post and respond to questions related to local government issues
- Access a rich library of articles, research papers, case studies, white papers and other valuable resources
- Join Groups to start or join ongoing dialogue and share information on local government topics
- Access specialized Alliance “Member Only” content on emerging practices
- Share your successes with others

How to Participate:

Click Sign in at www.transformgov.org

New Users: Click on [Create Account](#)

View [Alliance Resources and Knowledge Network Training](#) in [Alliance OnDemand](#).



JOB CENTER



The Alliance and ICMA have built the premier Job Center for local government employment. Whether you are seeking a job with a local government or wish to post your jobs to a wide network of professionals, our Job Center is the place to gain maximum exposure. Features include: search by location, salary and/or population; interactive map; Knowledge Network topic tagging; pay by credit card or purchase order; and more!

Alliance member organizations receive exclusive benefits by posting through the Alliance website at transformgov.org including exposure in the bi-monthly Alliance Job Center electronic newsletter. Most importantly, all job postings at the professional staff level (below Assistant Department Head) are **FREE** for Alliance members when posted through transformgov.org and using our coupon code.

LEARNING EDGE – IGNITE YOUR THINKING

The Alliance provides cutting edge, pragmatic and timely learning opportunities in a variety of environments. Organizations have access to the tools necessary to observe, learn and apply innovations. The Alliance focuses on the Team Experience to make an impact deep within your organization and improve your capacity to deliver superior services.



Six key learning focus areas can help transform your organization:

Sustainability: Focuses on the environmental, economic, social, and organizational impacts of sustainability

Learning and Innovation: Promotes creative thinking, technology and the innovation process

Leadership & Governance: Focuses on leadership skills, accountability and strategic thinking

Service: Engages internal and external stakeholders in the delivery of government services

Results & Outcomes: Teaches the leading approaches used for performance measurement and transparency in government

Collaboration & Teamwork: Develops internal and external partnership skills

GET ENGAGED THROUGH A VARIETY OF OPPORTUNITIES

Conferences: Conferences offer opportunities to showcase your successes while networking with others who have similar interests

Transforming Local Government Conference (TLG): Dynamic content, team building, free thinking, fostering unprecedented ideas

BIG Ideas: Provocative conversations, exploration of important topics, interactive format

e-Learning: With the use of technology, information is delivered to meet your life-long learning needs

Hot Topic Webinars: Diverse perspectives, timely topics, continued dialogue

Learning Cafés: Sample of TLG at your fingertips, interactive dialogue

Managers Forums: Cutting-edge management topic discussions

Ambassador Webinars: Innovative skills and strategies to build an innovative organization

Innovation Academy: Interactive and stimulating learning program using web-based interactive technology, designed around a tested framework that assists local governments in developing and sustaining a culture of innovation in their organization

Workshops: Host an internal or regional workshop! Affordable, experienced local government trainers, presenters and speakers deliver in-depth, practical and customized content

ALLIANCE ONDEMAND

The tools you need, when you need them

Alliance OnDemand provides you a true on-demand experience with webinars, white papers, Innovation Bundles, Digital Docs and more in an easy to navigate storefront! The storefront lets you search for products by category and product type, with streamlined checkout and access to your purchases immediately!

Login

Login is at the screen-right side of the store. Use your Knowledge Network username and password to add items to your shopping cart.

Search by Category

All of our products are divided into Alliance Learning Areas to make it easy for you to find topical information relevant to your needs:

- **Collaboration and Teamwork**
- **FREE to Members**
- **Leadership and Governance**
- **Learning and Innovation**
- **Results and Outcomes**
- **Service**
- **Sustainability**

Buy Credits for On Demand Products

Credits function just like money, with each credit assigned a dollar value. You can use these credits to purchase any of our products. Members can buy credits for \$20 and non-members can buy them for \$40. Everyone saves 20% when purchasing credits. Credits must be purchased in increments of three (3). The more you use them the more you save! Credits last for a year, so you can purchase up to 36 now and spread their usage out. They are also the perfect way to share webinars throughout your organization: buy credits and we can assign them to individuals throughout your organization, allowing your team to share information as a group or individually.

Preview On Demand Webinars

You can view a 2 minute preview of all of our webinars on demand by simply clicking on a webinar you are interested in, choosing "MORE INFO" and clicking the "Preview" tab or the (-> button). We want to make it as easy as possible for you to decide what content is right for you and your peers.

Alliance OnDemand



Learn. Innovate. Lead.

ALLIANCE FOR INNOVATION AMBASSADOR PROGRAM

Interested in serving as a proponent of innovation within your organization and throughout the profession? Become an Innovation Ambassador:

- Serve as the primary point of contact to distribute Alliance information and encourage active engagement in Alliance activities throughout your organization
- Share success stories and innovative practices in your organization
- Build your innovation skills



As an Innovation Ambassador you receive special attention...

- Monthly e-mail updates featuring interviews with well-respected local government professionals, innovation tips, and strategies to succeed in your profession
- Resources to help promote innovation in your organization
- Access to the Ambassador Group in the Knowledge Network to exchange information and ideas
- Free quarterly webinars to provoke thought and build innovation skills

Sign Up Today: Contact your Regional Director for more information and to enroll.

CORPORATE PARTNERS - DELIVERING INNOVATIVE SOLUTIONS

Corporate partners provide opportunities to pursue innovative solutions, cost savings, and operate more efficiently. They offer unique products, consulting, pilot opportunities and customized training at reduced rates for members. Visit the Corporate Partners page at www.transformgov.org to learn more.

Contact the Regional Director in your area for more information, introductions and to schedule demonstrations.



20 WAYS TO STAY CONNECTED:

The following are 20 ways members tell us they stay connected to the Alliance for Innovation:

1. Schedule a Membership Briefing or introduction with your Regional Director
2. Follow us on Twitter, Facebook and YouTube
3. Participate in an Alliance Resources Webinar
4. Register in the Knowledge Network – connect with peers, find and add documents, join groups of interest, and stay informed
5. Add a link to the Alliance website on your intranet
6. Become an Ambassador – receive monthly updates and build your innovation skills
7. Conduct internal Innovation Briefings on a regular basis
8. Share Your Success – send press releases, newsletters, etc. to your Regional Director so we can develop national newsletter and website articles
9. Start a book club using the books suggested in the Members Group Reading List
10. Innovation Awards Programs - start an internal innovations awards program and the winner(s) attend the annual Transforming Local Government Conference and/or other Alliance events
11. Start a *Lunch and Learn* series using Alliance Webinars – available live or OnDemand
12. Let your regional director help find speakers, trainers and presenters for local and state association meetings/conferences
13. Send a team to the Transforming Local Government Conference (TLG)
14. Start a Transforming Local Government (TLG) Alumni Program – share all the great ideas your team learns annually at TLG with past attendees and keep the momentum going in your organization
15. Submit case studies for consideration to present at our annual conference (TLG)
16. Apply for our annual Innovation Awards
17. Invite colleagues from neighboring communities to a monthly/quarterly brown bag lunch to share innovations
18. E-mail/call the topics that interest you to your Regional Director. We want to hear from you
19. Print this list, add your ideas, and distribute at your next employee meeting
20. Tell your Regional Director how you benefit from belonging to the Alliance and how they can better serve you

Learn. Innovate. Lead.

Corporate Office

411 N Central Ave

Ste 400

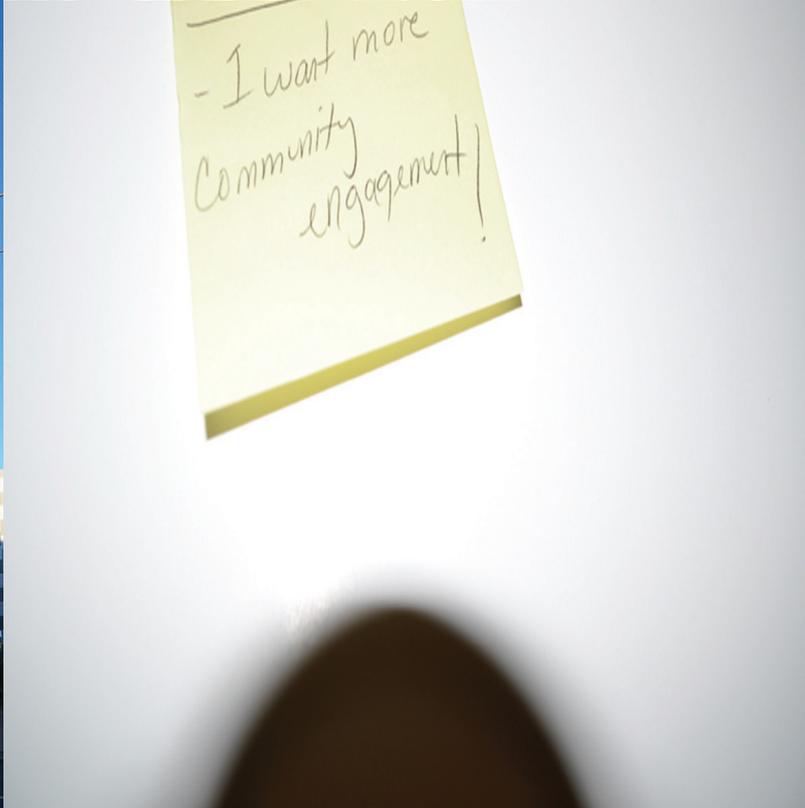
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Iowa
Ambassador Forum
West Des Moines
December 3, 2013



Agenda

- Introductions
- **Community Branding**, Jim Halverson of HRGreen
- Innovation Café
- Share Other Emerging Practices

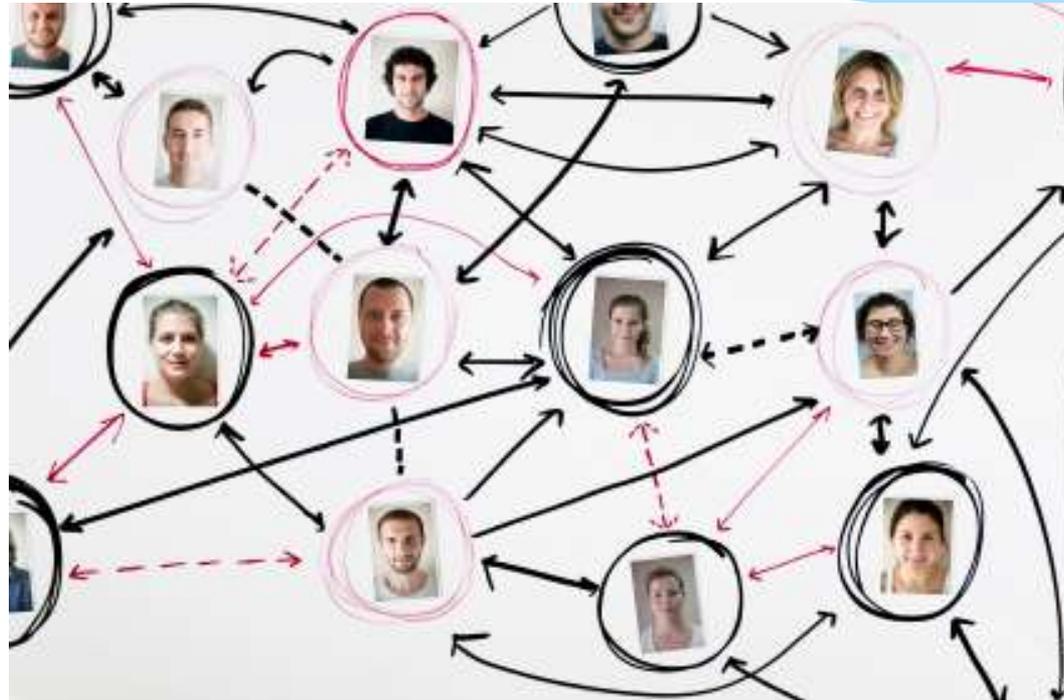


Introductions

- Where are you from?
- Draw a picture about what you do



Ambassador Innovation Café



Purpose of an Ambassador Forum

- Explore critical challenges for the future
- Encourage free-thinking and foster new ideas
- Share and hear ideas about what is working in your region
- Connect ambassadors to identify mutual interest
- Big picture about the Alliance



Let's Develop an Agenda

- What are the challenges facing your organization in communications.
- What other challenges are others facing in this topic?
- Prioritize

How an Innovation Café Works



- Break up into 3 tables
- Identify host to take notes
- 20 minutes of conversation around challenge
 - 10 minutes for what you have done
 - 10 minutes for idea generation
- Select a new host to share the groups findings with the next group
- Everyone else move to a different table
- New host share what the other group discussed
- New group address the challenges
- Rotate 3 times

2014 Transforming Local Government Conference

20 Years of Transformation-Inside Out
April 23-25 Denver



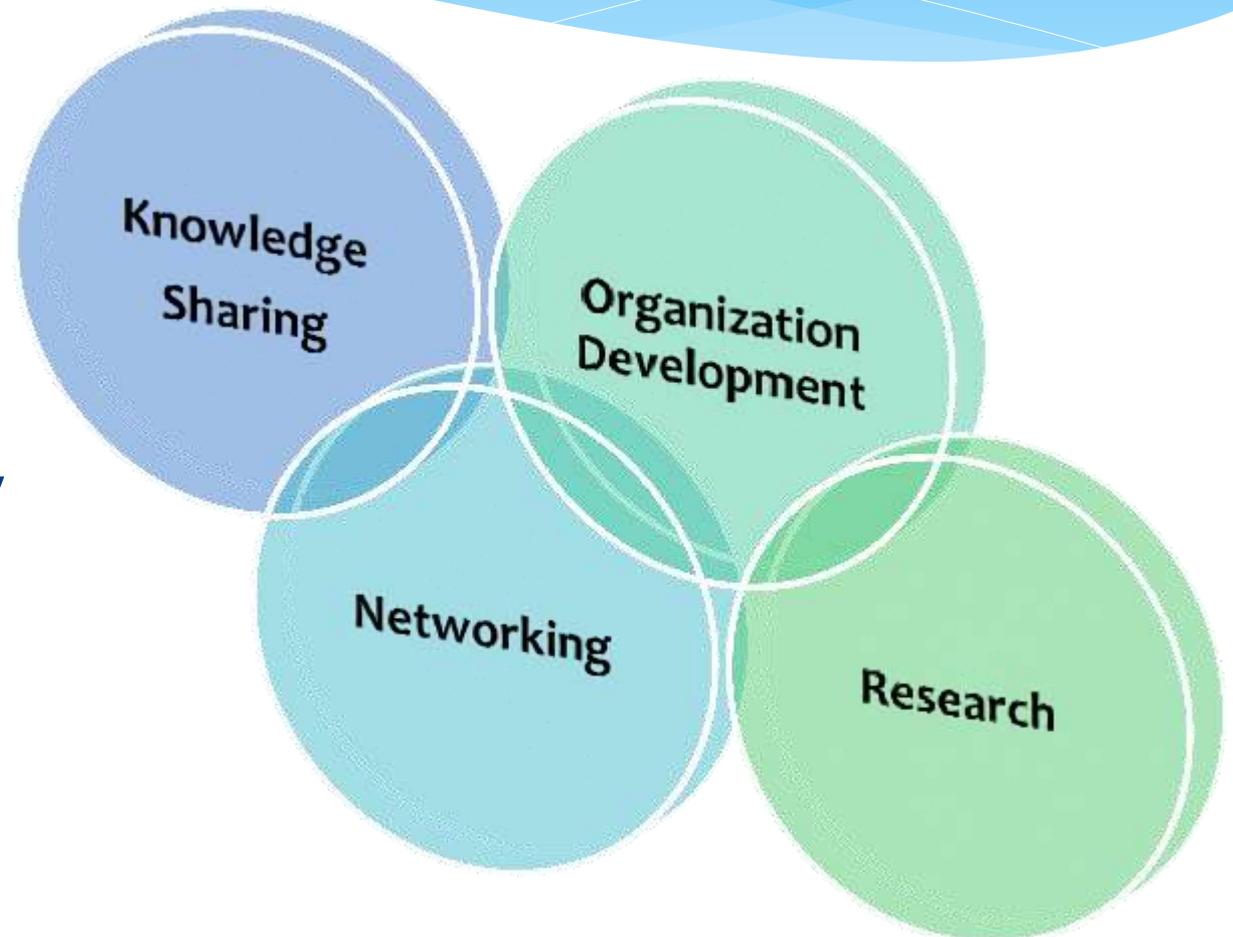
- Dynamic Content and
- Unprecedented Ideas
- Connect with Colleagues from Across Nation
- Team Experience

Current Alliance Members

- Windsor Heights
- Clive
- West Des Moines
- Dubuque
- Marion

Alliance for Innovation

- Testing
- Discovering
- Accelerating the Adoption of New Ideas



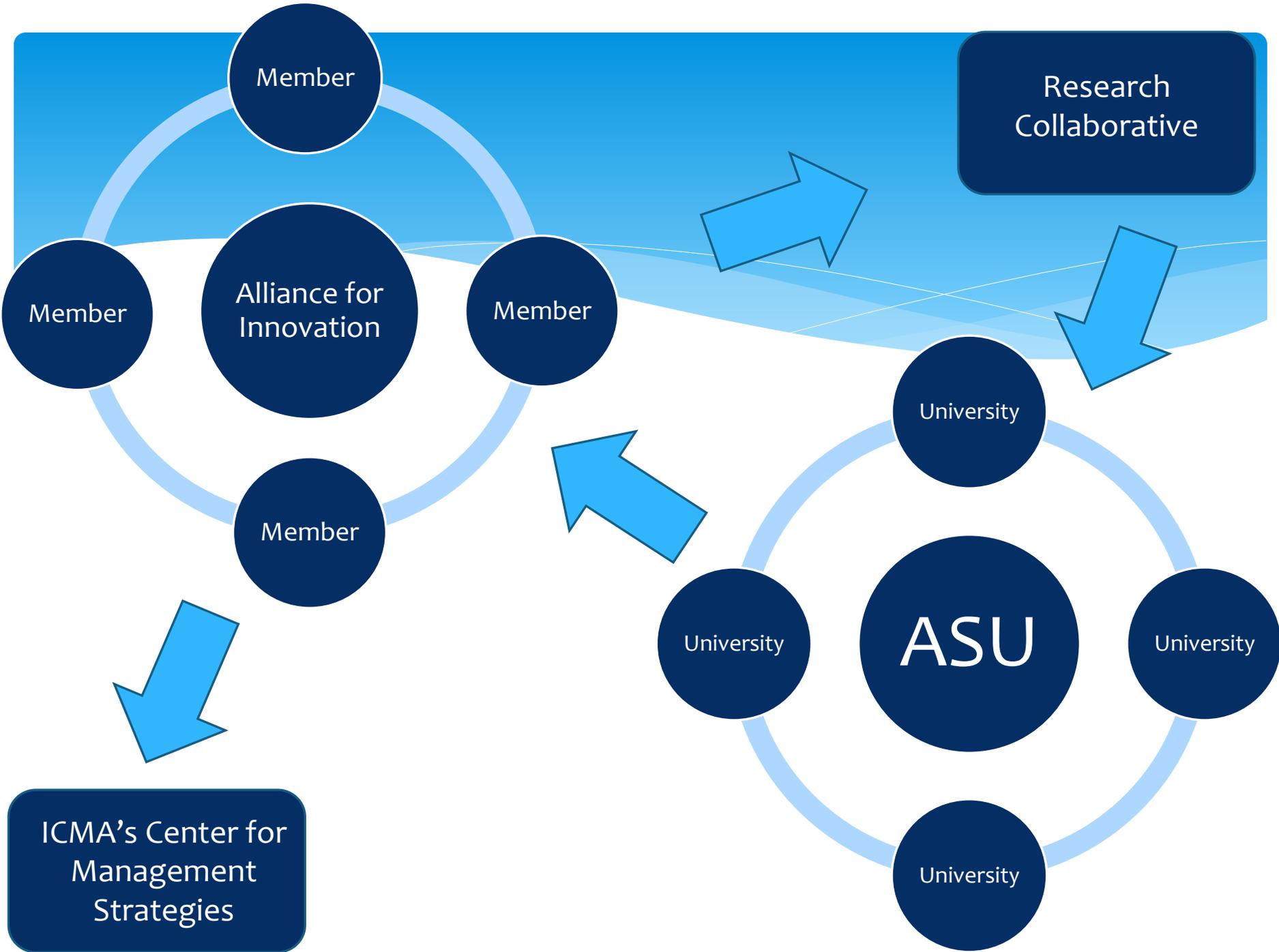


ICMA

Leaders at the Core of Better Communities



ASU ARIZONA STATE
UNIVERSITY



Member

Research Collaborative

Member

Alliance for Innovation

Member

Member

University

ASU

University

University

University

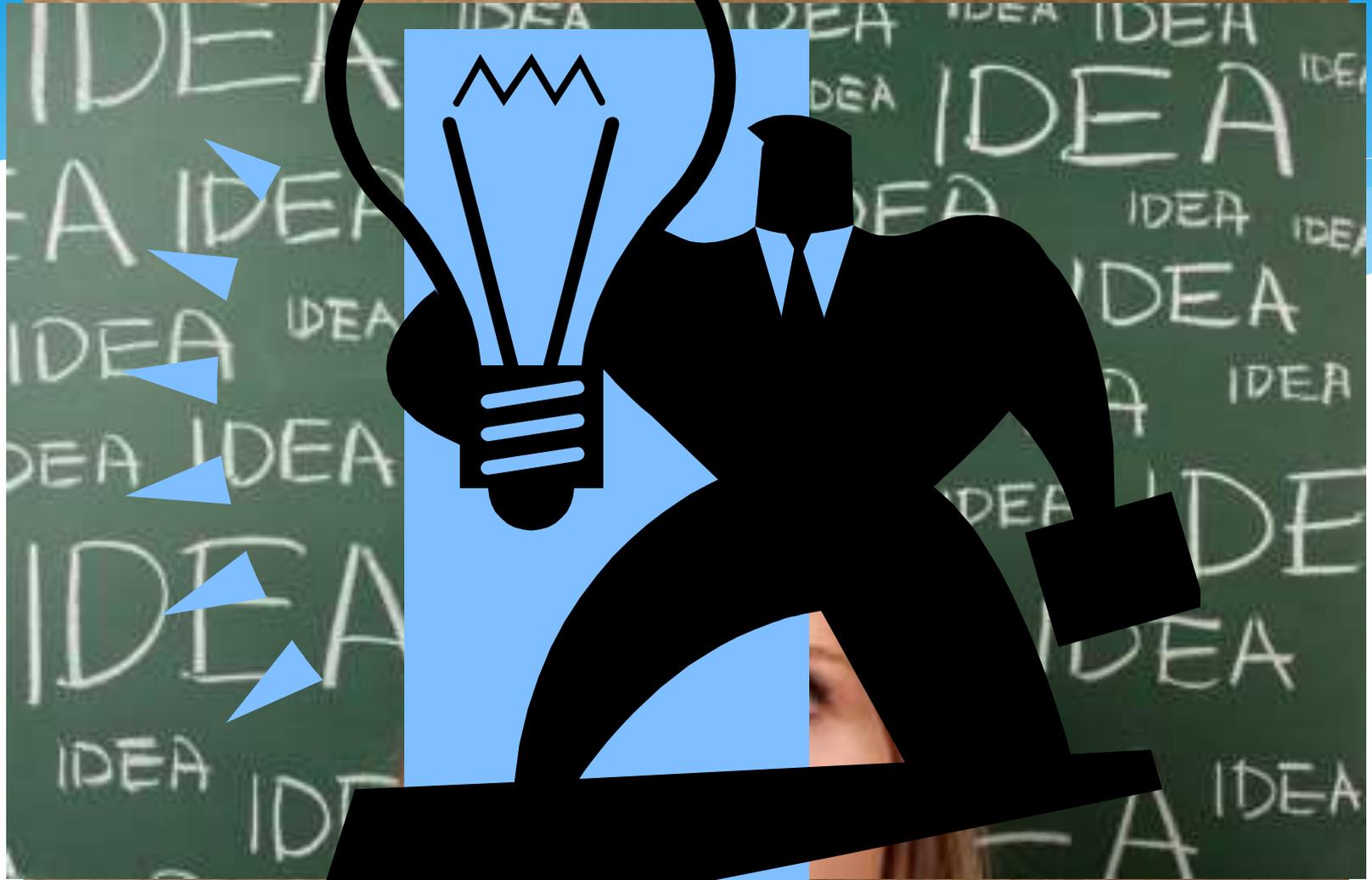
ICMA's Center for Management Strategies

Member Benefits

- Access to Emerging Practices
- Knowledge Network
- Learning
- Networking
- Research



REAP THE BENEFITS!





- Understand the innovation process and how to integrate it into your organization
- Build cross functional teams to address organizational and community issues.
- Expand organizational capacity for ongoing innovation
- Learn more about your organizational culture and how to cultivate leadership
- Undertake a new project which will make a contribution to the organization and/or address a community issue
- Have the opportunity in the future to serve as a peer mentor and/or in innovation academy sessions.

Identify a Strategic Challenge

- Internal projects: Development of an innovation team, wellness initiatives, or an employee suggestion program
- External projects: Establish a locally grown program or connect with groups to develop a plan for festivals
- Current city practice that needs new thinking: a different approach for the strategic planning or staff evaluation process
- Projects can be identified by:
 - The City/County Management
 - Team Itself
 - Soliciting Ideas from Within the Organization



Identify a Structure



- Team endorsed by the city/county manager or department head
- An identified team leader-ambassador
- Participants who are committed to the team experience
- Cross functional participants - consider a mix of complementary skills. Looking for people with varying technical and functional expertise who bring different approaches to problem-solving and decision-making
- Individuals with knowledge of the organization who promote a strategic view and vision consistent with the organization's mission
- Individuals who value professionalism, ethics and integrity, accountability, open communication, innovation, inclusiveness, and continuous learning
- Your discretion to size of the team, but ideal is no more than 12 max
- May be an established team
- What will be the main channels of communications? How often will the team meet?

Individual



Ambassador Focused



Existing or new teams, committees, commissions or taskforces



Departments



Innovation Teams



Externally



Other

- Lean Government Programs (six sigma)
- Leadership Academies
- High Performance Organization (HPO)



Around the e-learning Programs

- Existing learning programs
- Open group viewing
- Invitation
- Lunch and learn series



Alliance Tools



The Power of the Network



Discussion



■ Challenges

- What challenge are you facing?

■ Reflective

- What pressures are you facing from these challenges?

■ Solutions

- What solutions can overcome these challenges?

■ Implementation Planning

- What challenges do you foresee in implementing this idea?
- What solutions can overcome these?

■ Measure Results

- Objective: What is the outcome of this idea?
- Deliverable: How can you measure the success of it?

■ Decision Making

- What are the next steps?
- What is the decision making process for the project?
- Escalation paths?

How to grow engagement?

Idea Surfing



Framework for Success

■ Identify Strategic Challenges

- Where is innovation needed?

■ Identify Structure

- What model will work best to solve challenges and building a more innovative culture?

■ Alliance Tools

- Work with regional director to identify examples of how others are working on similar challenges

■ Alliance Network

- Connect to other member organizations working on similar projects.

■ Discussion

- Identify solutions for your challenges

■ Pilots

- Identify an outcome an indicator which will show you success

■ Results

- Share your results with your regional director

■ Repeat

- Identify a new challenge where innovation is needed?

Your Regional Director

- Long-term Guide
- Research Inquires
- Site Visits
- Referrals and Recommendations
- Registering New Accounts
- Member Usage Reports



Having timely access to a R & D department dedicated to best practices and new ideas for local government.....a department we couldn't otherwise afford!!”

Garth Sherwin, City Manager, Lethbridge, AB

Alliance Ambassador Program

Build a Culture of Innovation

- Innovation Models
- Ambassador Content
- Lead Discussions
- Ambassador webinars



Support the Alliance

- Share Best Practices
- Answer Knowledge Network Questions
- Key Contact for Other Alliance Members

Grow Engagement

- Newsletter
- Research Requests
- Sign Up New Accounts
- Recruit New Ambassadors
- Organize Webinar Events

Alliance Update: What's New

- Innovator in Residence

- LGRC

- Innovation Academy

- Virtual Forums



Member Update

- What emerging ideas do you have to share?
- What is new with your organization?





Greg Stopka

Central Regional Director

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Thank You!

Community Branding

Alliance for Innovation

West Des Moines, Iowa

December 3, 2013

Objectives of the session

- What branding is and is not
- Understand the importance of branding in economic development (ED) and why communities should develop and implement a brand
- Outline some common approaches to brand development
- Summarize some common reasons for brand failure
- Highlight some measures that reinforce brand identity in ED
- Integrate examples and case studies that translate the relationship between brand development and a strong ED strategy



Let's get acquainted

- Name
- Employer
- Position
- What do you want to get out of today's session?



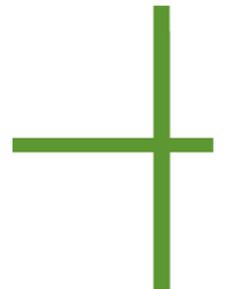


HRGreen

Branding is...



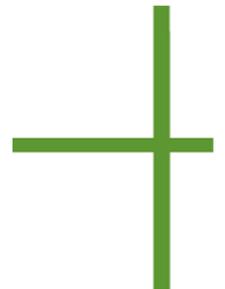
More than marketing an industrial park





HRGreen

More than financial incentives



More than marketing an available workforce

What is the value proposition?

How does this message differentiate you from communities and regions you compete with for projects?

How can your community differentiate itself so substantially that your community is where companies *want* to site a facility and grow?



Branding – what it is and isn't

Is:

- A comprehensive strategy that focuses on the consistent delivery of a value proposition to an audience that values that promise

Is not:

- A marketing initiative or campaign
- Logo
- A line item on a budget
- Promoting the availability of land, incentives, cost of doing business, or workforce



What do we mean by *Branding*?

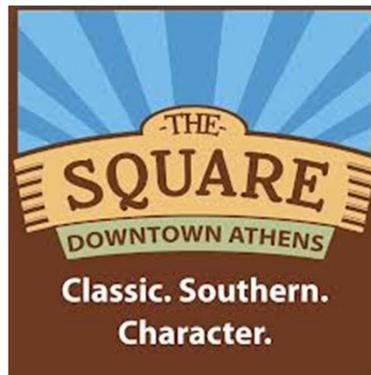
A community's brand is your promise to your client(s)/constituents

Often expressed in a value proposition

For example, *Sustainable Dubuque* seeks to make Dubuque a community that meets the environmental, economic, and social equity needs of its residents today without reducing the ability of future generations to meet their needs.



Baltimore
Get in on it.



Case Study: Research Triangle Park, NC



- 1950's North Carolina was home to a deteriorating economic base & had a per capita income that was second lowest nationally
- 1959 gave birth to a collaboration between government, universities, and business leaders
- The vision was to provide a development that would attract research oriented companies
- Today this brand has fostered the creation of numerous university affiliated research park facilities nationally



Case Study: Branson, MO



- Branson and the Ozarks had been an attraction for visitors for over a century – natural beauty and outdoor recreation
- Marvel Cave and Silver Dollar City attractions cultivated more visitors
- As early as 1959 – late 70s early theater development occurred
- The 1980's were marked with entertainers purchasing and constructing entertainment venues
- Between 1991 and 2011 well over 40 theaters are in operation
 - In 1991 only 22 theaters were in operation



Brand “X”

Community X

- Welcome to the Community X. Our mission is to foster economic growth and opportunity in the our region. Our organization is a not for profit organization.
- The organization is comprised of business owners, commercial, residential and industrial developers, professional firms engaged in activities necessary for development, and other enterprises conducting business in Community X. Representatives from the Community and the area school district are also ex-officio members of the organization.

Community Y

- Community Y is *perfectly positioned* for business growth and development. Businesses located here have access to transcontinental transportation networks; a highly educated workforce and an array of professional development/training resources; business-friendly environment; tax and financial incentives; an advanced infrastructure with ample capacity for growth; and a wide range of business growth and development resources. Community Y is business ready.

To learn more about Community Y business location advantages, click on the links below: [Transportation](#); [Workforce & Training](#); [Business Climate](#); [Incentives](#); [Utilities](#); [Business Resources](#)



How are these factors
consistent or inconsistent
with your perception of
branding?



The importance of branding in ED

Local ED initiatives tend to focus on information and messages that speak to a broad group of industries

This approach tends to fall short of a more tailored message that reflects the relative strengths of an area and how they respond to targeted industry types

Messages sometimes lack a value proposition



How common is branding in local ED?

- HR Green conducted a survey of approximately 60 communities to examine the use of branding in local economic development efforts
- Our results cited nearly 58% of the parties completing the survey use branding as part of its economic development strategy



A value proposition *differentiates*

- **Regionally**

- Shared labor pool
- Transportation – interstate highway(s); airport; major river; etc.
- Cluster of like-type industries
 - High-tech attributed to Silicon Valley, California, or the Highway 128 Corridor in Massachusetts
 - Paper and printing industry in Wisconsin
 - Agriculture and value-added agriculture in Iowa

- **Locally**

- Access to markets
- Local practices and policies designed to facilitate decision making for business expansions
- Access to available land and buildings





■ Economic Prosperity

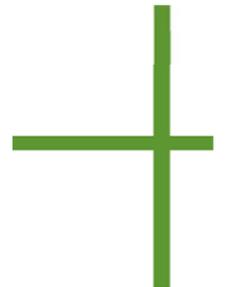
- Regional Economy
- Smart Energy Use
- Resource Management
- Community Design

■ Social/Cultural Vibrancy

- Green Buildings
- Healthy Local Food
- Community Knowledge
- Reasonable Mobility

■ Environmental Integrity

- Healthy Air
- Clean Water
- Native Plants & Animals



Sustainable Dubuque differentiates

***Business
retention***

The Petal Project

- Provides a framework for businesses and organizations dedicated to reducing their natural resource use to benefit the environment and their bottom line

***Business
attraction***

Downtown Farmers Market

- Oldest in Iowa
- On average, \$73 of every \$100 spent locally stays in the local economy

***Regional
marketing***

Project HOPE – Helping Our People Excel

- Dissolves barriers and helps service providers, education and training providers, employers and job seekers build bridges to establish equitable, long-term employment

***Incubating new
businesses***

The Arts Mean Business

- Contribute to generating \$47.2 million in economic activity annually, supports 1,530 FTEs, \$5 million in local and state tax revenues, and \$36.7 million in household income to local residents



What does your community
do to differentiate itself from
the competition?

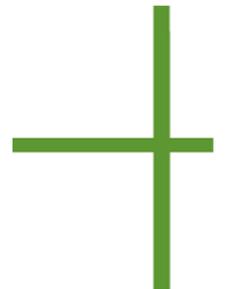
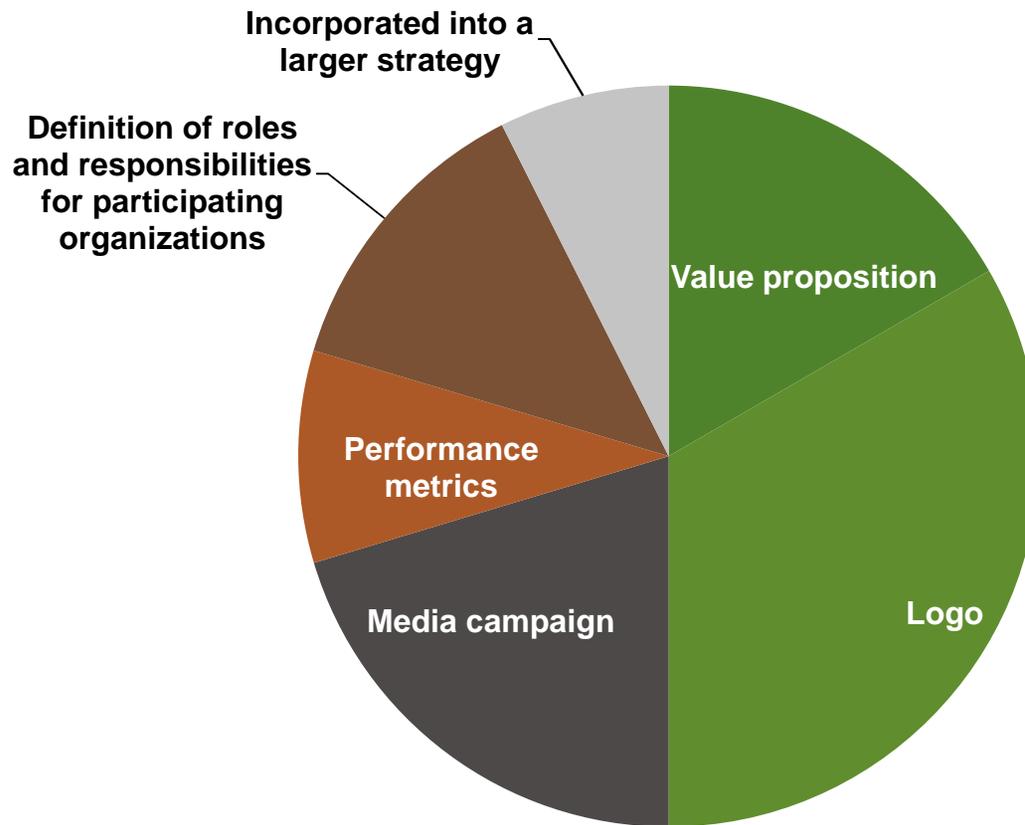


Developing a brand: The process

So, now that we have a handle on the importance of branding let's break the process down in some manageable steps



Components of a branding strategy

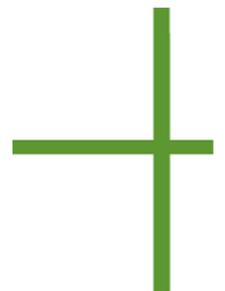
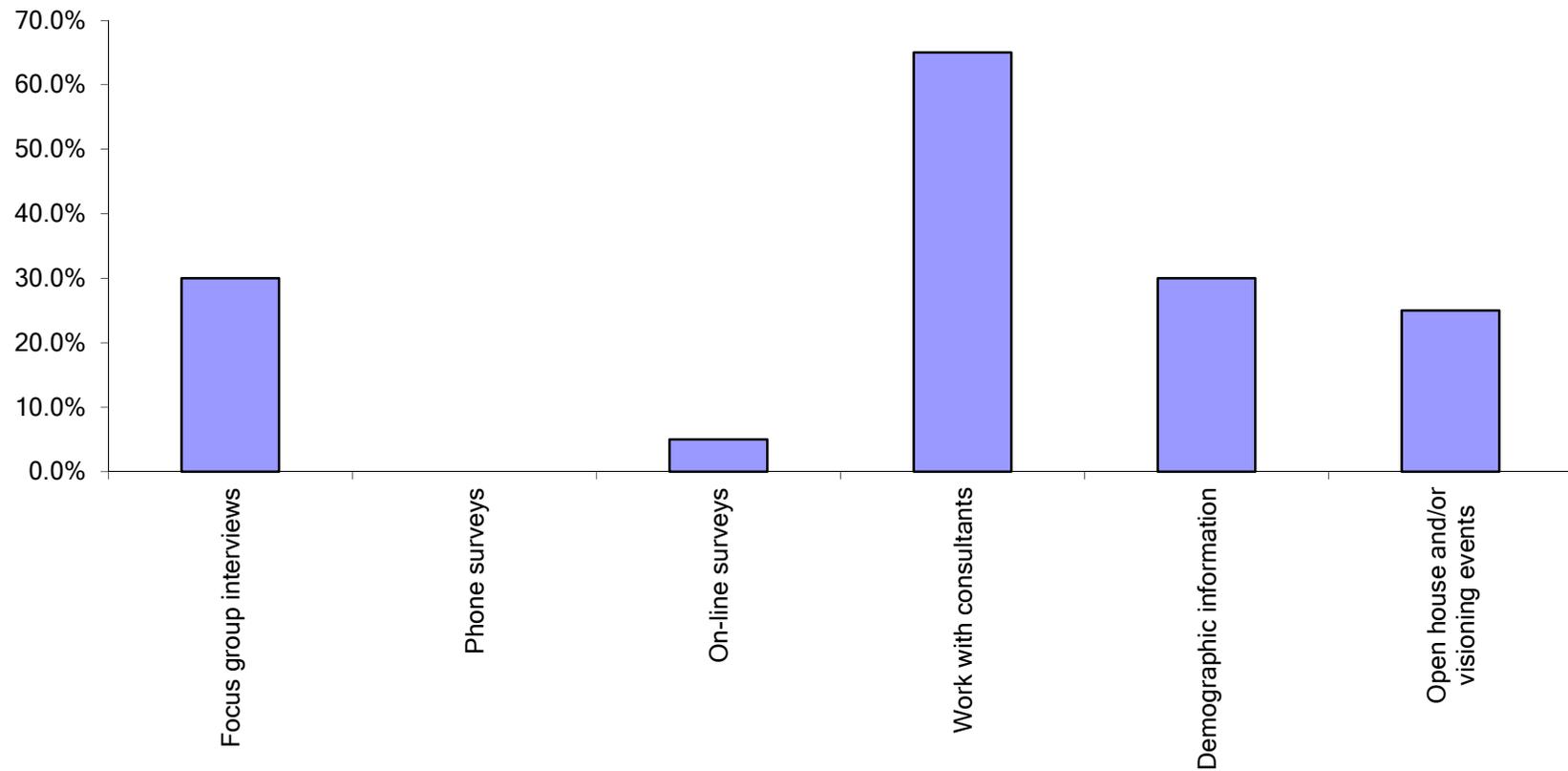


Common approaches to brand development

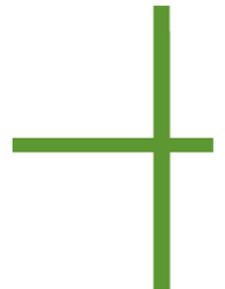
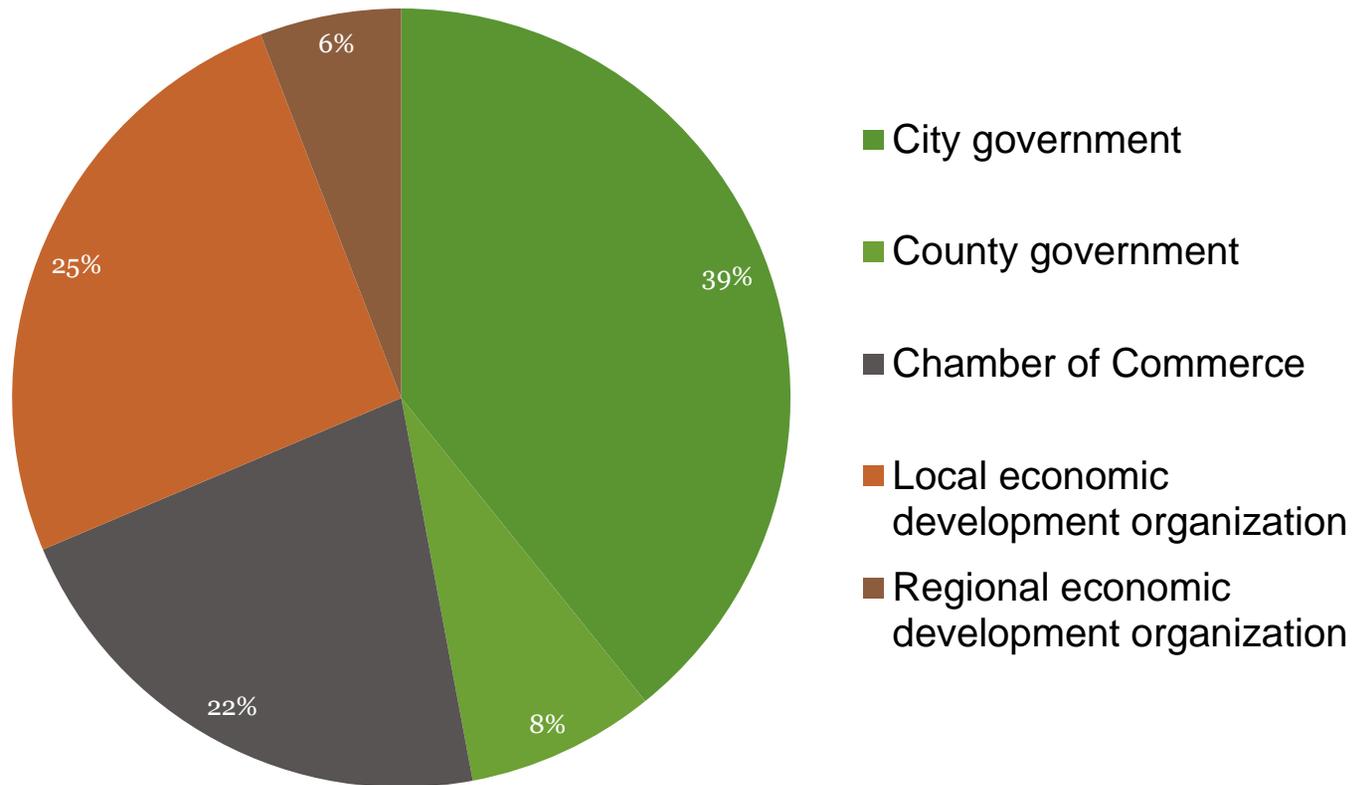
- **Identify participating organizations – who will be the champion?**
Government • Business organizations • ED organizations • Civic organizations and service clubs • Neighborhood organizations • Religious institutions
- **Create a game plan that clarifies the purpose of defining a brand and strives to create ownership for each participant**
 - Dubuque used a **citizen-driven approach** guided by a vision and principles developed by citizens
 - Also involved a **collaboration between the city and IBM** – the goal was to create a replicable international model of sustainability for communities of 200,000 and under.



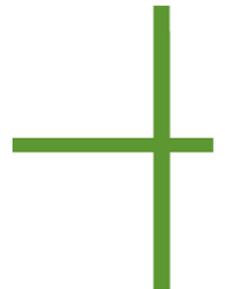
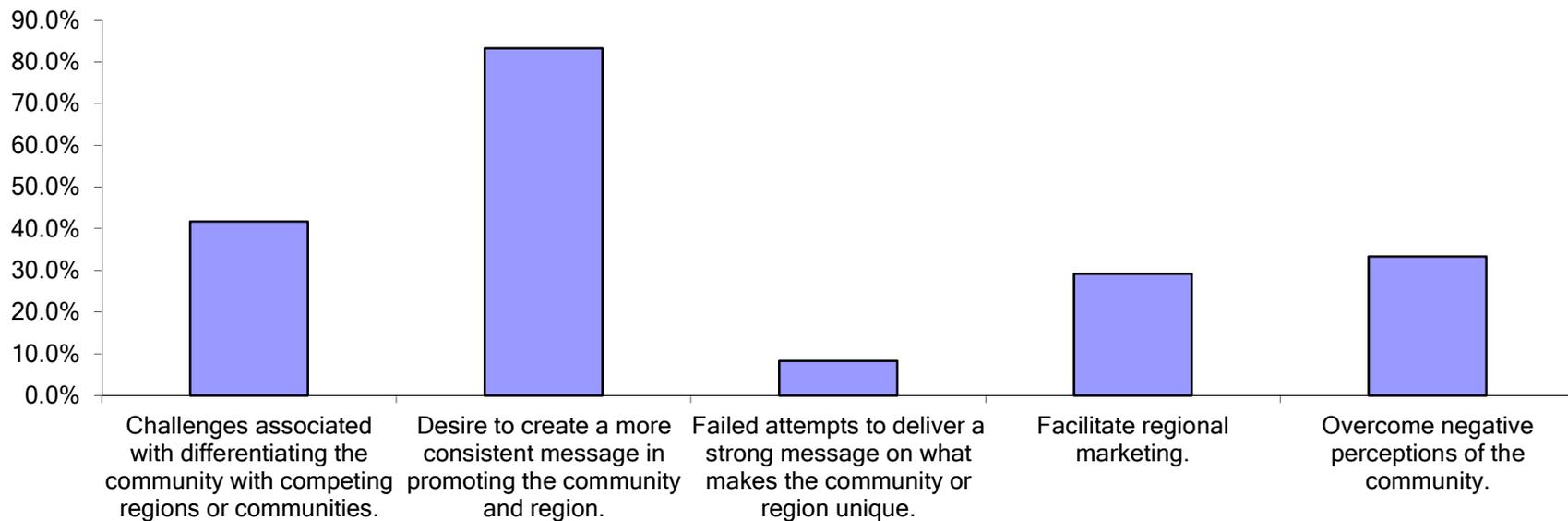
Techniques to formulate a brand



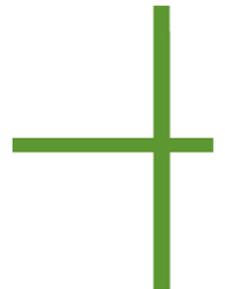
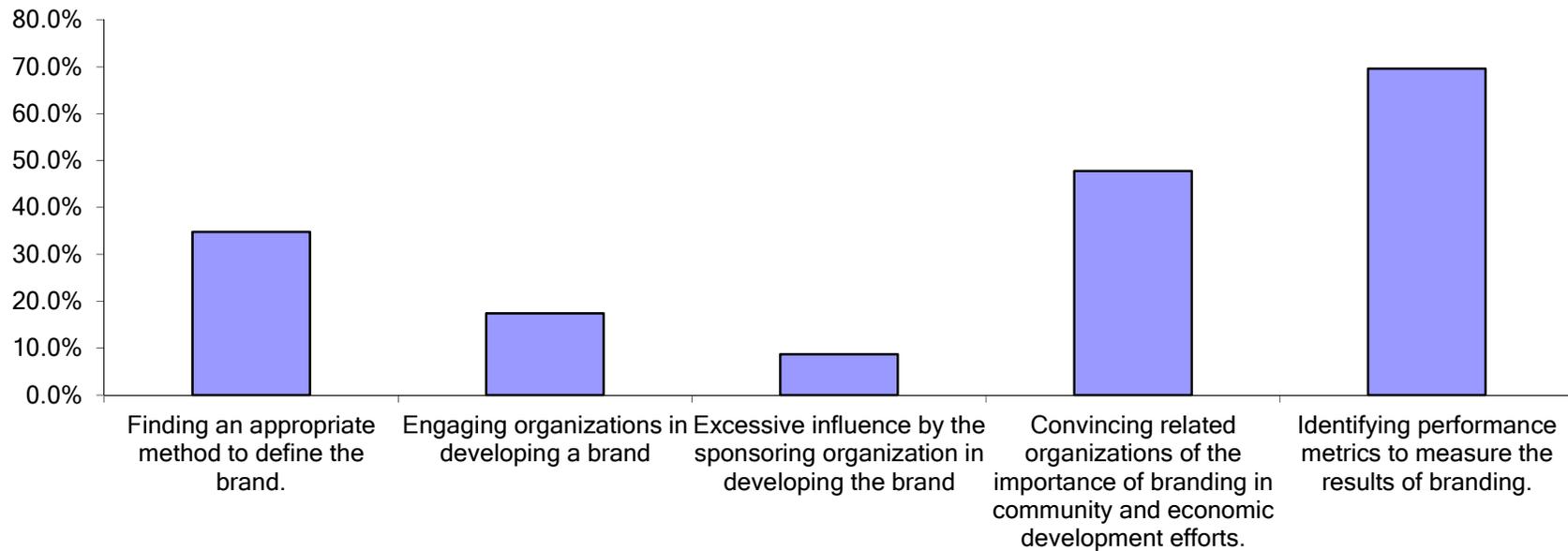
Who contributes to developing the brand?



External factors impacting brand development



Challenges associated with creating a brand



Engaging the Public

Understand the audiences you want to attract

What are their perceptions and attitudes?

What do they need that a community can provide?

- Citizen surveys
- Engaging local business community
 - What factors are important to the viability of your business?
 - How well does the community/region address these factors?
- First Impressions campaign
- Engage visitors and targeted industries via key person interviews, surveys, and/or focus group sessions

Ultimately we want to get a handle on the current perceptions of a community and factors that contribute to an ideal place.



How is the data used?

- Identify the current brand image of the community and transition to the ideal image
- The success of a brand is based on fulfilling the **value proposition**
 - What is your **promise or commitment** to clients, citizens, partners?
- Value propositions are created by:
 - Knowing your client/constituent
 - Knowing your product or service
 - Providing a basis for why the client wants your product or service
- For example, Sustainable Dubuque focuses on “Giving residents and businesses the information they need to do what they want.”



Putting it all together

- **Branding strategies are more than a logo or statement**
 - They articulate the primary benefit of being in “X” community and factors that reinforce this benefit
- **Sustainable Dubuque is providing residents and businesses with information and tools they need to do what they want:**
 - Save money
 - Conserve resources
 - Improve the local economy and environment
- **Tangible approaches can include:**
 - Marketing: trade shows; targeted geographies; studies; and advertising
 - Facilitating projects: pre-submission conferences; negotiating financial incentives; and creating incubator space
 - Business retention: peer-to-peer trade/professional committees; trade missions



Taking Ownership

- **Is there collective ownership in the process and need?**
 - Coming to a common set of community-based values that brings various groups and the citizenry together
- **It's not just about driving the process to develop a brand...**
 - Champions also need to facilitate the passion to deliver on the brand (or value) proposition
- **Measuring progress and holding others accountable**

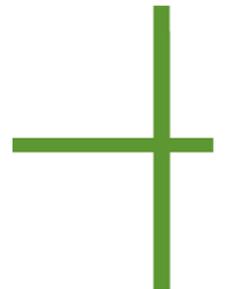
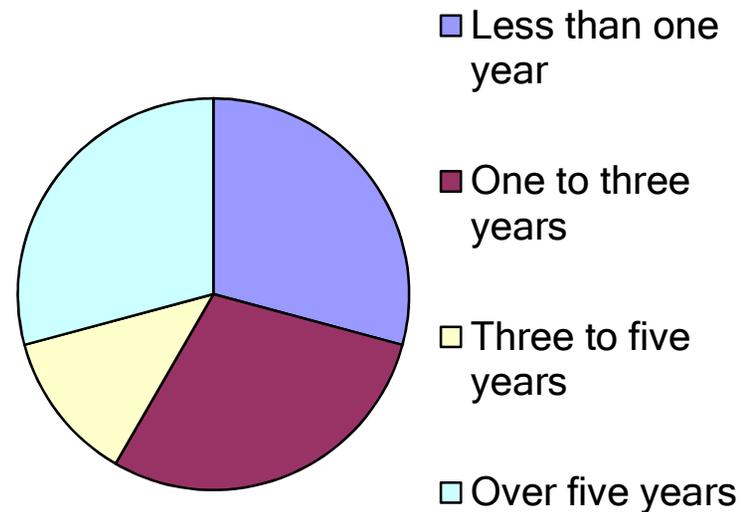


What challenges have you experienced or do you envision when it comes to developing a brand?



Longevity of the brand

- What factors can impact the longevity of a brand?
 - Drive to generate short-term results
 - Investor expectations
 - Commitment among partners



Conventional vs. Brand-based ED Metrics

*Prospect and
lead generation*

*Jobs created or
retained*

*Capital
investment*

*Private
investment
leverage through
the commitment
of government
incentives*

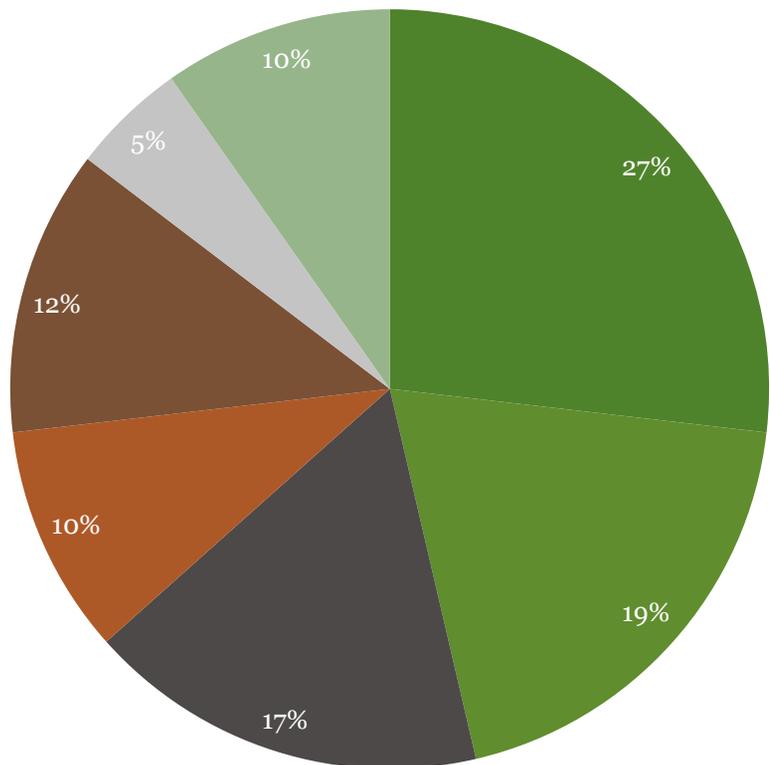
Metrics that reinforce brand identity

- **Brand Awareness**
- **Brand Recognition**
- **Brand Understanding**
- **Brand Delivery**
- **Brand Value**
- **Brand Preference**

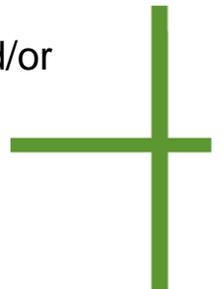
Source: CEOs for Cities, Branding Your City, March 2006



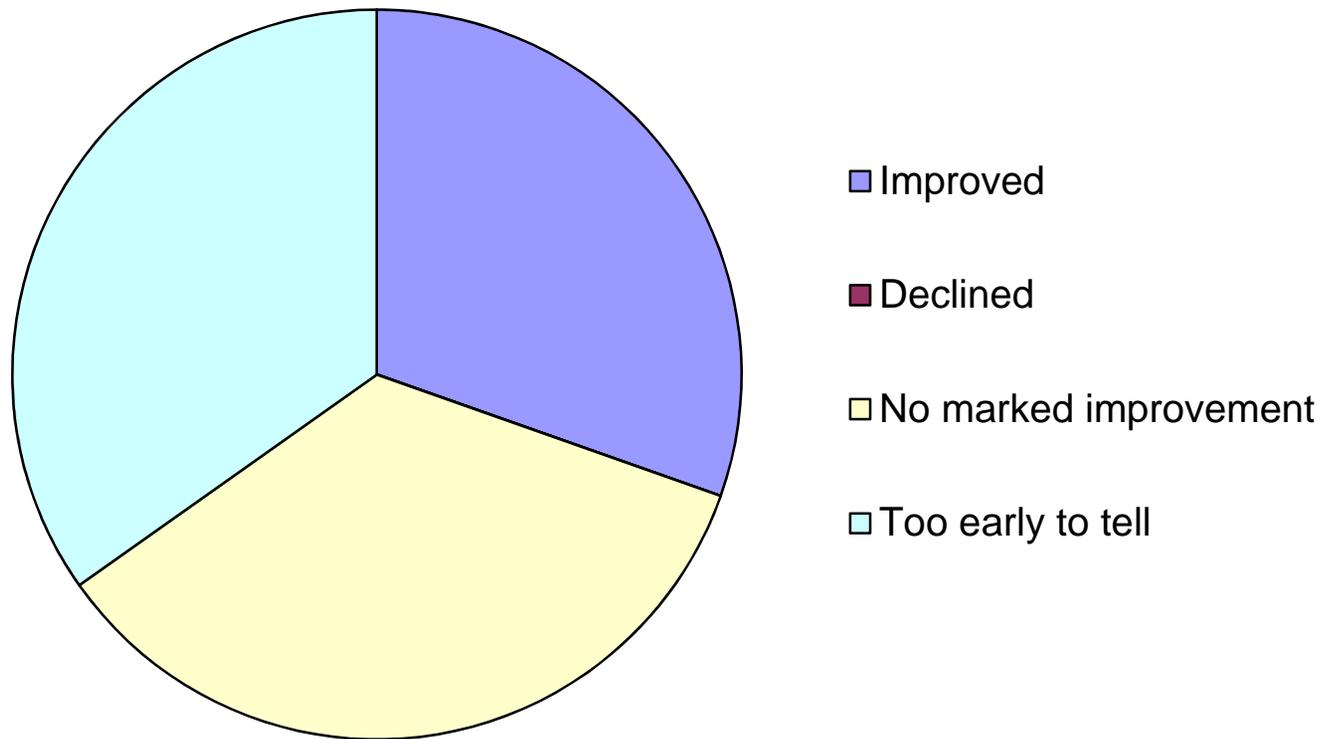
Performance Metrics



- None
- Number of prospects or leads
- Number of jobs created
- Number of jobs retained
- New private sector investment
- Land sold in area industrial and/or business parks

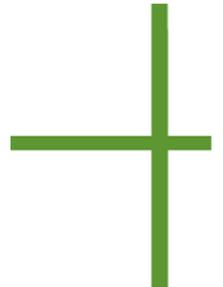


Measuring progress



Common reasons for brand failure

- **According to The Burghard Group, three primary reasons for brand failure are:**
 - **An undifferentiated brand promise or complete lack of one**
 - It's important to understand what your community brand promise is and why it's important to your target audience
 - **Lack of strategic discipline in deployment**
 - The brand promise should be the foundation of both the sales and marketing plan and the community's 15- to 20-year development plan
 - **Inadequate resourcing**
 - Inadequate resourcing will result in the community and ED counterpart will lose faith in branding as a strategy and ultimately "poison the well."



Common reasons for brand failure

- **Other factors:**
 - Excessive bias on the part of the organization sponsoring the branding effort
 - Varying notions about the purpose of developing a brand
 - Having an inability to think outside usual comfort zones – for example, addressing basic philosophical views on the organization's relationship to the community



Other thoughts on measuring brand impact or concerns about brand failure? Does this information raise any concerns about the ability of your community to develop a branding strategy?



Developing a “Place” Brand

Based on a model outlined in CEO’s for Cities, “Branding Your City.” March 2006



What are the objectives?

- The situation:
 - The host community has several business and industrial parks offering various amenities and locational advantages; however,
 - Some uses are prohibited – e.g., concrete batch plants and related open process operations.
 - Community leaders are motivated to accommodate “all” types of industries.
- *What can be done to alter these results?*
 - What needs to be researched?
 - How can benchmarking play a role?
 - What opportunities and limitations are associated with turning to communities that experienced the same things?



Understanding your Audiences

- What can we do to better understand the needs of open-process industries?
- How do current perceptions and attitudes impact choices?
- What will it take to accommodate these industries?
 - Who do we need to talk to?
 - Which are the most important segments of the community to engage?
 - Is it more important to engage fewer audiences or access a broad spectrum of audiences?
 - What are the opportunities and limitations?



What is the *current* brand image?

- Community has a long history of manufacturing industries and positive attitude toward accommodating industrial uses.
- However, codes were adopted to prohibit less desirable uses.
- How does the audience(s) perceive the community today?
 - When the name of the community is stated, what's the first thing that comes to mind?
 - What are the strengths and weaknesses?
 - What benefits does the place provide for you?



What is the aspirational identity of the community?

- Brand as a “manufacturing” oriented community is acceptable; however, not necessarily true for open-process operations.
- Ancillary benefits include livable wage jobs, and providing materials for real estate development.
- The goal is to transition from a *brand image* to a *aspirational brand identity*
 - Focus on what you want the community to stand for?
 - What associations do you want people to think of when they think of this community?
 - What type of experience would you like to have?



Develop the positioning

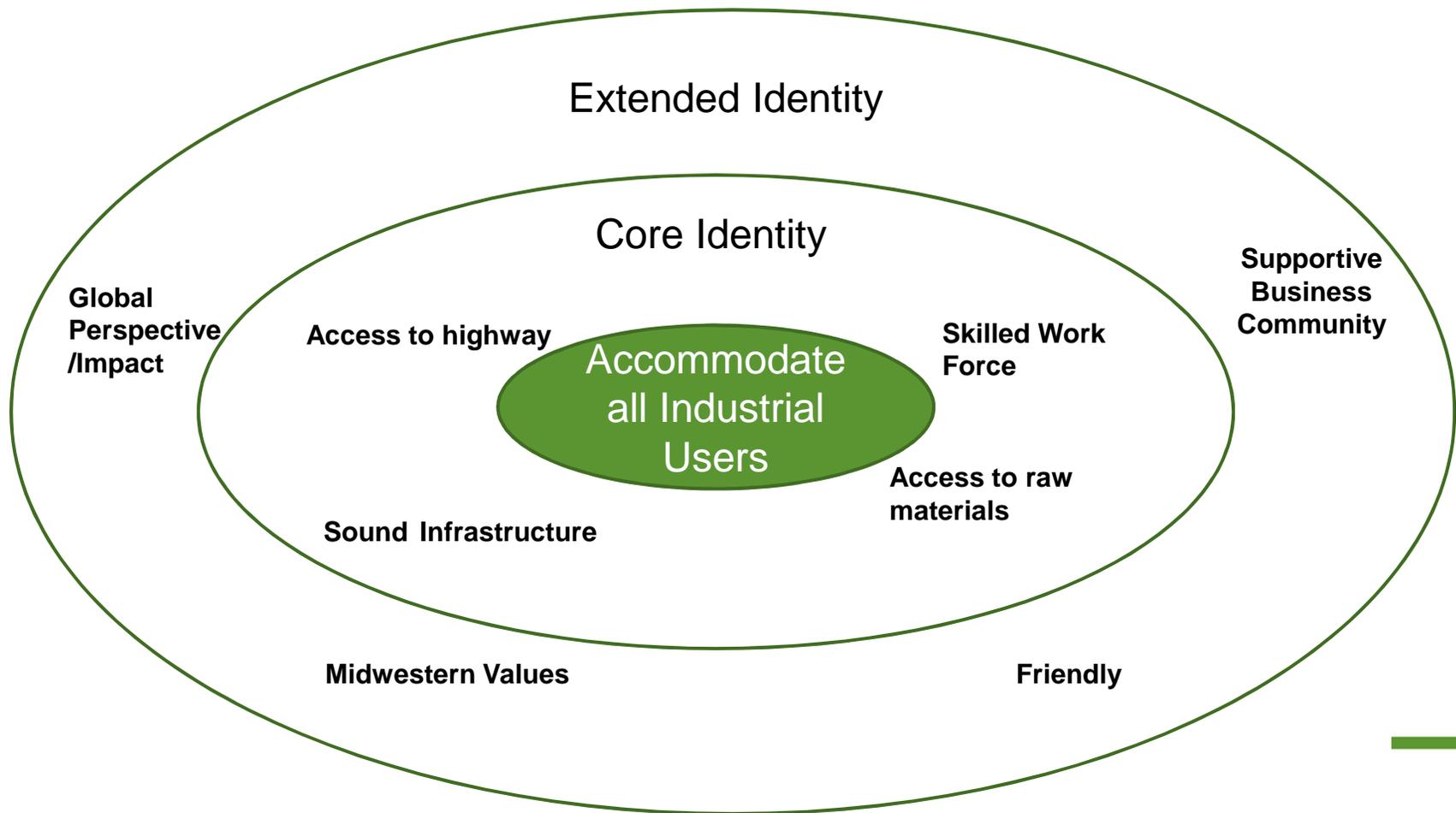
- How do you create opportunities to accommodate new businesses and avoid negatively impacting the positive brand?
- Steps:
 - Identify the primary benefit associated with the community
 - What elements support or prove that this benefit is real?
 - Focus on shorter more immediate actions and results
 - Less aspirational and more credible in the near term
 - Focus on providing the target audience a specific benefit
 - Drive communications in a manner that outlines the primary benefits and proof points





HRGreen

Brand Identity



Creating value propositions for targeted markets

Segment	Open Process Industries	Traditional Business	Residential	Special Interest
Cross-Segment Messages	Quality of Life attributes that lure families Basic Infrastructure Improvements			
Segment-Specific Messages	Access to raw materials and infrastructure	Strong Business Organizations	Diverse housing options including downtown residential	Diverse populations, tolerance
	Diversify real estate development needs	Emphasis on retaining existing businesses	Improved access to materials needed in the construction process	
	Locate facilities in a manner that does not impact positive brand as a manufacturing hub			

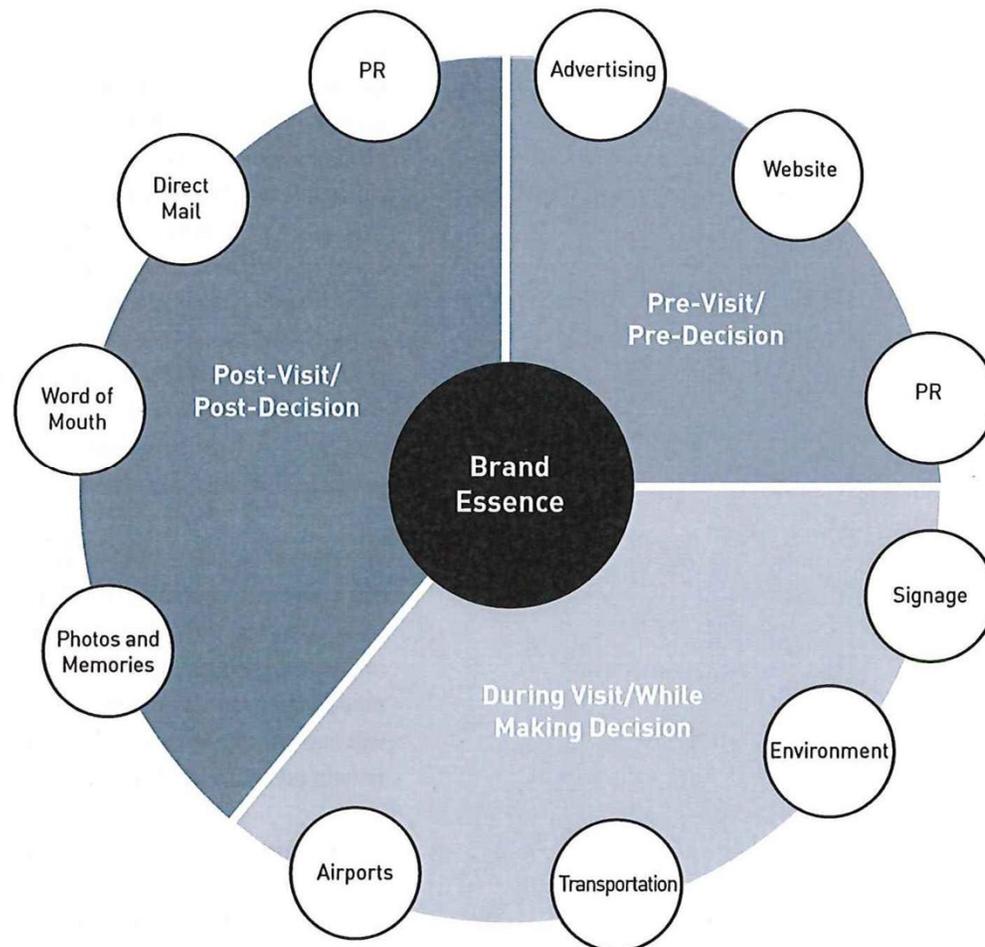


Implementing the brand

Message

Materials

Delivering on the value proposition



Graphic from CEOs for Cities, *Branding Your City*, March 2006



Measuring Success

Factor	Description
Brand Awareness	Percentage of stakeholders who know the location name in a target market.
Brand Recognition	Percentage of stakeholders who know what the location represents and what it provides
Brand Understanding	Percentage of stakeholders who can identify the brand promise that the location is communicating in the marketplace
Brand Delivery	Measures how well the location is delivering on brand promise with its stakeholders
Brand Value	Measures whether the location brand is relevant, motivating and valuable to stakeholders
Brand Preference	Measures where a customer is along the spectrum from being simply a user to someone who prefers the brand to someone who recommends and advocates the brand to others
Brand Uniqueness	Measures whether stakeholders believe the location's brand promise is relevant and distinct when compared to competing locations



Branding a Blighted Area

- District has the following characteristics:
 - Historically significant – known as a home to a large European immigrant population
 - Somewhat stable residential neighborhoods – low-income, owner-occupied homes, some criminal activities
 - Several former industrial buildings are now vacant and deteriorating – some have been converted to incubator space for service oriented businesses and artisans
 - Other industrial buildings have been subject to environmental investigations, acquired and land banked for future reuse
 - Established neighborhood association
 - Underutilized theater/art district



Task – Create a blueprint for a district brand

- Who should participate?
- What data will be helpful in formulating a brand and value proposition?
- What is the brand and value proposition?
- How will the brand be used and measured?
- What efforts will you recommend to implement the brand?



Branding a Region

- Characteristics:
 - Four communities share a common link to a river and a concentration of paper, printing, and publishing industries
 - Populations among these communities range from 10,000 to over 50,000
 - There is some parochialism among communities in terms of pursuing new business expansion
 - Low cost energy, affordable housing, quality schools, and low-crime are common characteristics for each of these communities
 - The area is home to two commercial airports and one four-lane expressway
 - The communities are 160 to 240 miles away from much larger, more mature markets that have a similar concentration of like-type businesses and population bases well over 2 million people



Tasks:

- How do formulate an approach to engage “competing” communities in a regional marketing initiative?
 - What barriers do you anticipate?
- What is the brand and value proposition?
- How can the brand differentiate the region?
- What can you do as a participating community to differentiate your city from your regional marketing group?

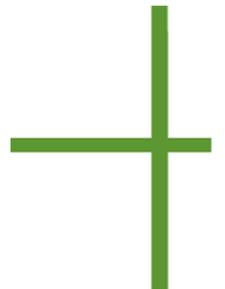


Final Thoughts

- Brand development is more than a logo – it's a commitment to consistently **deliver on your value proposition**
- Engage partnering organizations and **formulate a joint strategy** that can be implemented together
- Commit the necessary resources over time to **reinforce brand commitment**
- **Measure** progress



Questions?





For more information...

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