

Kirkland, WA
BrandPrint™ Report
December 15, 2009



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ABOUT NORTH STAR DESTINATION STRATEGIES

North Star Destination Strategies comprises over two dozen talented individuals dedicated to growing destination brands through integrated marketing solutions. In fact, North Star is the *only* branding company to offer destinations a combination of research, strategy and creative communications. This process – called Community BrandPrint™ – provides direction for the community's tourism brand development much 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 Kirklands's most relevant and distinct promise. From that promise, we create a positioning philosophy intended to generate a brand identity in the minds of visitors. We then develop creative expressions of the brand, all designed to reinforce the positioning and ensure brand equity and growth.

The BrandPrint process is divided into four stages: Understanding, Insights, Imagination and Evaluation.

▶ BRANDING PARTNERS:

The city of Kirkland, WA contracted with North Star Destination Strategies to determine and define the area's true, unique and relevant brand position that will help the community stand out in the tourism marketplace. The Executive Summary represents a snapshot of the critical highlights from the Kirkland BrandPrint process. Detailed findings are compiled in the Final BrandPrint report that follows.

▶ UNDERSTANDING (*Research findings*):

North Star conducted more than a dozen pieces of research to identify what differentiates Kirkland from its tourism competitors. By examining the community (stakeholders), consumers (visitors, regional and state tourism officials) and the competition (neighboring communities), North Star determined a strategy for Kirkland to assert across all tourism assets to implement an effective, meaningful and relevant brand.

Important findings are summarized in a SWOT analysis.

STRENGTHS:

- **Lake Washington Access:** Not only does Kirkland enjoy proximity to beautiful Lake Washington because of its lakeside location, but it also provides many points of public access to this natural asset. Kirkland's premier access to this lake is a unique asset among Eastside communities within the Seattle metro area.
- **Walkability:** The parks and neighborhoods of Kirkland are renowned in the area for having some of the best walking routes in the Northwest. That walkability extends into the downtown and waterfront areas of the community as well providing a strong thread to unite the city as a whole.
- **Location:** Because of its position next to the Evergreen Floating Bridge, Kirkland is considered a gateway from Seattle proper to the Eastside communities and is well-connected by I-405 to the metro area. It's location on Lake Washington also give the community much of its character.
- **Downtown:** The city's downtown area has evolved over the years to become a working city center with unique retail and shopping options all in an upscale, yet laid-back atmosphere. It is genuine; it is not something that has been fabricated to resemble a downtown.
- **Festivals and events:** Kirkland boasts a strong reputation for several events such as the Kirkland Triathlon, Kirkland Uncorked and its farmers' markets.
- **Recreation:** Water activities are strong in Kirkland because of its proximity and access to Lake Washington. However, the recreation options don't stop there. Cycling, walking, bird watching, walking, horseback riding and more are all within reach.

- **Diverse lodging:** Lodging options satisfy many types of guests whether they are looking for a lakeside, downtown, budget, business or an upscale overnight experience.
- **Arts reputation:** The city has been known for its art galleries and creativity. That reputation is celebrated today through the various outdoor sculptures, Kirkland Arts Center and its classes, Artist Studio Tour, art galleries, art spaces and events like Kirkland Uncorked which feature an art element.
- **Charming atmosphere:** The importance of the city’s quaint and welcoming atmosphere was a strong theme throughout North Star’s research. Whereas some other Eastside communities were seen as too commercial or corporate, Kirkland was consistently viewed as charming and inviting.
- **Distinctive shopping:** Kirkland’s downtown hosts many boutique and unique shops which tantalize visitors with their one-of-a-kind wares.
- **Beaches and parks:** Whether you are after outdoor recreation or simply want to enjoy the beauty of the outdoors, Kirkland’s many green spaces and beach fronts offer the perfect setting for exploring, pondering, and exercising.

WEAKNESSES:

- **Lack of awareness:** The city has little reputation beyond its immediate neighbors. There has not been a strong direction or unified campaign in previous marketing efforts.
- **Eastside reputation:** Seattle’s Eastside has a reputation as “suburbia,” “Yuppie,” and “soft.” These are considered negatives to Seattle natives who prefer a more hipster lifestyle. Kirkland’s position on the Eastside influences outside perceptions of the city.
- **Unity:**
 - City limits are not well-defined. Confusion persists among both residents and visitors as to where Kirkland begins and ends.
 - Different parts of town have different aesthetics and functions, making them difficult to bring together for marketing efforts.
 - Resident attitudes can hinder community unity. Some residents appreciate the tax relief made possible by tourists, while others see tourists as a burden that leads to traffic jams and a force of negative change.
- **Lack of resources and understanding:** Budgets and human resources are limited for tourism promotion under the city. Some within city do not see the importance of promoting the city as a destination.
- **Downtown:**
 - High rents and absentee landlords have contributed to the constant rotation of businesses and empty storefronts downtown.
 - Visitors complain about the general lack of parking availability in the downtown area.
 - Some complain the downtown area offers little retail diversity, leading to retail leakage to other communities such as Bellevue.

- **Not enough focus on the Lake:** Because much of the downtown area does not face the lake, it is difficult to know it is there from some vantage points. Both residents and outsiders mention that more focus should be drawn to Kirkland's lakefront property, either through future development, city plans, or special events.
- **Traffic:** The best way to get to the city from Seattle is by way of the Evergreen Floating Bridge, which can become quite crowded during rush hour. This makes Kirkland a difficult sell on week nights for anyone who might be traveling from the west side of the Seattle metro area.
- **Waning arts:** Many residents lament that Kirkland's art scene is not as strong as it once was.
- **Lack of understanding from residents:** Some residents don't support tourism promotion efforts because they fear increased tourism will cause the community to lose its unique identity.

OPPORTUNITIES:

Most-often mentioned opportunities throughout North Star's research.

- **Events and festivals:** Kirkland currently has some well-known and successful events. Research pointed out that those successes could be augmented by adding additional festivals to the city's calendar, particularly more family-oriented and waterfront events.
- **More shops and restaurants:** Vacancies downtown provide an opportunity to attract new and different shops and restaurants that could enhance the current experience.
- **Advertising and promotion:** Previously Kirkland's brand lacked clarity. There is an opportunity that this branding initiative and the subsequent implementation efforts will strengthen and elevate the reputation for the city as a destination.
- **Extend trips beyond daytrip:** Many visitors to Kirkland are in town for business or for a daytrip. There is significant opportunity to entice these types of visitors to extend their stays by educating them on all of the activities available to them.
- **Co-op marketing and partnerships:** Developing partnerships with neighboring communities would help the city to increase its overall exposure at lower cost.
- **Park Place development:** The proposed mixed use development of hotel, retail and office space on the east side of the city could create an additional draw for visitors.
- **Proposed annexation:** Proposed annexation land would significantly increase Kirkland's footprint, population, and commercial opportunity.
- **Totem Lake area:** The area around the new Evergreen Hospital Medical Center will continue to grow and provide opportunity for retail, hotel, and restaurant recruitment for the city.
- **Downtown Visitors Center:** Kirkland currently has no official Welcome or Visitors Center. Downtown was cited throughout the research as the best location for such a space.

- **Community:** Get the residents of Kirkland involved by creating programs for brand ambassadors. Make sure that new (and established) residents know about all that Kirkland has to offer by letting them be a “tourist in their own town.”
- **Focus on wine and culinary tourism:** Bring exposure to Kirkland’s great restaurants and proximity to the Woodinville wineries with programs such as cooking classes, wine tastings and classes.
- **Underground parking:** Alleviate parking headaches by investing in space for parking that won’t intrude on downtown’s charming aesthetic.

THREATS:

- **Competition:** Kirkland has stiff competition for other communities in the Seattle area, particularly Bellevue and its Bellevue Square shopping center. Kirkland should continue to promote assets which are the unique. In addition, it should focus on attracting those who would most appreciate Kirkland’s atmosphere and environment as it proceeds with its branding efforts.
- **Managing change and growth:** Preserving the ambiance that makes Kirkland special and making sure not to get “too commercial” will be of utmost importance as the city grows.
- **Inability to project a unified message:** An uncontrolled message to both residents and outsiders often results in inaccurate perceptions that can negatively affect the city’s growth and perpetuate negative feelings amongst residents.
- **Inability to communicate to residents:** Lack of information can make citizens community/brand adversaries rather than advocates.

◀ **INSIGHTS** (*Conclusions based on research*):

Kirkland’s strengths and opportunities far outweigh its weaknesses and threats. The community’s premier access to Lake Washington, inherent walkability and quaint downtown experience set Kirkland apart from neighboring communities which cannot claim all three of these enviable assets. Here, visitors are charmed by the city’s lakeside beauty, downtown aesthetics, specialty shops, restaurants and outdoor recreation. These visitors seek a place to reenergize their minds, bodies, and senses in a place that is as authentic as it is beautiful.

That beauty is supplied by the wonderful backdrop of Lake Washington. The city’s position on the lake and its strong engagement of it through parks, trails, public marinas and special events make it difficult to separate Lake Washington from the Kirkland experience. But why would anyone want to? Not only does it provide so much of the outdoor recreation available in Kirkland but its sparkling waters also provide the city its muse.

In the past, Kirkland has been identified as an arts community. And when you think about it, Kirkland itself is like an original work of art...both inspired and inspiring. A place where engagement of and access to Lake Washington lends sparkle and reflection to its many distinct activities. It’s as if the light reflecting from the water infuses any experience with a special spark. It’s that spark of radiance and reflection makes a visit to Kirkland both fulfilling and memorable.

◀ **STRATEGIC BRAND PLATFORM:**

North Star funnels these strategic insights for the brand into a single sentence, the brand platform. The brand platform is used as a filter for the formation of creative concepts and implementation initiatives. All communications, actions and product development should connect to the essence of this relevant and defining statement.

Target Audience:	For those seeking a charming, upscale place to reenergize,
Frame-of-Reference:	Kirkland is a community on Seattle’s Eastside,
Point-of-Difference:	where premier access to Lake Washington and a natural walkability
Benefit:	add radiance and reflection to distinct experiences and expressions.

◀ IMAGINATION (CREATIVE IDEAS FOR BUILDING THE BRAND):

The brand platform serves as a guide for the positioning of the Kirkland brand. Future creative concepts and execution ideas should be born from this statement. Concepts and executions should align brand messages in a variety of communication mediums and action ideas.

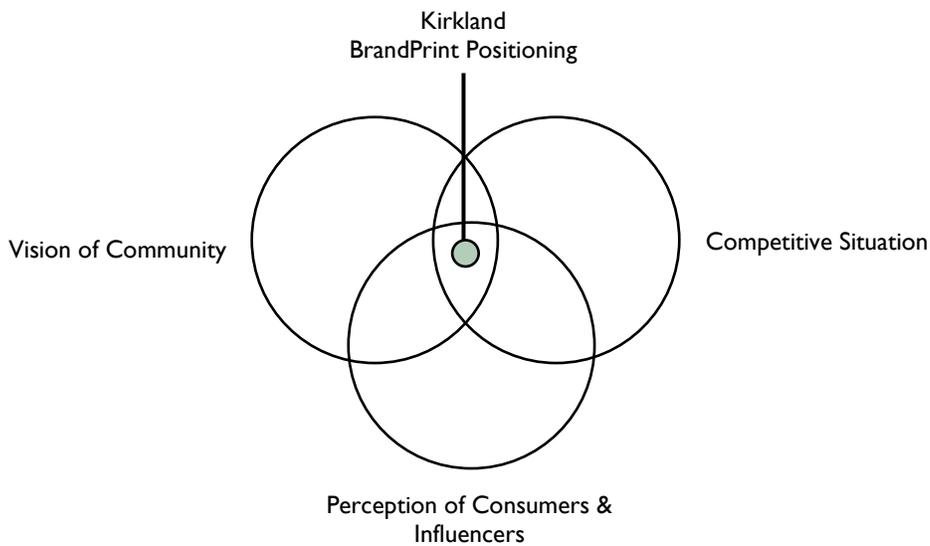
The creative concept developed by North Star is based on the approved brand platform positioning Kirkland as a walkable destination of unparalleled lakeside access on Seattle's Eastside where every experience is enhanced because of Lake Washington's proximity.

The concept draws inspiration from Kirkland's legacy as an arts community evident today in its artistic boutiques, public art sculptures, arts events and organizations. It celebrates the idea that Kirkland, too, is like an original work of art. A place where unequalled access to beautiful Lake Washington colors every aspect of the Kirkland experience so days are washed with charm and nights are tinged with romance. A destination brushed with the magic of sunlight dancing off the water and crisp breezes catching the sails of boats as they glide along the lake. Where even the air is a little fresher, a little brighter, a little lighter. Because whether you're traveling for business, pleasure or a little of both, let's face it . . . life is simply better when water colors everything.

WHERE THE BRAND HAS BEEN AND WHY

This stage addresses the destination’s current brand positioning. We assess the environment; demographics and psychographics of residents; perceptions of visitors, residents and stakeholders; current communications and the competition. Most importantly, we gather input from Kirkland’s constituents.

We are looking for current attitudes regarding the brand. We are also trying to spot behavioral trends that exist around that brand. This stage is critical because it uncovers the relationship between three factors – the community’s physical qualities, communication materials and the position the community holds in the minds of its consumers.



IN-MARKET STUDY

Purpose

The purpose of the In-Market Study is to gain understanding of the perceptions and attitudes of Kirkland residents and stakeholders toward their community and to experience first-hand what makes it a unique destination for visitors.

Methodology & Results

The following summary reflects observations and input received during the North Star Destination Strategies In-Market visit on May 12-14, 2009. The information is not meant to be all-inclusive, but rather highlight the most common themes experienced on the trip. This includes an area FAM tour, stakeholder focus group, stakeholder one-on-one interviews and local community one-on-one perception interviews.

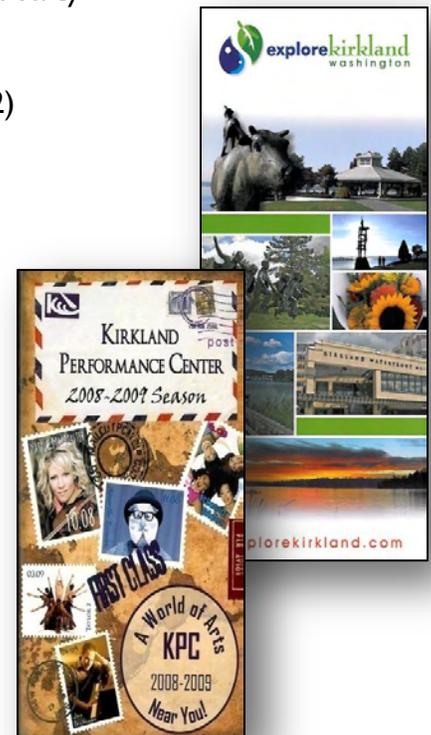


MATERIALS REVIEWED:

Reviewed as part of the Research & Materials Audit, prior to the In-Market Study

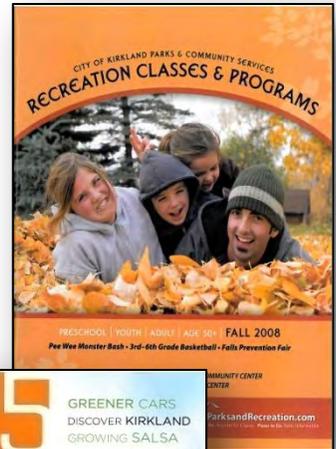
Tourism

- Kirkland Tourism Program: Marketing Action Plan (Nov. 2002)
- Kirkland Map (2009)
- Kirkland Visitors Guide
- Kirkland Arts Center Guide (Spring 2009)
- Kirkland Performance Center (2008-2009 Season)
- Shopping guide
- Dining guide
- Kirkland Arts brochure
- Kirkland Artist Studio Tour (KAST) brochure (2007)
- Kirkland Events Guide (Jan, April 2009)
- Kirkland Centennial Calendar (2005)
- Kirkland Historic Properties and Interpretive Markers
- Kirkland Tourism Video



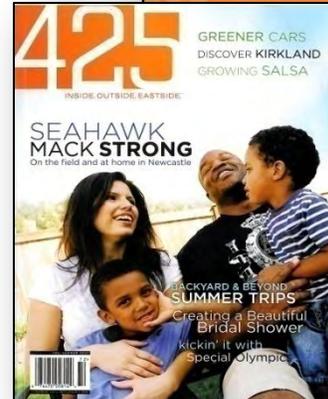
City of Kirkland

- Kirkland brochure
- Kirkland Centennial video
- Wedding Facilities brochure (Parks and Community Services)
- Destination Kirkland: Summer Special Events Guide (2008, Parks and Community Services)
- Recreation Classes and Programs (Fall 2008, Parks and Community Services)
- Kirkland ECD Snapshot brochure (2007)



Regional materials/press

- Greater Seattle InfoGuide (2007)
- 425 Magazine (Nov. 2007)
- Touring Washington Wine Country Guide: Cedergreen Cellars
- Seattle Times: "Kirkland Aspires to Sausalito Status"
- Seattle Times: "Kirkland Shops Bring Out Effort of an Olympian"
- Where Magazine.



MOST-MENTIONED ASSETS:

Lake Washington

- The most extensive lakefront access of any Eastside community
- Does not have the touristy, "cotton candy" feel of Seattle's waterfront
- Argosy and Woodmark lake cruises

Good location

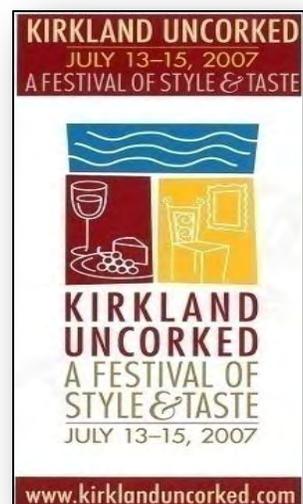
- Easily accessed from Seattle via Evergreen Floating Bridge, although traffic can be an issue for evening-trippers
- Good base camp for the Eastside: exploring wineries in Woodinville, upscale shopping in Bellevue and outdoor recreation further east

Downtown

- Unique shops and restaurants with a quaint, but modern feel
- Downtown Association modeled on Main Street USA guidelines
- Real and organic: It's not an area fabricated to look like a downtown - it is a downtown
- Trendy nightlife
- Heathman Hotel has completed the picture and brought more prestige

Festivals/events

- Numerous and varied. Most popular include Kirkland Uncorked, Concours d'Elegance and farmers markets



Friendly and easily accessible break from busy lives

- It's a "Break-cation"
- Walk, relax, meet people, shop and unwind
- Relaxed but techy: Some could consider it Mecca for the creative class

Arts

- Galleries and art spaces
- Kirkland Uncorked has an art element
- Kirkland Performance Center, Kirkland Arts Center, Artist Studio Tours
- Reputation as an arts haven (Sausalito comparison)
- Over twenty outdoor public works of art

Diverse lodging serves different markets

- Heathman Hotel, Woodmark Hotel, Courtyard Marriot, Motel 6 and other lodging options

Access to recreation

- Water activities: Public marina
- Walking and cycling
- Yarrow Bay: Wetlands protected habitat, bird watching and kayaking
- Bridle Trails Park

More parks along the waterfront than anywhere else!



MOST-MENTIONED CHALLENGES:

Reputation of Eastside

- Some association is bound to be tied to Kirkland because of its location
- Suburbia, Yuppie, not hipster enough: "You don't want to admit you know it"

No brand/lack of awareness

- Not much of a reputation outside of Eastside

Uniting different parts of town

- Lack of awareness within the city limits as to what there is to offer a visitor
- A lot of confusion on where Kirkland boundaries begin and end

Attitude

- Two groups of residents:
 - One wants the city to stay a quiet hamlet and believes tourists only bring congestion and noise
 - The second group wants tourism because tourists could help improve the economy
- Younger residents are lackadaisical when it comes to community involvement

Lack of help and understanding from the community as a whole

- Limited city staffing
- Some do not see the importance of tourism promotion

Lake has been ignored

- Downtown does not face the lake, making it hard to know it's there from some areas

Older building stock

- Some older infrastructure could use updating, and all future development should open up the city more to the lake

Downtown challenges

- Empty storefronts with constantly rotating businesses and absentee landlords
- Parking
- Lack of retail diversity
- Lack of cohesion amongst varied downtown interests

New toll

- Possible future toll of \$7.50 each way on Evergreen Floating Bridge

Traffic

- Hard to get a “Seattleite” over the bridge after work

Arts

- Not as strong as they once were, and many lament this fact
- Never was a collective strategy, and there is no leadership to make a strong stand to bring arts to the forefront.



MOST-MENTIONED OPPORTUNITIES:

Welcome Center downtown

- Perhaps use an empty downtown storefront for this purpose

Development of Park Place

- Hotel/retail/office on the east side of the city could draw more visitors (destination shopping)

Repurpose old antique mall

- Replace antique retail in building across from the ball field with an upscale grocery store

Totem Lake area

- Will continue to grow with the new hospital. Make sure new businesses coming in there will keep a Kirkland feel
- Mall is old and could be bulldozed/rebuilt

Annexation

- In addition to significant commercial opportunity, it would geographically make Totem Lake the center of the city

Need a significant event to put Kirkland on the map

- Uncorked has great potential, but may not be the only answer.

STAKEHOLDER VISION SURVEY

Purpose

Part of the Understanding stage includes collecting stakeholder perceptions of Kirkland as a tourist destination. What do stakeholders like and dislike about their community? How would they make it better? What kind of things do they associate with Kirkland? After all, no one knows your city better than those who form its backbone.

Methodology & Results

To understand stakeholder perceptions, a Vision Survey was emailed to key tourism stakeholders in the community, identified by the brand drivers. All questions were open-ended, allowing for a qualitative measure of stakeholder perceptions. Many of the questions in the survey focused on Kirkland's direct strengths, weaknesses, opportunities and threats. Other questions focused on brand perception, allowing the respondent to translate the intangible elements of a brand into a tangible noun.

Approximately 46 stakeholders responded to the survey. The answers most reflective of all stakeholders are shown below. Please see **Appendix A** and the final BrandPrint CD for a copy of all open-ended responses.

Kirkland Vision Survey

2. Kirkland Perceptions

1. When you first think of Kirkland, which three adjectives come to mind?

2. Describe Kirkland to someone who has never heard of it before.

3. In your opinion, what are the top three things in/about the Kirkland that attract visitors?

4. List 2 places in Kirkland you would take a visitor so they would always remember their visit (i.e. an attraction, restaurant or place to see something memorable).

5. What is Kirkland's greatest tourism asset?

Kirkland Vision Survey

DEFINING KIRKLAND:

Adjectives to describe Kirkland:

- Beautiful
- Waterfront
- Quaint

Describing the area to an outsider:

- A friendly community on the shores of Lake Washington
- Pedestrian friendly
 - Walking trails
 - Waterfront parks
- Variety of shops, restaurants and galleries.



ATTRACTING PEOPLE TO KIRKLAND:

What attracts visitors:

- Waterfront
- Restaurants and shops
- Walking paths

Greatest tourism asset:

- Waterfront
- Restaurants
- Parks

Description of the typical Kirkland visitor:

- Local, middle-aged couple with children coming to enjoy the parks
- Middle-aged women coming to shop and visit the galleries

What would you add to make Kirkland more attractive to tourists:

- Unique shops, more diversity and fewer consignment shops
- Waterfront events
- Parking

Places to take a visitor so they would always remember their visit:

- Marina Park
- Carillon Point
- Kirkland Performance Center

Kirkland's reputation to its visitors:

- A quaint, friendly community located on the water
- Affluent and sophisticated
 - Expensive place to live
 - High-end retail
 - Art galleries.



CHALLENGES & OPPORTUNITIES:

Biggest challenges for tourism growth:

- Lack of parking
- Marketing/advertising: No unified campaign
- Residents who are resistant to tourism because they fear it will change Kirkland's identity

Biggest opportunities for tourism growth:

- Events/festivals
 - Family festivals
 - Waterfront events
 - Holiday celebrations
- More shops and restaurants
- More exposure of what Kirkland has to offer in general.



DEFINING THE COMPETITION:

Words to describe the following communities:

- Bellevue
 - Big
 - Shopping
 - Little (compared to Seattle)
- Redmond
 - Microsoft
 - Redmond Town Center
 - Suburban
- Bothell
 - Sleepy/dull
 - Small
- Beaux Arts Village
 - Not familiar with this area
 - Exclusive
 - Private
- Kenmore
 - Not familiar with this area
 - Industrial
 - Blue collar
- Woodinville
 - Wine
 - Rural
 - Small



What sets Kirkland apart from those other communities:

- Waterfront
- Walking paths
- Parks

What Kirkland adds to the Seattle area:

- Provides a getaway from the city
- Water access
- A leisurely community where people can come to relax.



OTHER FACETS OF THE COMMUNITY:

How the natural beauty surrounding the area influences the culture and atmosphere of Kirkland:

- Defines Kirkland: “It’s who we are”
 - “The natural beauty is critical to the success and personality of our city. It is the key intangible element that entices people to come here”

One symbol, image or landmark that best defines Kirkland:

- Marina Park
- Waterfront
- Sailboat.

PERSONIFICATION OF KIRKLAND:

If Kirkland was a famous person:

- *Jackie Kennedy*: “Classy and charming”
- *President Obama*: “Intelligent, savvy, hip, yet responsible”
- *Princess Diana*: “Kirkland has a lot of class with a down-home feel about it. Just like Diana did”
- *Sally Field*: “Because everyone loves her and she’s good and reliable with lots of good core competencies. She can carry the torch herself, but these days, she might need a facelift and an interesting supporting cast to command her audience”
- *Casey Affleck*: “Often in the shadow of its bigger siblings (Bellevue, Seattle) but with a lot to show and specialties of its own; as you get to know Kirkland it stands out for its own unique offerings”



If you were to depict Kirkland as a person, what would this person be like?

- “A middle-aged, married person with a few kids – he works but the wife stays home. Manages a venture capital firm in a small Kirkland office. Likes to be casual and goes to Starbucks in the morning, jogs at lunch, drives a nice BMW and has a boat moored on the lake. His biggest issue is deciding where to vacation on spring break”
- “Creative 40-year-old, married with no kids, working in high tech, wine-drinker, open-minded except when it comes to anything that threatens his/her personal view of the water”
- “Smart, savvy and with a deep sense of community. This person is married with children and believes in family and that they are part of the Kirkland family. This person is stylish, but not over the top, with an interesting personality and probably works in the technology field. Their issues are to keep their lifestyle about the same with a down economy and they will do what they need to do in order to stay alive and well. This person drives a newer imported vehicle and gets about average gas mileage”
- “This person would be in their mid 30s or early 40s, married with children. Both of the kids would be young, probably one still using a stroller. This person works in a straightforward profession, such as biotech or infotech. They probably are the epitome of a yuppie! They wear technical outdoor wear (Columbia, REI, etc.), own a jog stroller and are concerned about the quality of the local schools and the safety of their food and water. This person probably drives a mid to high-end outdoor vehicle, such as an Audi SUV.”



PERCEPTION STUDY

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Kirkland among the target audiences – state tourism officials, area tourism professionals, meeting and event planners as well as tour operators. What do these constituents of the brand have to say about the area as a place to visit?

Methodology & Results

North Star consultants conducted perception interviews via email and telephone with constituents in the target audience. Contact lists were provided to North Star by the brand drivers. Questions were phrased to gather qualitative information. An executive summary of results is outlined below.

TOURISM INDUSTRY CONTACTS

State and Regional Tourism Professionals

DESCRIPTIONS (ADJECTIVES) OF KIRKLAND:

- Charming town
- Upscale
- Close to Seattle
- A world apart
- Beautiful views
- Great natural surroundings.

ASSETS OF KIRKLAND:

- Amazing waterside parks
- Sophisticated, artsy vibe
- Good nightlife
- Beautiful, great for walking around
- Kirkland Uncorked
- The waterfront
- Spas.

REPUTATION OF KIRKLAND:

- I don't know
- Profile is low
- Argosy Cruises
- Cute town to walk around for the day
- Costco.



HOW KIRKLAND IS DIFFERENT FROM OTHER CITIES ON THE EASTSIDE:

- Quaint and quiet
- More public waterfront
- Everything slows down there
- Jumping off point for exploring Lake Washington.

TYPICAL KIRKLAND VISITOR:

- Boaters and families to Marina Park
- Weddings
- Young professionals
- Romantic getaways
- Car aficionados for Concours d'Elegance.

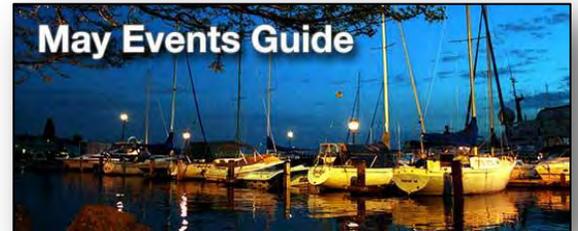


KIRKLAND'S TOURISM COMPETITORS:

- Seattle
- Seattle's University Village
- Downtown Bellevue
- Woodinville
- It's unique: Don't see it competing.

MOST-MENTIONED TOURISM CHALLENGES:

- Lack of a strong identity
- Marketing muscle
- Lack of a mid-range hotel option downtown
- Extending stays past daytrip or one night
- Lack of a strong, signature event
- Arts do not seem as strong as they once were.



MOST-MENTIONED TOURISM OPPORTUNITIES:

- More promotion
- Get out their calendar of events
- More packages to unite tourism partners and entice visitors
- Waterfront events and more water activities in the summertime
- Work more closely with Seattle.

IMPORTANCE OF THE ARTS TO KIRKLAND:

- Should integrate the arts into messaging
- Important for the sophisticated traveler they attract
- Capitalize on and continue to promote the arts
- Art tourism itself is not important, the artistic vibe of the city is important.

EVENT BEST SUITED FOR KIRKLAND:

- Kirkland Uncorked suits well
- Anything related to the arts
- Play up performance arts
- A classy spin on a sidewalk sale
- Holiday lighting is great
- Anything that embraces the waterfront.



ONE WORD TO DESCRIBE KIRKLAND:

- Waterfront
- Lakefront
- Charming
- Enchanting
- Quaint
- Slower-paced
- Getaway.

WHAT KIRKLAND COULD DO TO ENTICE DAYTRIPPERS TO EXTEND THEIR STAY:

- Create an event with a cultural feel that will keep people for 1-2 nights, like a street fair or jazz festival
- Use the waterfront to promote the dramatic setting as a romantic “staycation” to urban crowds
- More downtown hotel rooms at various price points
- Create package deals to help the tourist identify an itinerary that goes beyond the one day of shopping and strolling.

A CITY THAT WOULD BE A GOOD PARTNER FOR COLLABORATIVE MARKETING WITH KIRKLAND:

- Downtown Bellevue because it is a major shopping destination and offers more hotel options. It could be an easy shuttle ride from Kirkland’s downtown
- Woodinville Wine Country: Tours are a nice complement to the waterfront experience in Kirkland
- Work more closely with Seattle to reach a wider audience. Utilize their expertise and resources and promote yourself as Seattle’s opposite.



NOTABLE QUOTES FROM KIRKLAND STAKEHOLDERS AND TOURISM PROFESSIONALS:

- “It’s lively, beautiful and great for walking around”
- “They need to embrace the upscale-ness that they have and make it a part of everything they do such as with their events and marketing”
- “The arts are part of its identity. It is an added flavor, not the main dish, but that doesn’t mean it shouldn’t be pumped up”
- “It’s charming and appealing in a different way. Everything slows down and you can really enjoy yourself, but it’s thriving, too. There’s a radiance to it”
- “We have a feeling of lakeside serenity, but it still has an urban-ness to it. You’re still in the city, just a cooler, quieter nook”
- “There are attitudes within the city that don’t care about tourism, and won’t give events a chance”
- “The lack of identity and marketing muscle is really holding them back.”



CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)

Purpose

The purpose of this study is to gain insight into consumer awareness, visitation and perceptions of Kirkland. Specifically, the survey measures:

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

Methodology & Results

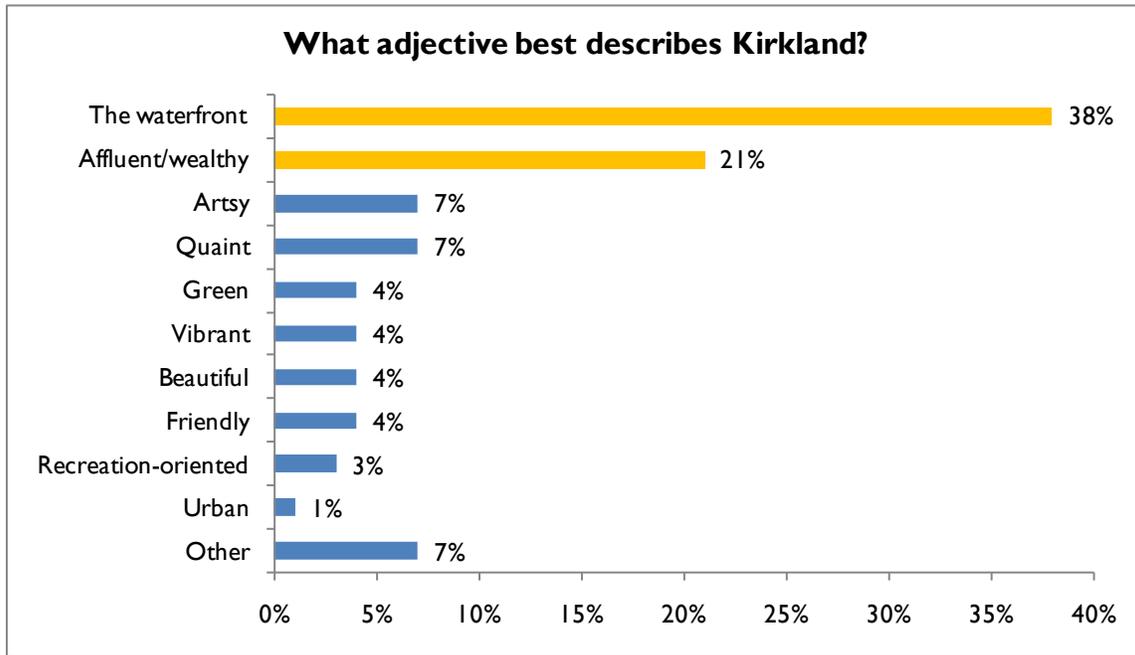
A survey was conducted via the internet among consumers in two key competitive markets for Kirkland. The two markets used for this CAP Study were Seattle and Eastside communities (Bellevue, Issaquah, Redmond, Kenmore, Bothell and Woodinville).

A total of 200 surveys were completed, allowing for a margin of error at +/-7.04% at a 95% confidence level. Half of the surveys were conducted in the Seattle market and the other 100 interviews in the Eastside communities listed above.

See **Appendix B** for the complete list of open-ended responses.

DESCRIPTION:

Respondents felt the waterfront (38%) was the adjective that best describes Kirkland. The waterfront was followed by affluent/wealthy (21%).



TOP OF MIND PERCEPTIONS:

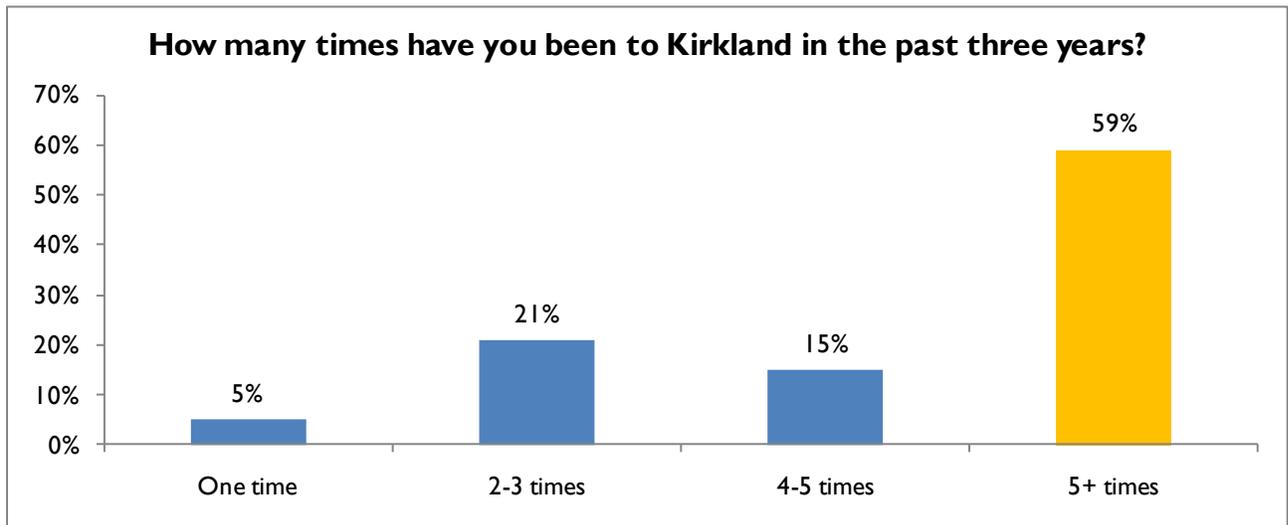
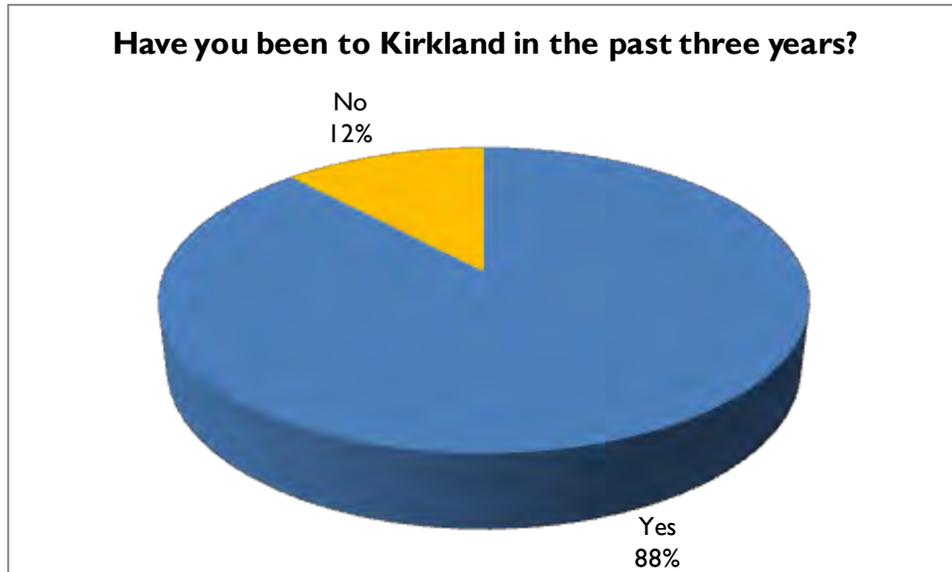
What comes to mind when you think of...

- Kirkland: Seattle's ritzy suburb and the waterfront on Lake Washington
- Seattle: Beautiful big cosmopolitan city, the Space Needle and the waterfront
- Redmond: Microsoft and the Redmond Town Center
- Woodinville: Wineries, rural area and Chateau St. Michelle
- Bellevue: A vibrant, upscale suburb; a growing city and Bellevue Square Mall



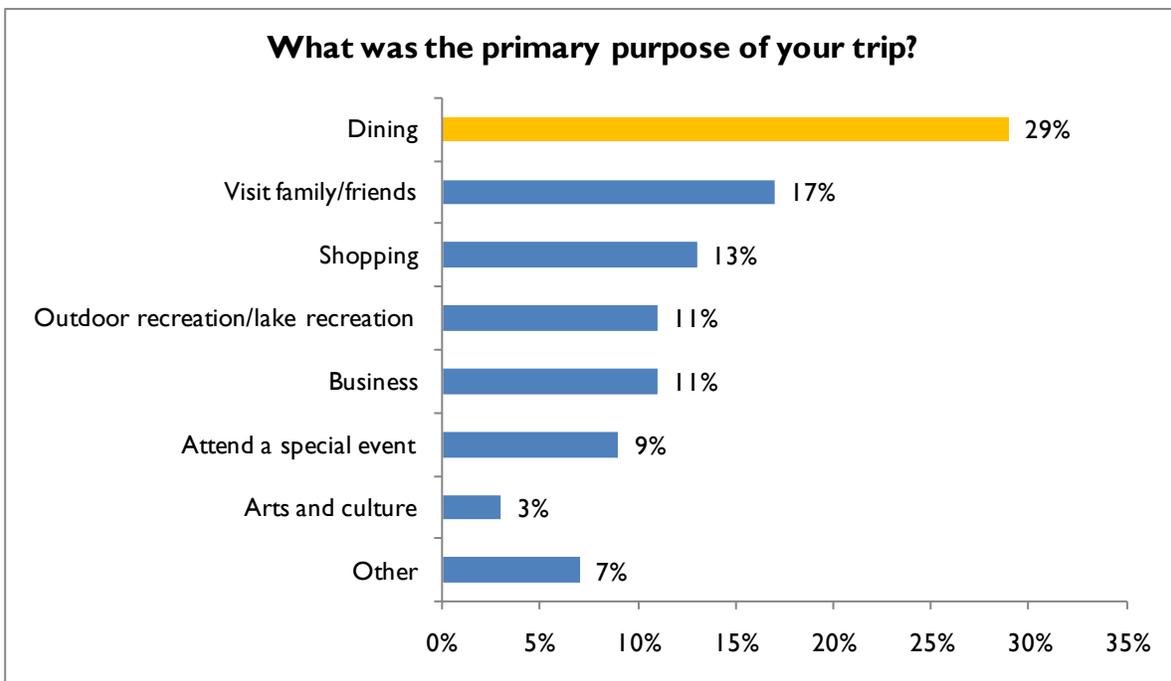
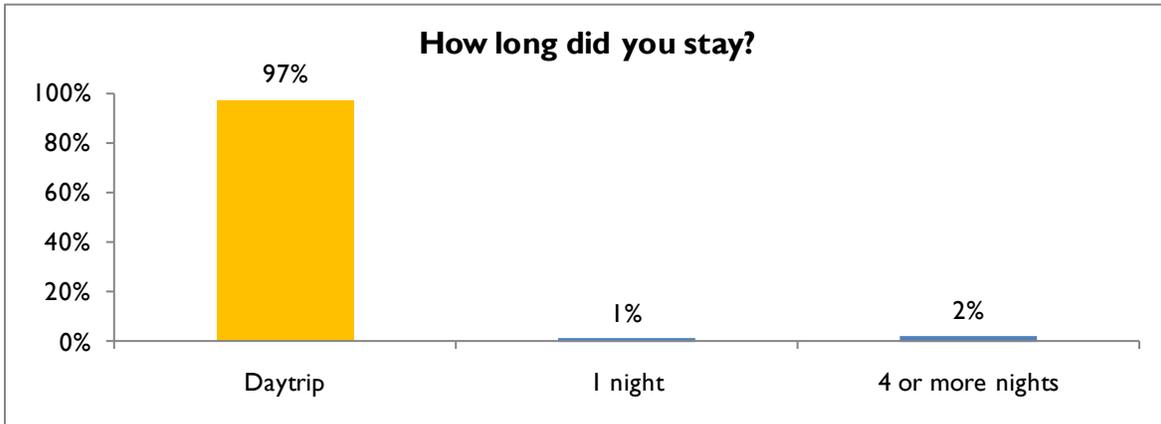
VISITOR INFORMATION:

Visitation Frequency: Over three-fourths (88%) of the respondents have visited Kirkland in the last three years. Of those 88%, 59% have visited more than five times.



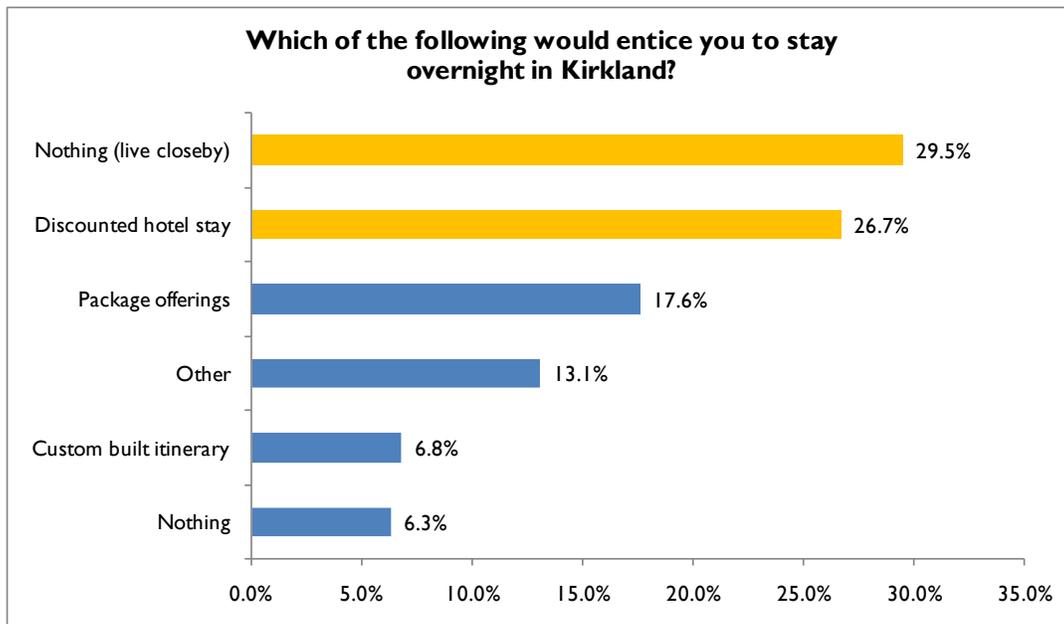
LENGTH OF STAY AND PRIMARY PURPOSE OF TRIP:

Almost all of the respondents visited Kirkland on a daytrip. Dining was the primary purpose for taking a trip to Kirkland for just under one-third (29%) of the respondents.



DRIVERS FOR AN OVERNIGHT STAY:

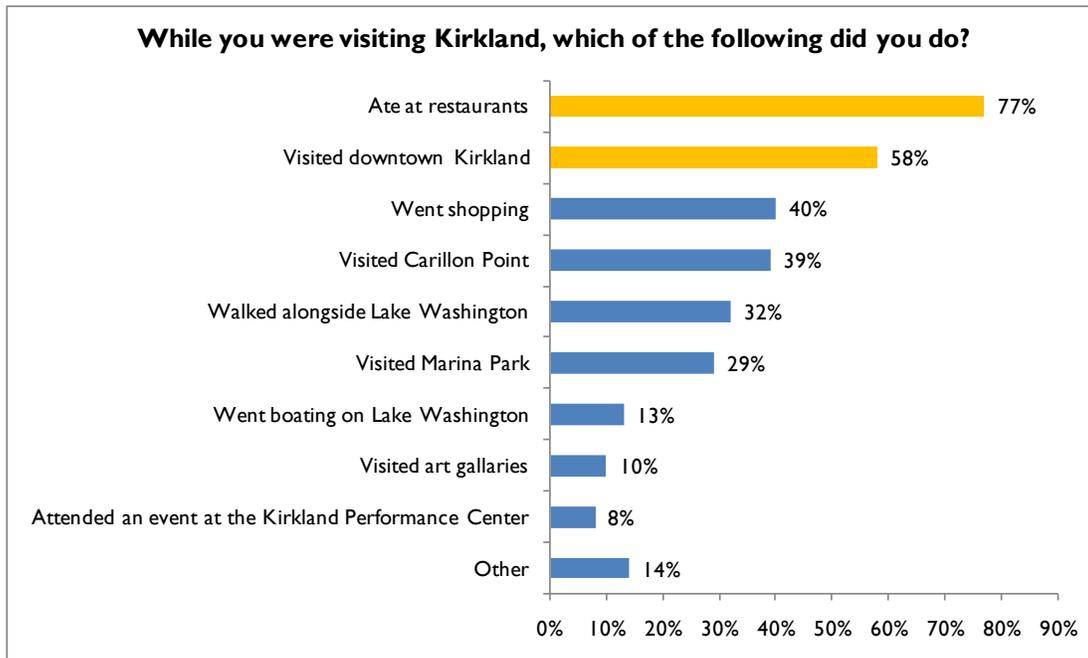
One-quarter of the respondents said they would stay overnight in Kirkland if there were discounted hotel stays offered.



Other: Answers included an event in Kirkland that would entice them to stay overnight and having a friend who lives in Kirkland.

TRIP ACTIVITIES:

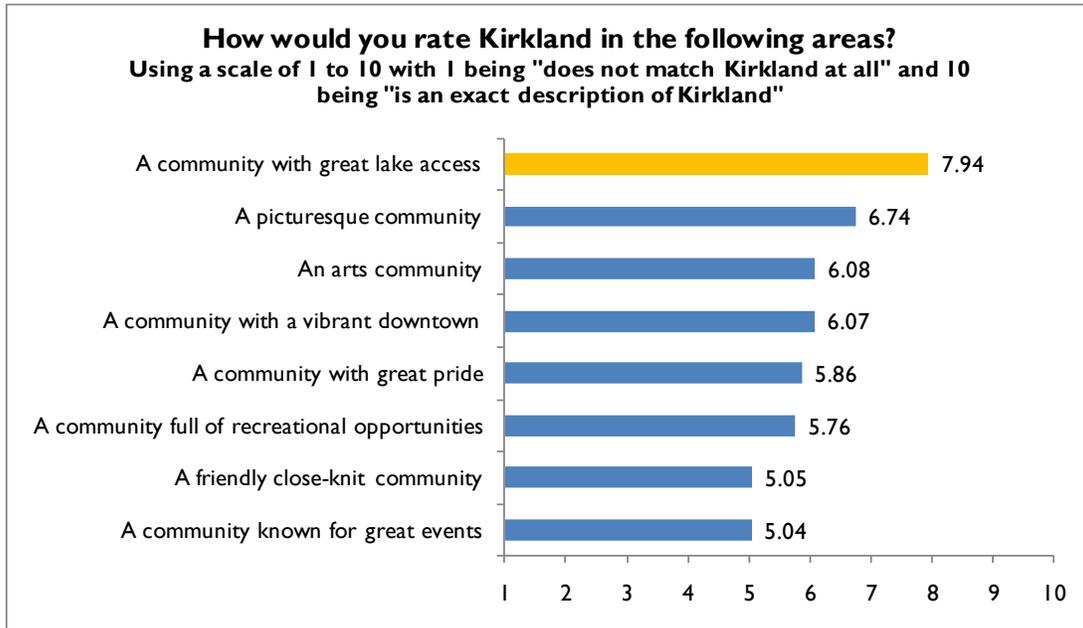
Top trip activities included eating at restaurants (77%), visiting downtown Kirkland (58%) and shopping (40%).



Other: Visited friends and went to a doctor's appointment

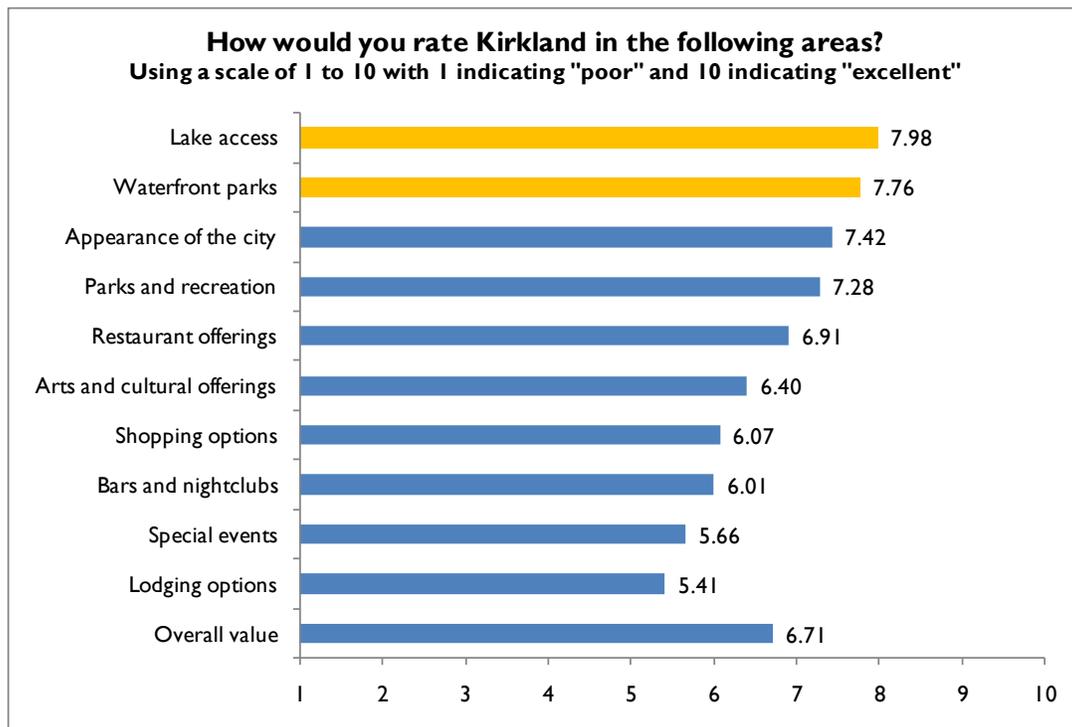
MATCHING DESCRIPTION:

A community with great access to Lake Washington was the highest-rated matching description with a mean score of 7.94. Great lake access was followed by a picturesque community (6.74) and an arts community (6.08).



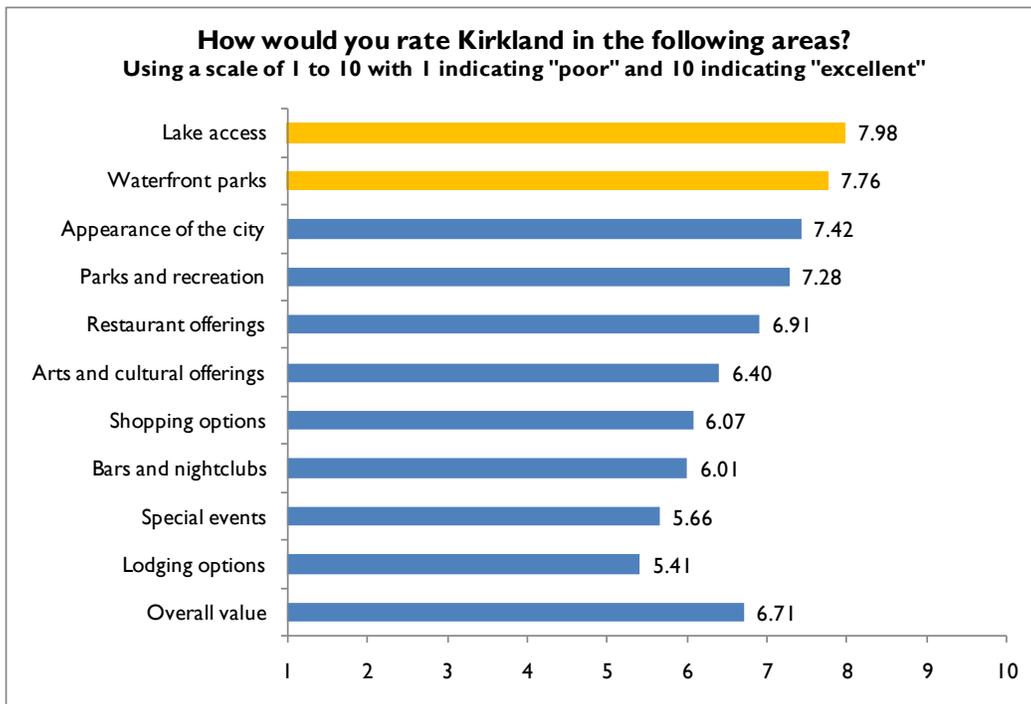
MOST DISTINGUISHABLE CHARACTERISTICS:

Respondents felt that the Lake Washington waterfront (8.47), parks and recreation (7.05), and charming downtown (7.01) are the most distinguishable characteristics of Kirkland.



ATTRIBUTE DELIVERY:

Lake access scored the highest attribute rating (7.98) and lodging options received the lowest rating (5.41).

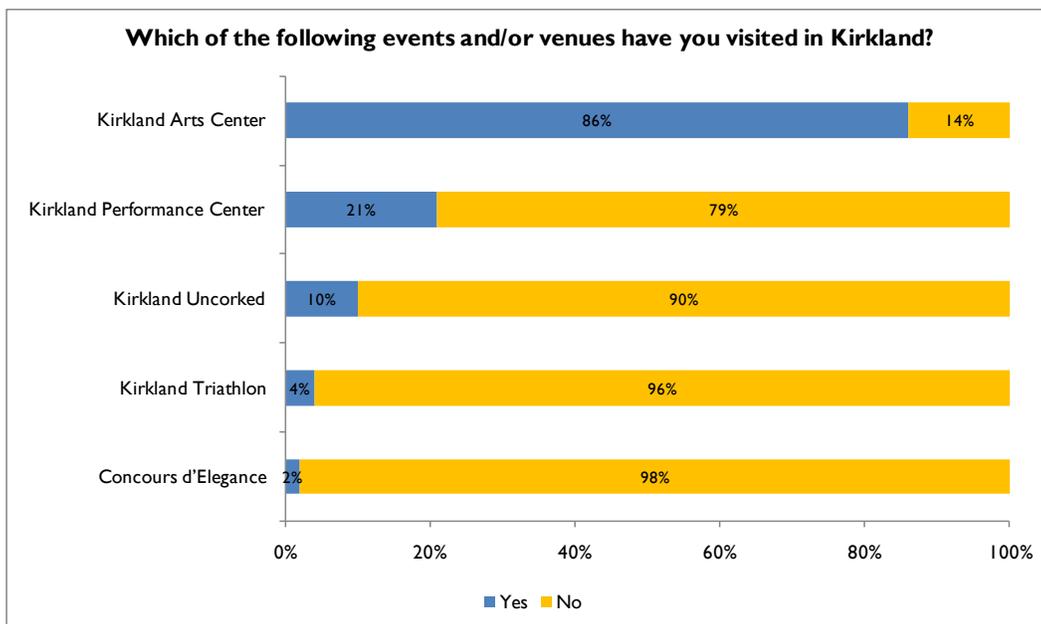


What is missing from Kirkland (See Appendix B for a complete list of responses):

Better shopping and restaurants were the two most mentioned areas.

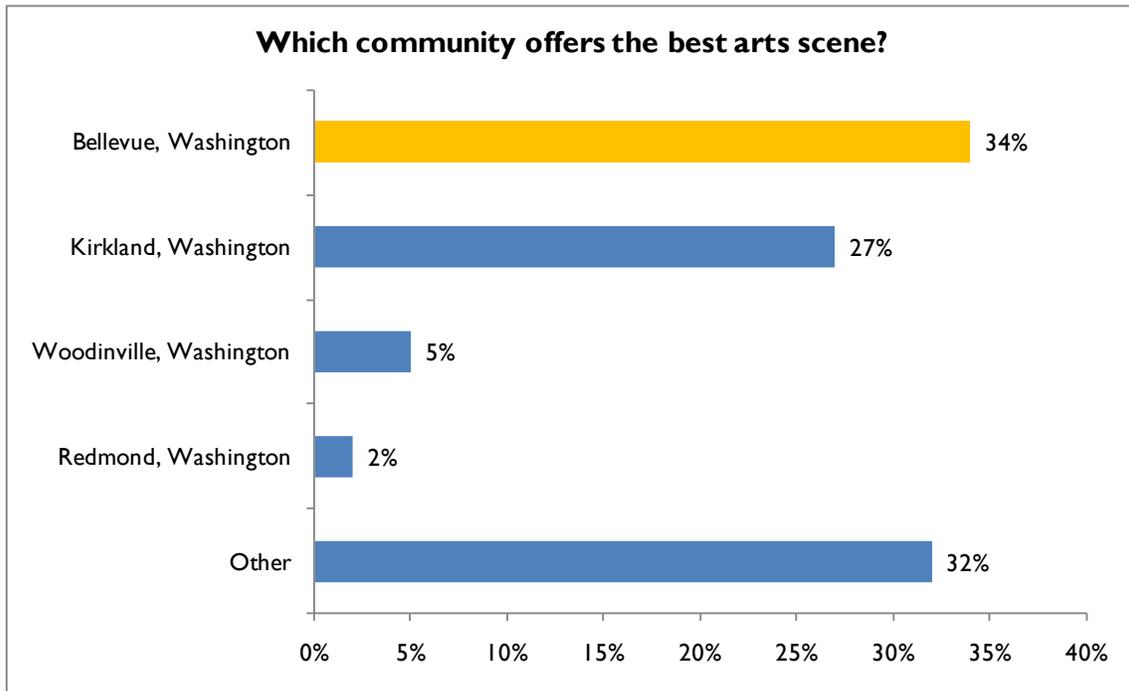
VENUES VISITED:

Respondent visited the Kirkland Arts Center (86%) more than any other venue. The Kirkland Arts Center was followed by the Kirkland Performance Center (21%).



BEST ARTS SCENE:

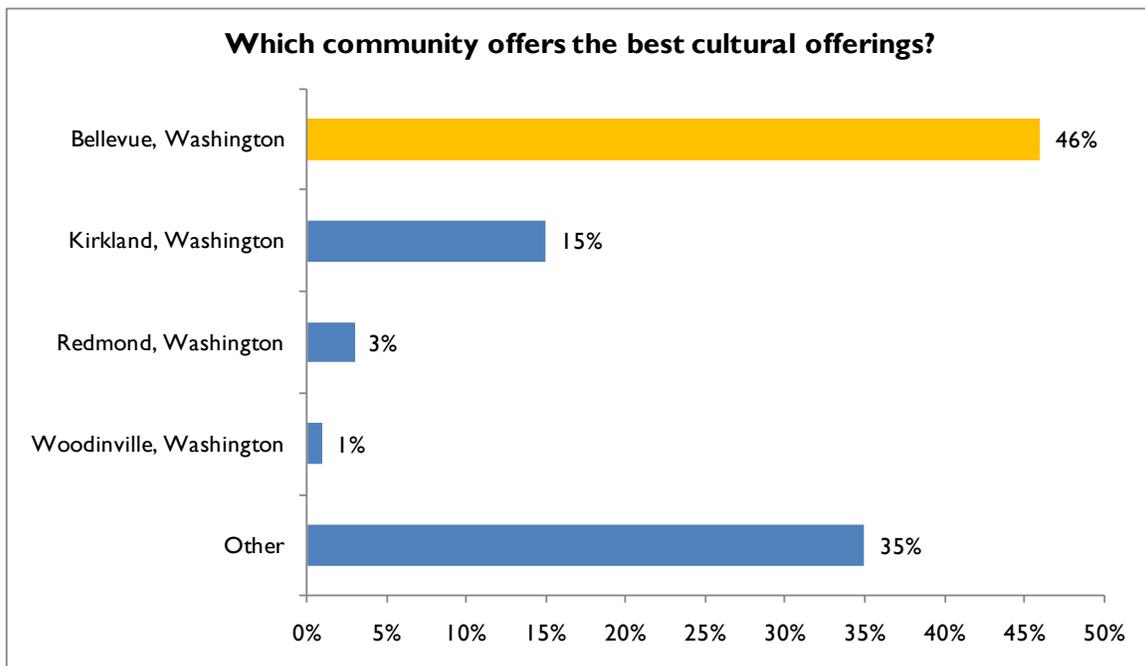
Respondents felt Bellevue (34%) offered the best arts scene followed by Kirkland (27%).



Other: Seattle

BEST CULTURAL OFFERINGS:

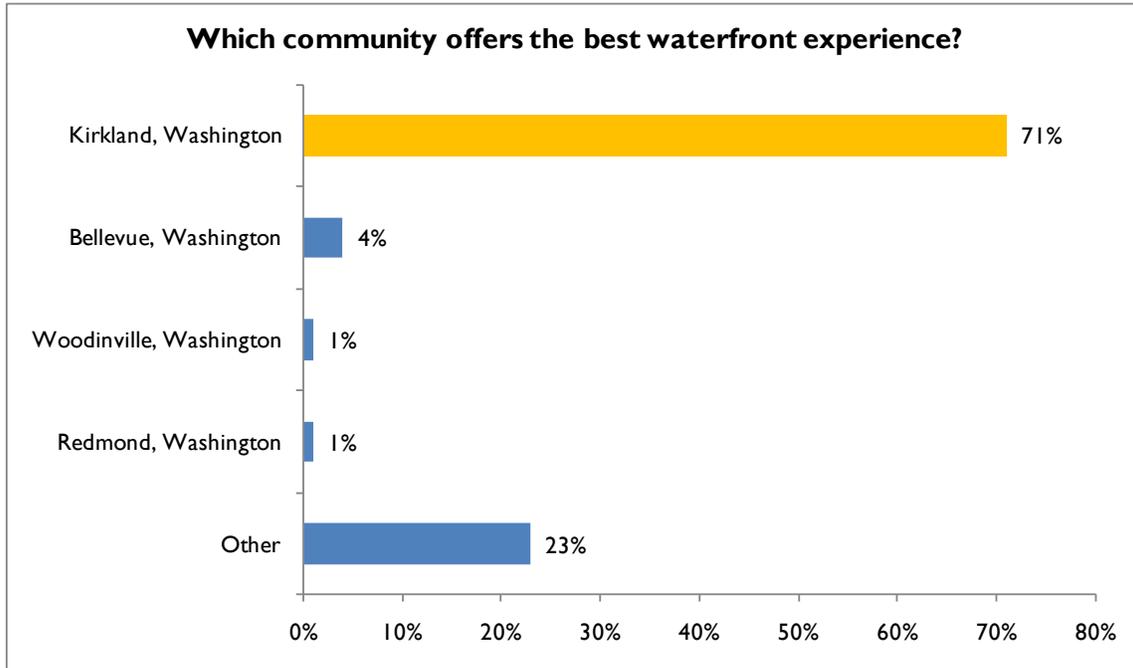
Respondents felt Bellevue (46%) is the community that has the best cultural offerings. Bellevue was followed by Kirkland (15%).



Other: Seattle

BEST WATERFRONT EXPERIENCE:

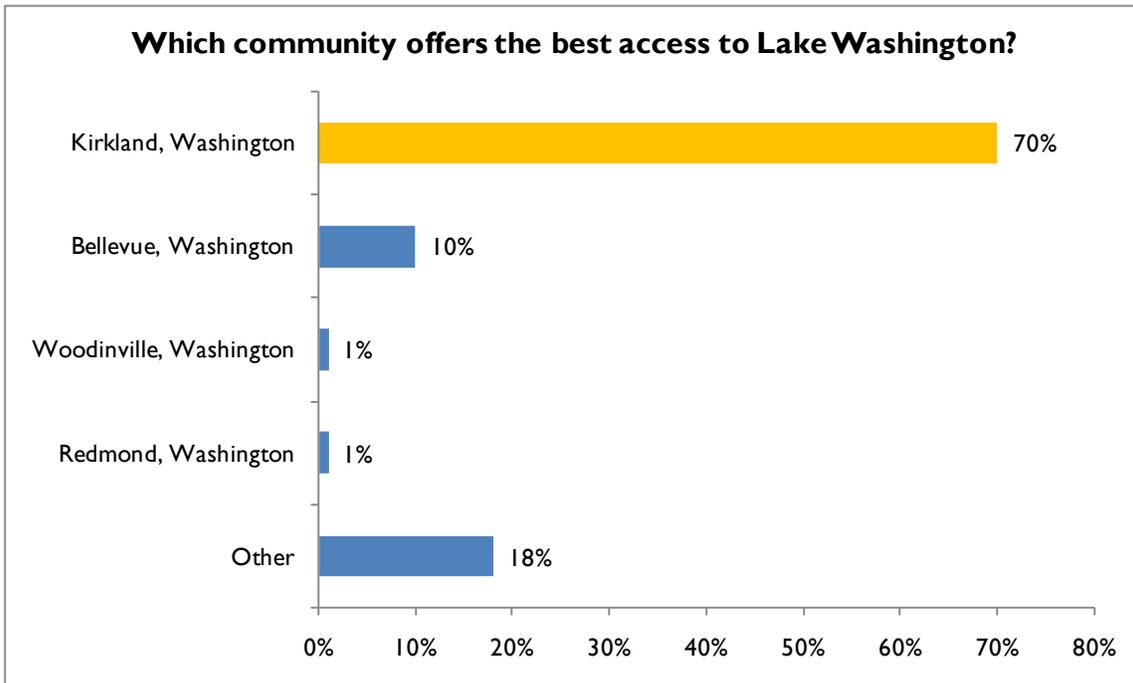
Respondents overwhelmingly felt Kirkland (71%) offered the best waterfront experience.



Other: Seattle

BEST ACCESS TO LAKE WASHINGTON:

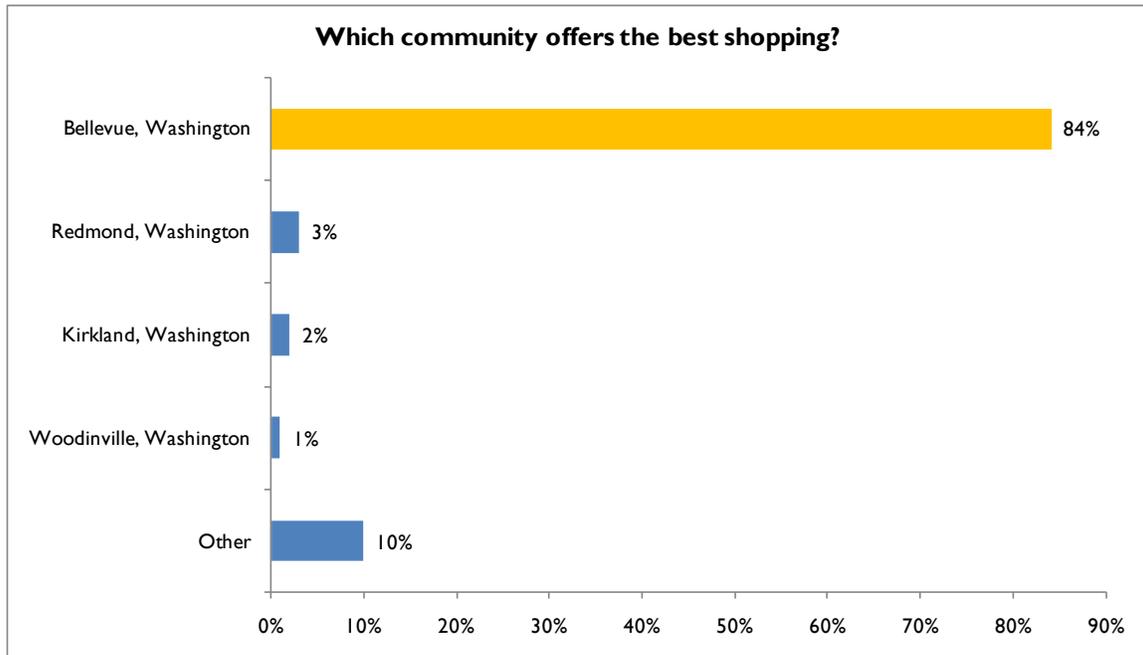
Respondents felt Kirkland (70%) is the community that offers the best access to Lake Washington. Kirkland was followed by Bellevue (10%).



Other: Seattle

BEST SHOPPING:

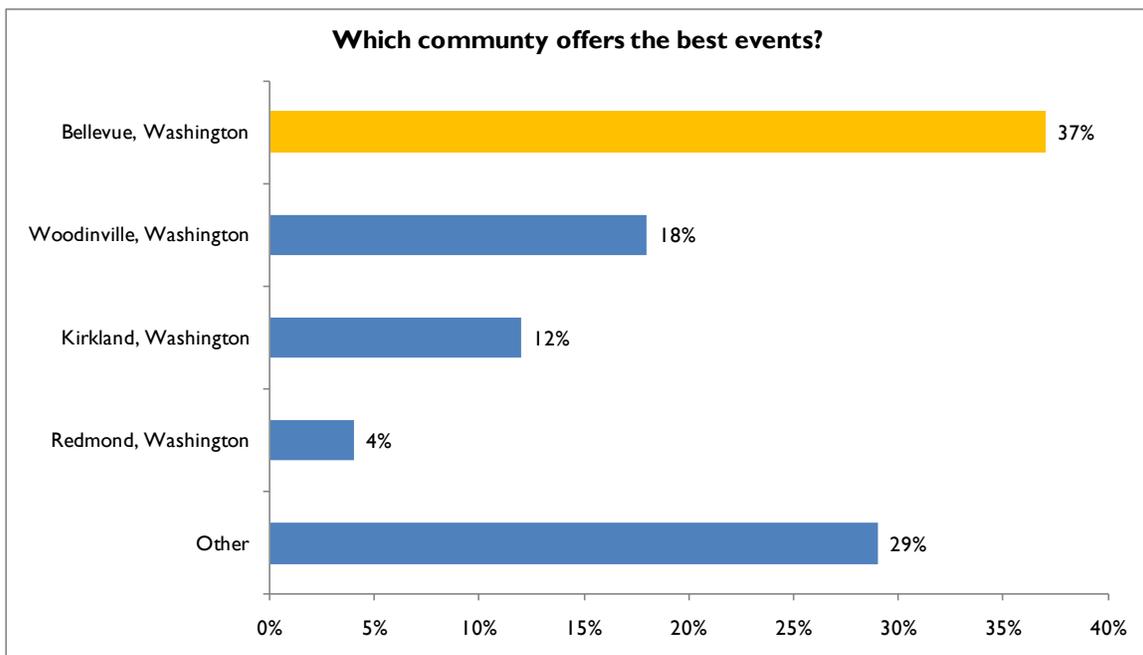
Respondents felt Bellevue (84%) offers the best shopping.



Other: Seattle

BEST EVENTS:

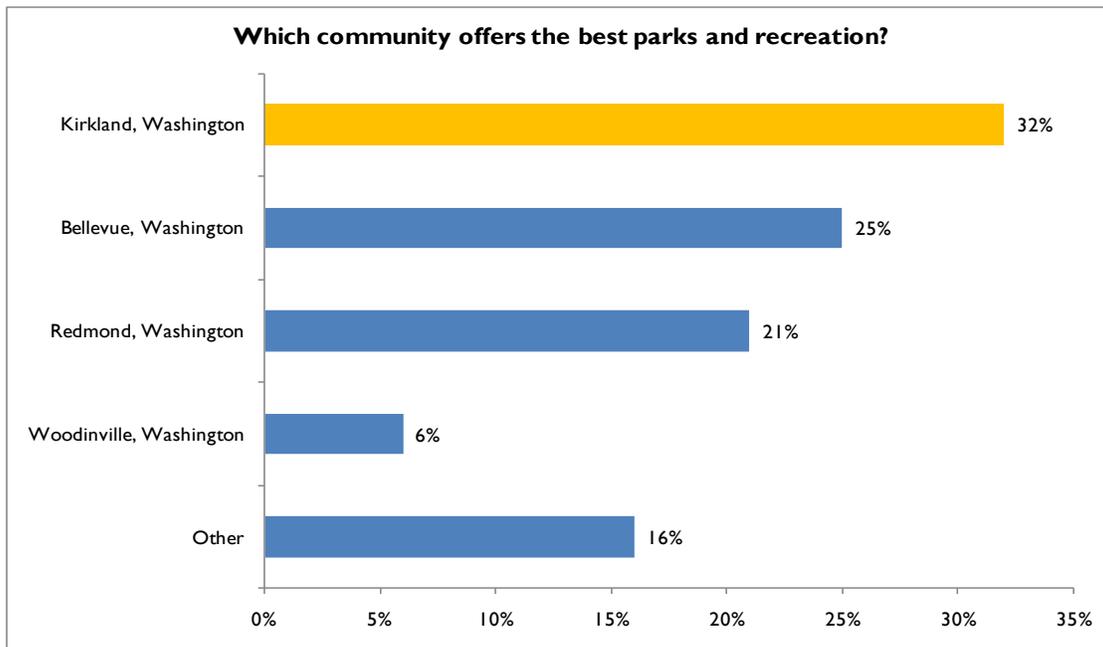
Respondents felt Bellevue (37%) is the community that offers the best events. Bellevue was followed by Woodinville (18%) and Kirkland (12%).



Other: Seattle

BEST PARKS AND RECREATION:

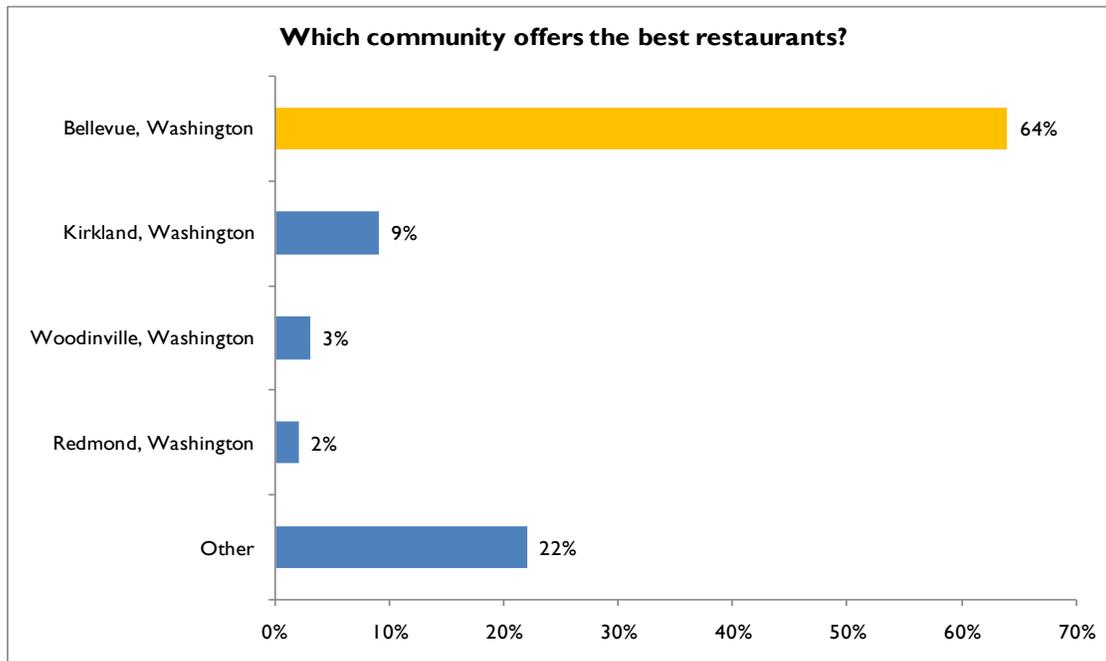
Respondents felt Kirkland (32%) is the community that offers the best parks and recreation. Kirkland was followed by Bellevue (25%) and Redmond (21%).



Other: Seattle

BEST RESTAURANTS:

Respondents felt Bellevue (64%) is the community that offers the best restaurants. Bellevue was followed by Kirkland (9%).

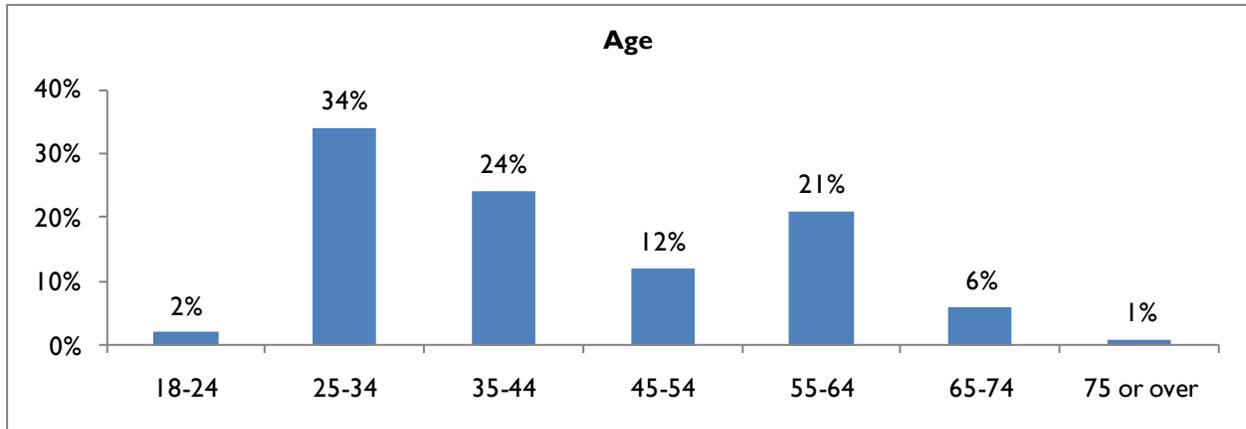


Other: Seattle

DEMOGRAPHICS:

This section gives age, income and gender of the respondents.

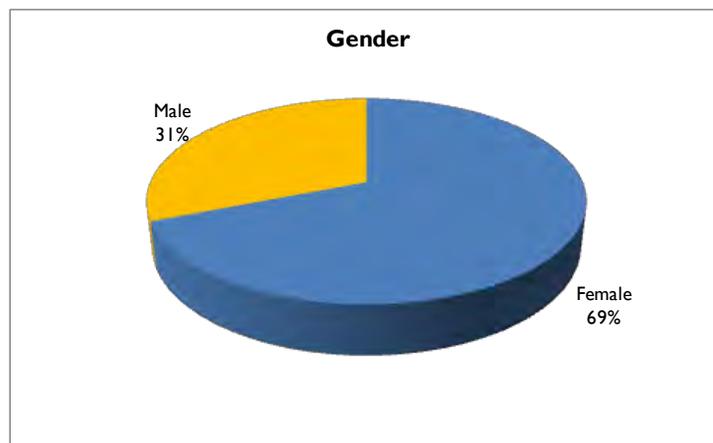
AGE: *The largest majority of respondents were 25-34.*



INCOME: *Over half of the respondents earn over \$75,000.*



GENDER: *Sixty-nine percent (69%) of the respondents were female and thirty-one percent (31%) were male.*



INQUIRY ORIGIN STUDY

Purpose

An Inquiry Origin Study was conducted to understand the markets from which Kirkland's Sunset Magazine Lead Inquiries originate.

Inquiry Origin Study Methodology & Results

Over 1,000 inquiry records were collected and geocoded (assigned) to a Core Based Statistical Area (CBSA) – the geographic area used to define advertised markets.

The complete set of results and associated reports for the Sunset Magazine lead inquiries can be found on the Final BrandPrint CD. Please see **Appendix C** for a print out of the geographic summary and larger versions of the origin mapping.

This information should be considered when selecting markets for brand communications. Additional variables like cost of advertising and distance from Kirkland should also be taken into account.

TOP STATES FOR INQUIRIES

California and Washington top the chart

1. California	31.5%
2. Washington	25.8%
3. Oregon	8.3%
4. Arizona	4.6%
5. Colorado	4.4%

TOP OVERNIGHT VISITOR CBSA's

Seattle-Tacoma-Bellevue and Los Angeles-Long Beach are the most represented CBSAs

1. Seattle-Tacoma-Bellevue, WA	15.8%
2. Los Angeles-Long Beach, CA	8.6%
3. San Francisco-Oakland, CA	5.5%
4. Portland-Vancouver, OR-WA	4.8%
5. San Diego-Carlsbad, CA	3.0%
6. Denver-Aurora, CO	2.5%
7. Phoenix-Mesa-Scottsdale, AZ	2.3%
8. Sacramento-Arden, CA	1.8%
9. Las Vegas-Paradise, NV	1.7%
10. Riverside-San Bernadino, CA	1.7%



AREA ATTRACTION ORIGIN STUDY

Purpose

An Area Attraction Origin Study was conducted to understand the markets from which patrons of the Kirkland Art Center originate.

Methodology & Results

We collected 557 visitation records from the Kirkland Arts Center. As with the inquiry origin study, each record was geocoded (assigned) to a Core Based Statistical Area (CBSA) – the geographic area used to define advertised markets. The following information should be considered when selecting markets for brand communications. Additional variables like cost of advertising and distance from Kirkland should also be taken into account.

The complete set of results and associated reports for the Area Attraction Origin Study can be found on the Final BrandPrint CD. Please see **Appendix C** for a print out of the geographic summary and larger versions of the origin mapping.

TOP VISITOR STATES

The largest majority of visitors originated from Washington

1. Washington	98.9%
2. Alaska	0.2%
3. California	0.2%
4. Florida	0.2%
5. Illinois	0.2%

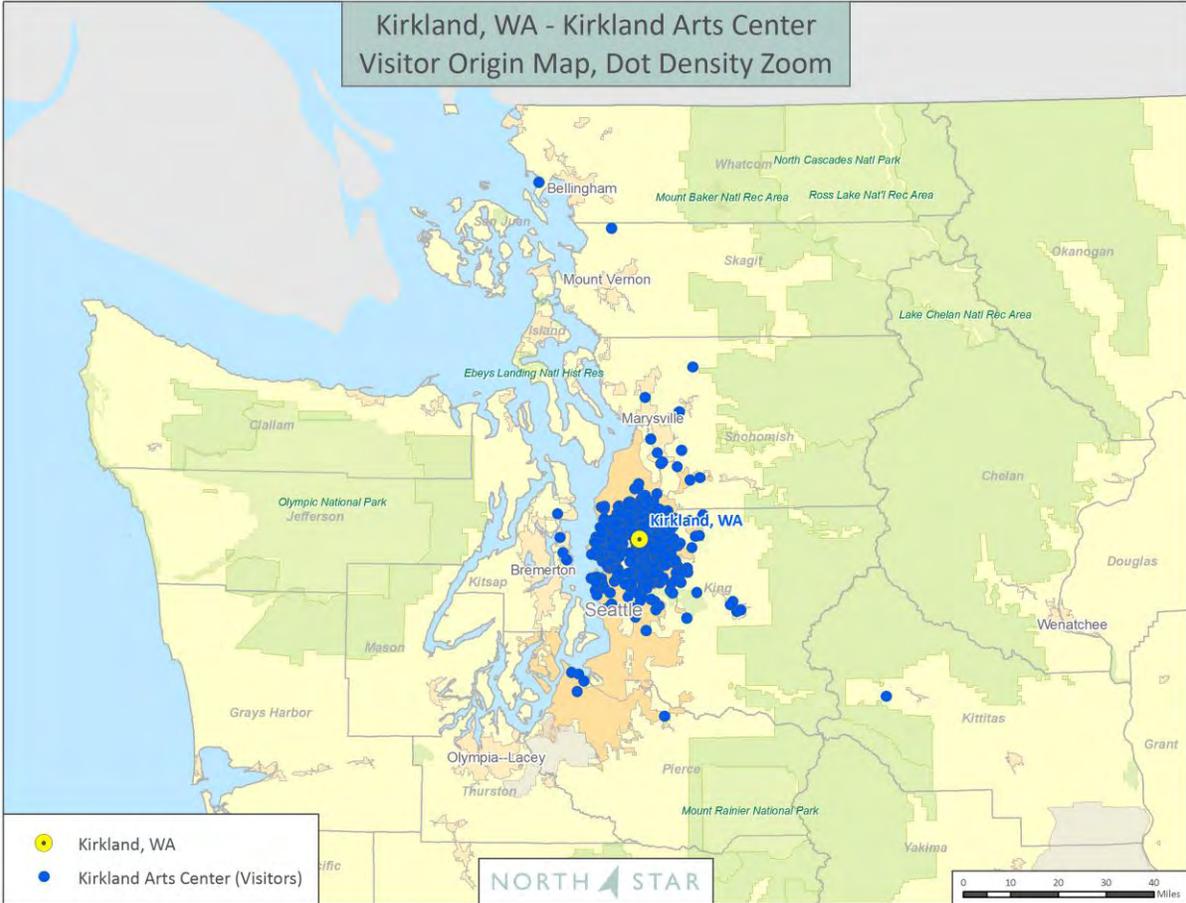
TOP KIRKLAND ART CENTER VISITOR CBSA's

The area with the highest visitor rate is Seattle-Tacoma-Bellevue

Top 10 CBSAs

Seattle-Tacoma-Bellevue, WA	97.5%
Bremerton-Silverton, WA	0.9%
Anchorage, AK	0.2%
Bellingham, WA	0.2%
Boston-Cambridge, MA	0.2%
Cape Coral-Ft Myers, FL	0.2%
Champaign-Urbana, IL	0.2%
Ellensburg, WA	0.2%
Mount Vernon-Anacortes, WA	0.2%
Salt Lake City, UT	0.2%

Kirkland, WA - Kirkland Arts Center
Visitor Origin Map, Dot Density Zoom



OVERNIGHT VISITATION ORIGIN STUDY

The top ten visitor CBSA's were provided to North Star by the Woodmark Hotel to aid in our understanding of Kirkland's visitors.

This information should be considered when selecting markets for brand communications. Additional variables like cost of advertising and distance from Kirkland should also be taken into account.

TOP OVERNIGHT VISITOR CBSA's

Seattle-Tacoma-Bellevue and San Francisco-Oakland are the most represented CBSAs

1.	Seattle-Tacoma-Bellevue, WA	28.0%
2.	San Francisco-Oakland, CA	11.0%
3.	Los Angeles-Long Beach, CA	8.0%
4.	New York-White Plains-Wayne, NY-NJ	5.0%
5.	Portland-Vancouver-Beaverton, OR-WA	5.0%
6.	Salinas-Monterey, CA	3.0%
7.	Yakima, WA	3.0%
8.	Dallas-Ft. Worth-Arlington, TX	2.0%
9.	Chicago-Naperville-Michigan City, IL-IN-WI	2.0%
10.	Spokane, WA	2.0%

CBSA COMPARISON:

Below is a chart comparing the origin of those who inquired into Kirkland through the Sunset Leads and those who actually stayed overnight at the Woodmark Hotel.

	Sunset Leads	Woodmark Hotel
1	Seattle-Tacoma-Bellevue, WA (15.8%)	Seattle-Tacoma-Bellevue, WA (28%)
2	Los Angeles-Long Beach, CA (8.6%)	San Francisco-Oakland, CA (11%)
3	San Francisco-Oakland, CA (5.5%)	Los Angeles -Long Beach, CA (8%)
4	Portland-Vancouver-Beaverton, OR-WA (4.8%)	New York-White Plains-Wayne, NY-NJ (5%)
5	San Diego-Carlsbad- San Marcos, CA (3%)	Portland-Vancouver-Beaverton, OR-WA (5%)
6	Denver-Aurora, CO (2.5%)	Salinas-Monterey, CA (3%)
7	Phoenix-Mesa-Scottsdale, AZ (2.3%)	Yakima,WA (3%)
8	Sacramento-Arden, CA (1.8%)	Dallas-Fort Worth-Arlington, TX
9	Las Vegas-Paradise, NV (1.7%)	Chicago-Naperville-Michigan City, IL-IN-WI
10	Riverside-San Bernardino, CA (1.7%)	Spokane, WA

Observations:

- The inquiry and visitor profiles share many CBSA's in common, indicating that those who inquiring into Kirkland are actually visiting.
- New York is well represented in the visitor profile but does not break into the top 10 markets in inquiries

COMMUNITY TAPESTRY STUDY

An Introduction to Community Tapestry™

For the past 30 years, companies, agencies and organizations have used segmentation to divide and group their markets to more precisely target their best customers and prospects. This targeting method is superior to using “scattershot” methods that might attract these preferred groups. Segmentation explains customer diversity, simplifies marketing campaigns, describes lifestyle and lifestage of the residents and consumers and incorporates a wide range of public and private data.

Segmentation systems operate on the theory that people with similar tastes, lifestyles and behaviors seek others with those same tastes (hence the phrase “like seeks like”). These behaviors can be measured, predicted and targeted. The Community Tapestry™ segmentation system combines the *who* of lifestyle demography with the *where* of local neighborhood geography to create a model of various lifestyle classifications or segments of actual neighborhoods, identifying distinct behavioral market segments.

Based on the foundation of proven segmentation methodology introduced more than 30 years ago, the Tapestry system classifies U.S. neighborhoods into 12 larger LifeMode groups and within those 12 larger groups, 65 more distinct market segments. Neighborhoods with the most similar characteristics are grouped together while neighborhoods showing divergent characteristics are separated.

In addition to profiling the residents of your community, the Tapestry system has the capabilities of profiling a different, possibly competitive region. In Kirkland’s case, we compared your resident profile with inquiry records and lodging records.

The customer profiles reveal the demographics, lifestyles and product preferences of a community’s consumers. Consumers can be visitors, residents or businesses, anyone who actively buys or sells goods in the city. By understanding who its customers are, more appropriate responses can be formed to address their needs with better messaging, products and services.

Said simply, the more you can learn about your customers (in this case your residents and visitors), the better you can serve them, keep them and find more like them.

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Purpose

A Community Tapestry Study was conducted to understand the target audience's lifestyle in detail. This included complete profiling reports for Kirkland residents, Eastside residents as well as Kirkland Arts Center patrons.

Methodology & Results

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods in several ways, including:

- LifeMode Groups:
 - 12 summary groups based on lifestyle and lifestage
 - Members share an experience (being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.)
- Urbanization Groups:
 - 11 summary groups based on geographic/physical features and income
 - Members share a physical location and the traits of that physical location (population density, size of city, proximity to a metropolitan area, etc.)
- Community Tapestry Segments:
 - 65 groups based on sociographic and demographic composition
 - Considers income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility and communication, lifestyle and media patterns
 - Most distinct level of segmentation

The results from the Tapestry studies can be classified into two main reports:

- Who Report:
 - Profiles the demographic and lifestyle segmentation of the population
 - Classifies the population in each of the ways outlined above and indexes the population under study against national averages
- What Report:
 - Provides a detailed profile of the core population for 37 separate lifestyle and media groups in over 2,200 sub-categories
 - Each category is indexed against the average U.S. resident to determine whether a member of the population under study is more or less likely to exhibit the specific behavior.

Key findings from the Community Tapestry reports are shown on the following pages.

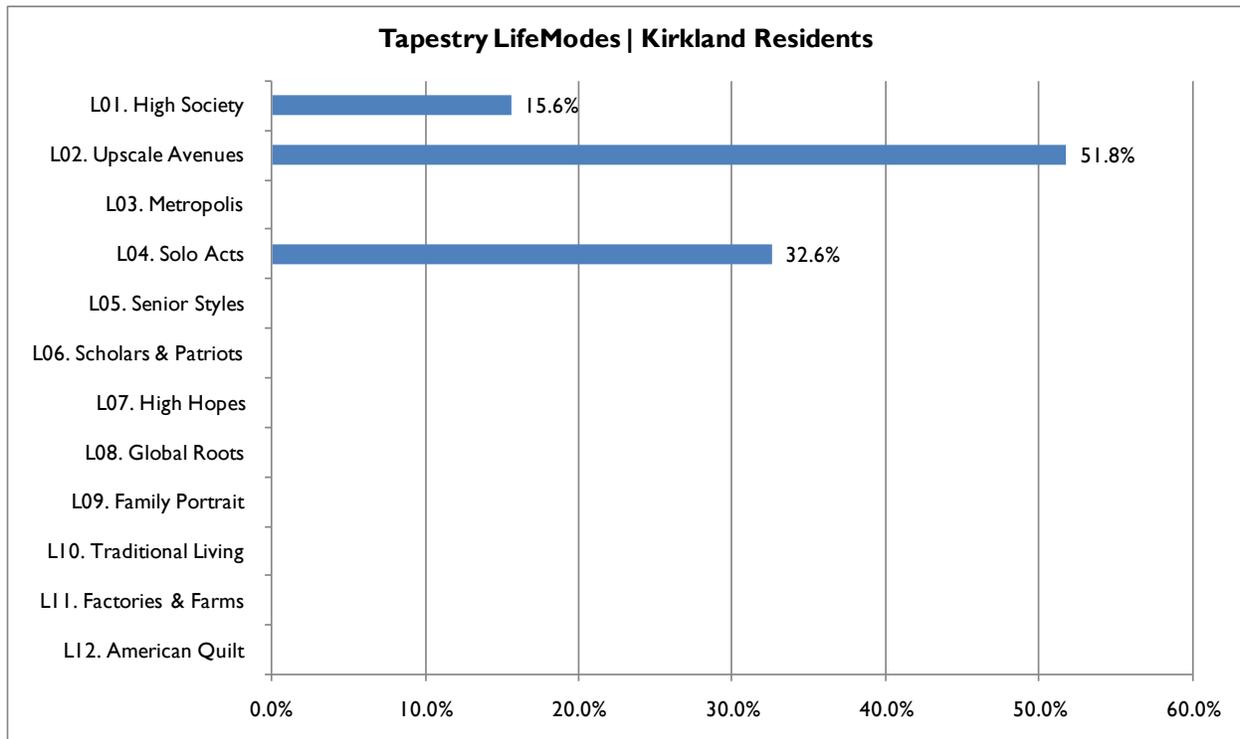
For the comprehensive Tapestry Who and What reports, please refer to the Final BrandPrint CD. For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry Poster and CD.

COMMUNITY TAPESTRY WHO REPORT | RESIDENTS

The charts below highlights some of the key findings about Kirkland residents as they relate to LifeMode Groups and Tapestry Segments. Remember, members in a LifeMode Group share an experience such as being born in the same time period, facing the same lifestage, having a certain level of affluence, etc.

The number in front of each LifeMode corresponds with the LifeMode Group designation outlined on the community Tapestry Poster. Please refer to the Community Tapestry Poster and CD that North Star provided for more in-depth information on each LifeMode Group.

Below you can see how Kirkland residents are divided into each of the 12 LifeMode Groups.



OBSERVATION: *Kirkland residents fall into the most affluent LifeModes with a younger average age than the rest of the United States*

Top Kirkland LifeMode Groups:

Upscale Avenues (51.8%):

- Prosperity is the overriding attribute shared by this group
- Success has been earned from years of hard work
- Many in this group are well educated with above average earnings
- The median household income for the group is more than \$65,000 and their median net worth exceeds \$153,000.

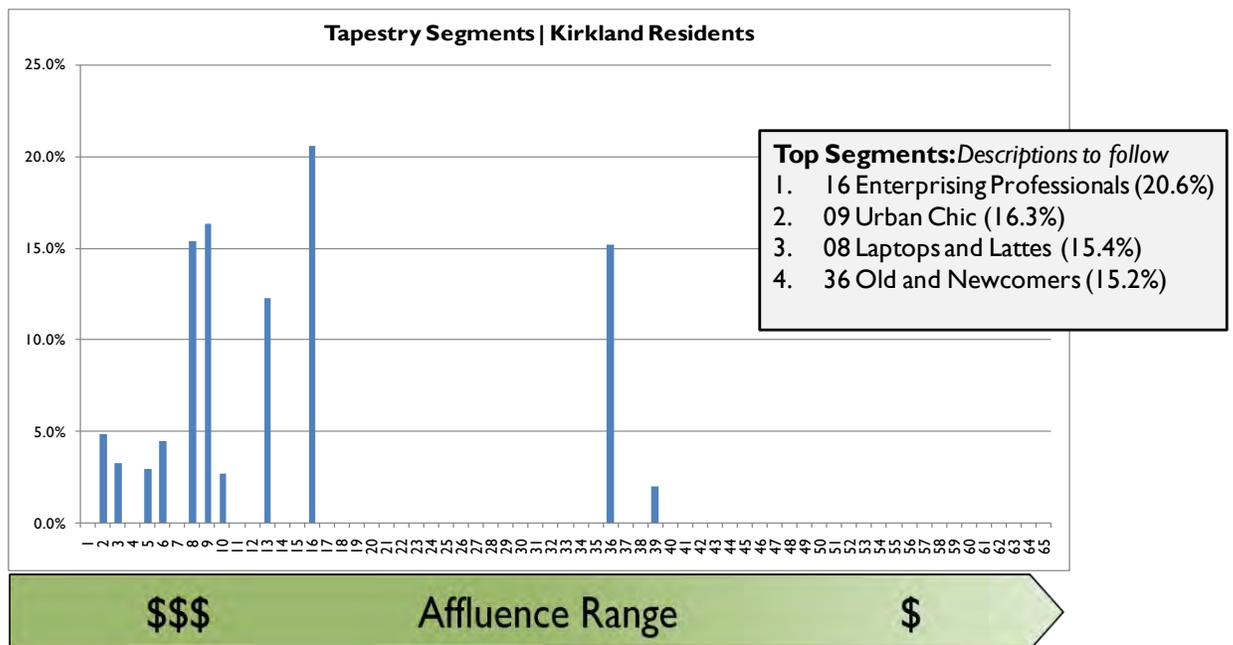
Solo Acts (32.6%):

- The Solo Acts summary group features singles who prefer city life. Many are young, startup households located in America’s more densely populated neighborhoods; some are well-established singles who have eschewed homeownership and child-rearing responsibilities.
- Second only to High Society, this group tends to be well educated, working professionals who are either attending college or already hold a degree.
- Their incomes reflect their employment experience, ranging from a low median of \$39,800 among the newest households to approximately \$87,000 among established singles.

High Society (15.6%)

- The markets in High Society are affluent and well educated.
- They represent slightly more than 12 percent of all U.S. households but generate nearly one-quarter of the total U.S. income.
- Employment is in high-paying positions, such as professional or managerial occupations.
- The median household income for this group, \$94,000, is almost twice that of the national median.
- Most households are married-couple families residing in affluent neighborhoods where the median home values surpass \$290,000.

The following chart breaks the 12 LifeMode Groups down into Tapestry’s 65 Segments. Segments are the most distinct level of segmentation. Remember that the Segments are in order of affluence with Segment one being the most affluent and 65 the least affluent.



OBSERVATION: Common to all of these Segments, Kirkland residents are largely employed in professional/management positions, hold a Bachelor’s and graduate degrees, have a median age in the mid-30s, index high in online activity, own/trade stocks/bonds and shop upscale brands.

Resident's Top Tapestry Segments: 100 represents the U.S. average

16 Enterprising Professionals (20.6%): Index 1218 against the U.S.

- Young, highly-educated, working professionals; either single or recently married.
- Median age is 32 and median HHI is \$65,000.
- 47% hold a college or graduate level degree. Seek growth opportunities and go where the jobs are available, changing cities and homes frequently.
- They are nomadic but very well connected through PDAs, internet and cell phones.
- Use internet daily for everything from finding jobs to buying consumer goods.
- Collect electronic equipment; do not invest in home furnishings.
- Enterprising professionals are the top market for engagement rings. They love to travel, go to concerts and movies and stay physically fit.



09 Urban Chic (16.3%): Index 1227 against the U.S. average

- Professional couples living an urban, exclusive lifestyle.
- Median age is 41 and median HHI is \$82,000+.
- Travel extensively, maintain luxury cars, and embrace city life by visiting museums, attending dance performances and participating in civic activities.
- Frequently use PDAs and cell phones.
- Read multiple newspapers and magazines and shop at upscale establishments, preferring to buy dress clothes over casual wear.



08 Laptops and Lattes (15.4%): Index 1519 against the U.S. average

- Single persons living alone or with a roommate. Median age is 38 and median income is \$87,000+.
- Prefer to live in the major metropolitan areas
- Both cosmopolitan and connected; *Laptops and Lattes* is the top market for notebook PCs and PDAs.
- They use the internet daily to do everything from trading stocks to booking travel plans.
- This segment shops at upscale establishments and spend their leisure time at concerts, sporting events, shows and museums. They are very health conscious and consider themselves liberal.

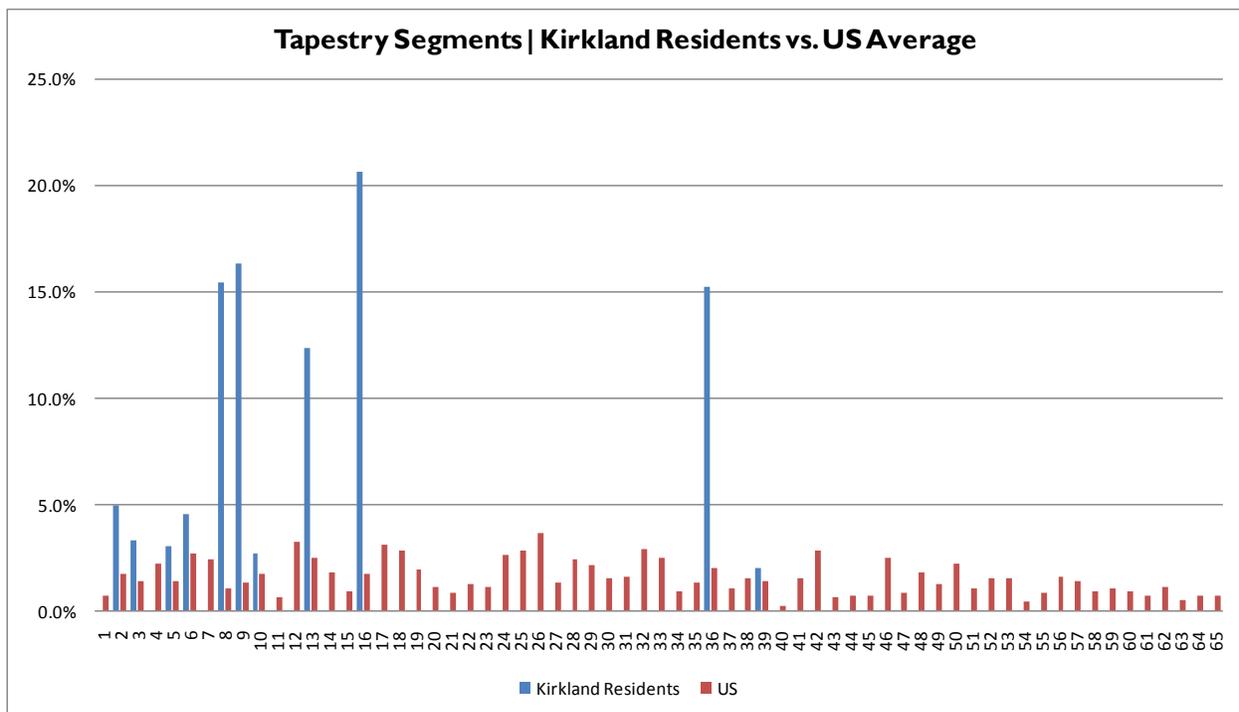


36 Old and Newcomers (15.2%): Index 778 against the U.S. average

- The *Old and Newcomers* neighborhoods are in transition, populated by renters who are starting their careers or retiring.
- Householders are either in their twenties or over 75, the median age is 36 years. The median HHI is \$40,400.
- Purchasing preferences reflects their unencumbered lifestyles. Compact cars are popular to fit the needs of the nonfamily households.
- They love reading books and have the highest readership of any Segment. They also enjoy going to the movies and renting movies. They play racquetball and golf, as well as jogging or walking. Age is not always obvious from their lifestyle choices.



Below you will find a comparison of Kirkland residents versus the U.S. average.



OBSERVATION: This comparison illustrates how Kirkland is wealthier than the average U.S. city.

COMMUNITY TAPESTRY WHO REPORT | RESIDENT LIFEMODE & SEGMENT BREAKOUT

The charts on the following pages break out each of the 12 LifeMode Groups, detailing the percent of each Tapestry Segment present within a given LifeMode Group.

The percentages listed in each table show the delivery of that LifeMode Group or Tapestry Segment within the Kirkland resident population.* Indices listed compared Kirkland delivery to averages for the entire U.S. where 100 represents the average. For example, your residents index 374 for their delivery of the Upscale Avenues LifeMode – over 3.5-times the U.S. average delivery. As another example, notice your delivery of the *Urban Chic* Segment. Your residents index 1227 compared to the entire U.S., which is over twelve-times the U.S. average. However, just because you index strongly in the Upscale Avenues LifeMode does not mean that you deliver strongly in each individual Segment. For example, Kirkland delivers at 0% in the *Pacific Heights*, *Green Acres*, and *Cozy and Comfortable* Segments.

	Percent	Index	
<i>LifeMode Group</i> →	L2. Upscale Avenues	51.8%	374
	09 Urban Chic	16.3%	1227
	10 Pleasant-Ville	2.7%	160
<i>Individual Tapestry Segments</i> → <i>within the LifeMode Group</i>	11 Pacific Heights	0.0%	0
	13 In Style	12.3%	494
	16 Enterprising Professionals	20.6%	1218
	17 Green Acres	0.0%	0
	18 Cozy and Comfortable	0.0%	0

*For further explanation of any data or methodologies used to analyze the Tapestry reports, please refer to the supplemental Community Tapestry CD.



	Percent	Index
L1. High Society	15.6%	123
01 Top Rung	0.0%	0
02 Suburban Splendor	4.9%	279
03 Connoisseurs	3.3%	238
04 Boomburbs	0.0%	0
05 Wealthy Seaboard Suburbs	3.0%	218
06 Sophisticated Squires	4.5%	163
07 Exurbanites	0.0%	0

L2. Upscale Avenues	51.8%	374
09 Urban Chic	16.3%	1227
10 Pleasant-Ville	2.7%	160
11 Pacific Heights	0.0%	0
13 In Style	12.3%	494
16 Enterprising Professionals	20.6%	1218
17 Green Acres	0.0%	0
18 Cozy and Comfortable	0.0%	0

L3. Metropolis	0.0%	0
20 City Lights	0.0%	0
22 Metropolitanans	0.0%	0
45 City Strivers	0.0%	0
51 Metro City Edge	0.0%	0
54 Urban Rows	0.0%	0
62 Modest Income Homes	0.0%	0

L4. Solo Acts	32.6%	481
08 Laptops and Lattes	15.4%	1519
23 Trendsetters	0.0%	0
27 Metro Renters	0.0%	0
36 Old and Newcomers	15.2%	778
39 Young and Restless	2.0%	144

High Society – Strong delivery

- Affluent and well educated married couples
- Employed in high-paying professional and managerial positions

Upscale Avenues – Strong delivery. Over three-times the U.S. average delivery

- Prosperity is earned from years of hard work
- Well educated with above average earnings

Metropolis – No delivery

- Live and work in America’s cities
- Own older, single-family homes and work in service-related jobs

Solo Acts – Strong delivery. Almost five-times the U.S. average delivery

- Young singles who prefer city life
- Well educated, working professionals.



	Percent	Index
L5. Senior Styles	0.0%	0
14 Prosperous Empty Nesters	0.0%	0
15 Silver and Gold	0.0%	0
29 Rustbelt Retirees	0.0%	0
30 Retirement Communities	0.0%	0
43 The Elders	0.0%	0
49 Senior Sun Seekers	0.0%	0
50 Heartland Communities	0.0%	0
57 Simple Living	0.0%	0
65 Social Security Set	0.0%	0

L6. Scholars & Patriots	0.0%	0
40 Military Proximity	0.0%	0
55 College Towns	0.0%	0
63 Dorms to Diplomas	0.0%	0

L7. High Hopes	0.0%	0
28 Aspiring Young Families	0.0%	0
48 Great Expectations	0.0%	0

L8. Global Roots	0.0%	0
35 International Marketplace	0.0%	0
38 Industrious Urban Fringe	0.0%	0
44 Urban Melting Pot	0.0%	0
47 Las Casas	0.0%	0
52 Inner City Tenants	0.0%	0
58 NeWest Residents	0.0%	0
60 City Dimensions	0.0%	0
61 High Rise Renters	0.0%	0

Senior Styles – No delivery

- Affluent seniors enjoy travel and often relocate to warmer climates
- Less affluent seniors look forward to a settled retirement in their homes

Scholars & Patriots – No delivery

- Shared traits include youth and lower incomes
- Environment – college or military service

High Hopes – No delivery

- Seek the American dream of homeownership and a rewarding job

Global Roots – No delivery

- Defined by ethnic diversity and Hispanic influences
- Young with modest incomes.



	Percent	Index
L9. Family Portrait	0.0%	0
12 Up and Coming Families	0.0%	0
19 Milk and Cookies	0.0%	0
21 Urban Villages	0.0%	0
59 Southwestern Families	0.0%	0
64 City Commons	0.0%	0

L10. Traditional Living	0.0%	0
24 Main Street, USA	0.0%	0
32 Rustbelt Traditions	0.0%	0
33 Midlife Junction	0.0%	0
34 Family Foundations	0.0%	0

L11. Factories & Farms	0.0%	0
25 Salt of the Earth	0.0%	0
37 Prairie Living	0.0%	0
42 Southern Satellites	0.0%	0
53 Home Town	0.0%	0
56 Rural Bypasses	0.0%	0

L12. American Quilt	0.0%	0
26 Midland Crowd	0.0%	0
31 Rural Resort Dwellers	0.0%	0
41 Crossroads	0.0%	0
46 Rooted Rural	0.0%	0

Family Portrait – No delivery

- Defined by youth, family and the presence of children

Traditional Living – No delivery

- What most consider middle-America
- Hardworking, settled families

Factories & Farms – No delivery

- Small and settled manufacturing and agricultural communities

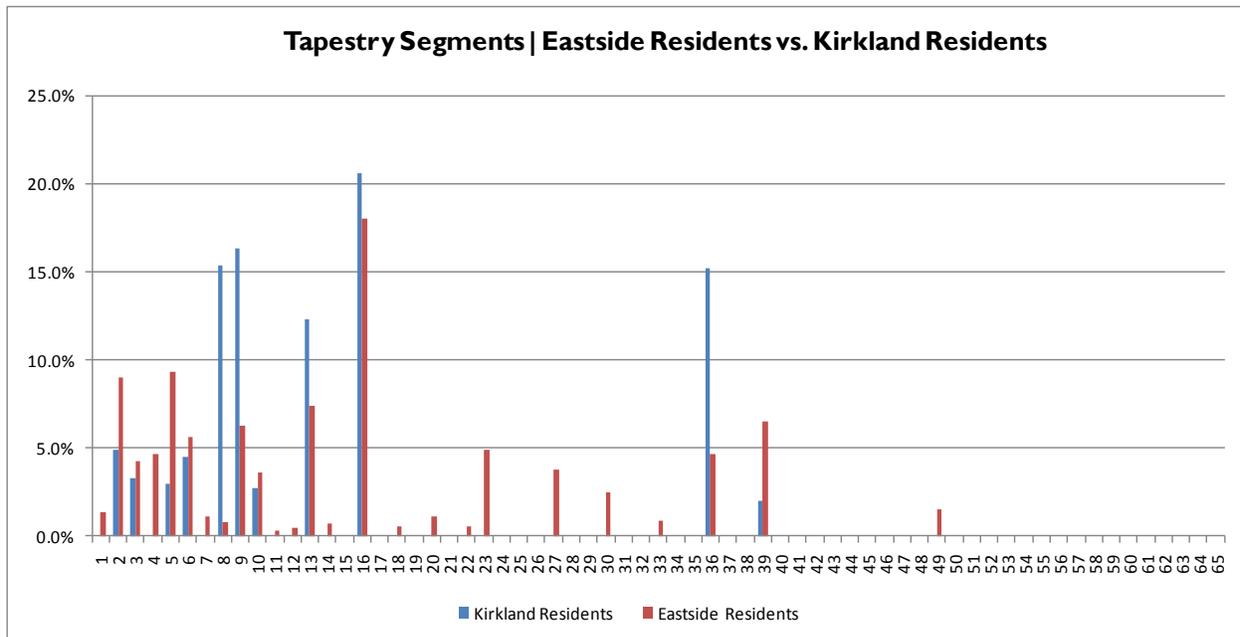
American Quilt – No delivery

- Live in small towns and rural areas and own modest houses
- Work as skilled laborers in manufacturing or construction industries.

COMMUNITY TAPESTRY WHO REPORT | KIRKLAND RESIDENTS, EASTSIDE RESIDENTS, SUNSET LEADS AND KAC PATRONS

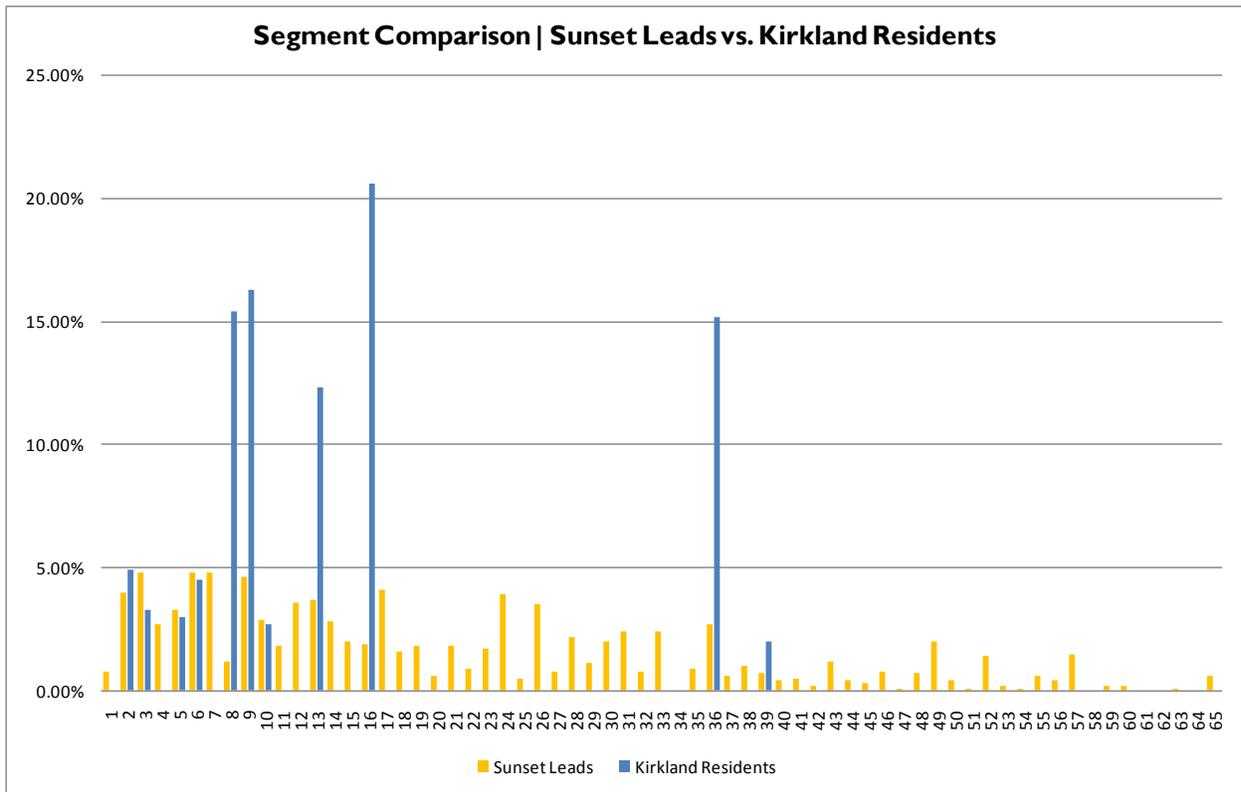
The following charts compare the Tapestry Segments between Kirkland Residents, Eastside Residents (Bellevue, Issaquah, Redmond, Bothell and Woodinville), Sunset Leads and Kirkland Arts Center Patron records.

The first comparison is between Eastside Residents and Kirkland Residents.



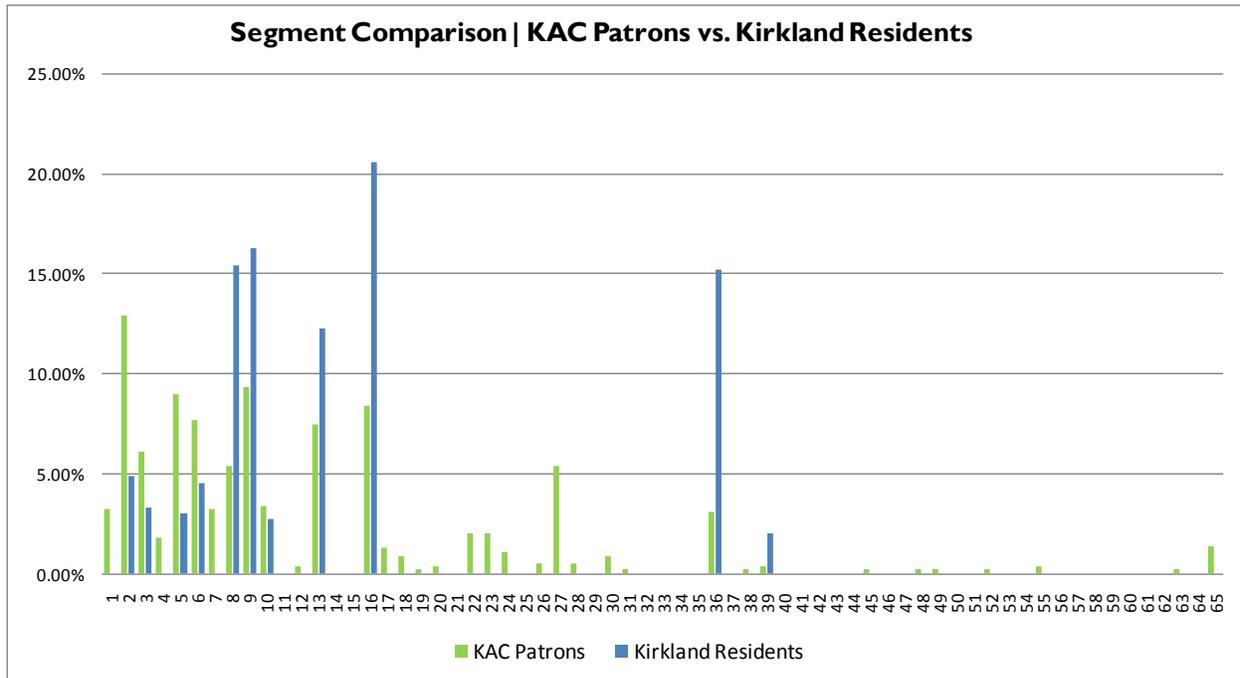
OBSERVATION: This comparison with the Eastside residents illustrates how both resident populations are alike by skewing towards the more affluent side of the chart. It is also of note that Eastside residents fall into more Segments than do Kirkland residents. This signifies how Kirkland residents are more homogenous when compared to the residents of the entire Eastside area.

The following chart compares the Sunset Leads with the Kirkland resident profile.



OBSERVATION: This comparison with the Sunset Leads illustrates how Kirkland is wealthier and more homogenous than the Sunset Leads. It is not surprising to see a very diverse inquiry set.

The following chart compares the Kirkland Arts Center Patron Records with Kirkland residents.



OBSERVATION: This comparison with the Kirkland Arts Center Patrons illustrates how both populations skew towards the more affluent side of this chart, signifying how many patrons are local.

SEGMENT COMPARISON:

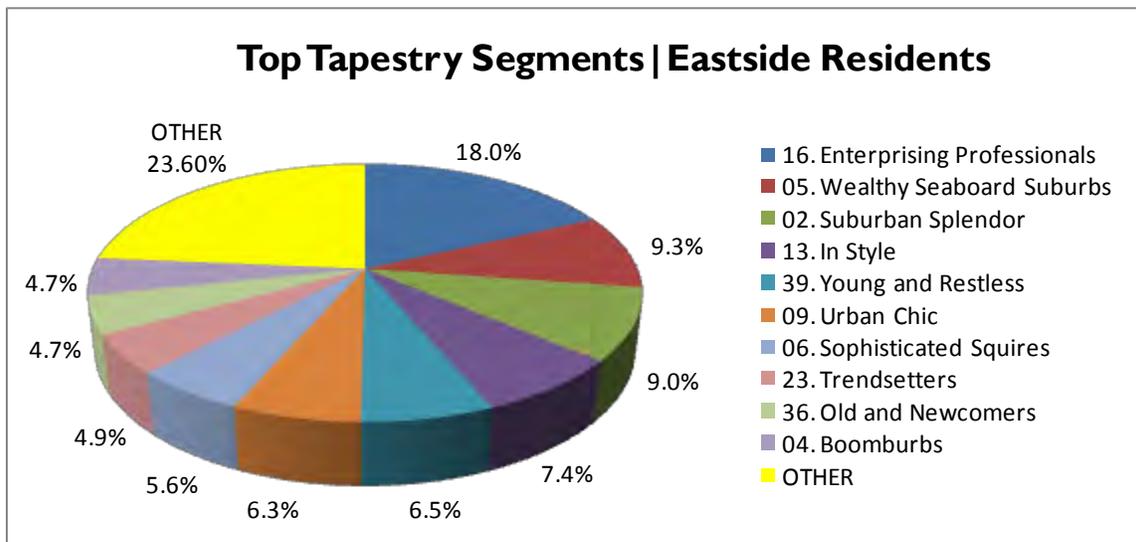
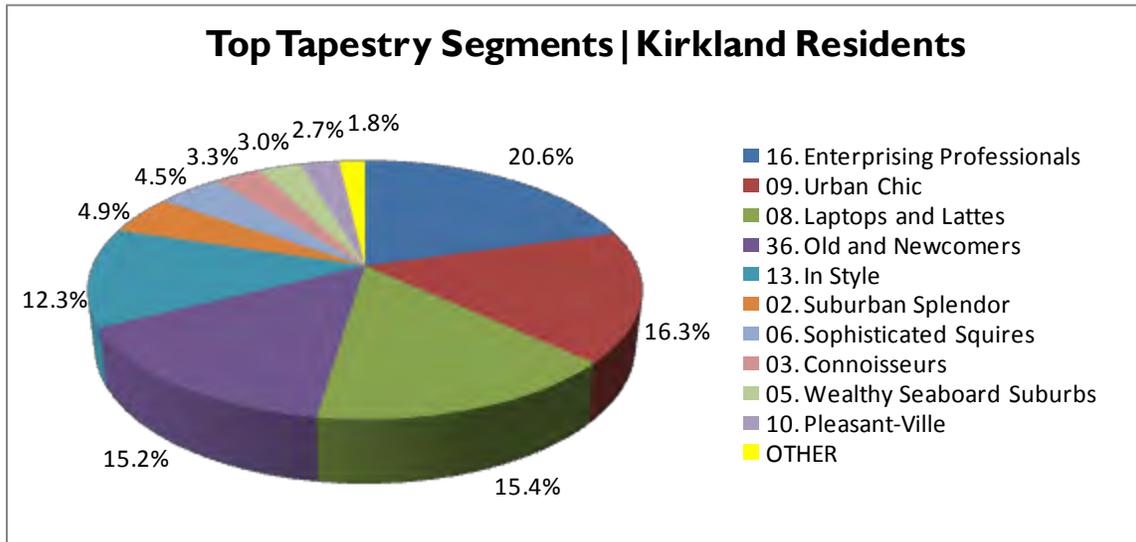
The following chart compares the top ten segments for the Sunset Leads, KAC Patrons and Eastside Residents.

	Sunset Leads	KAC Patrons	Eastside Residents
1	03 Connoisseurs (4.80%)	02 Suburban Splendor (12.90%)	16 Enterprising Professionals (18.00%)
2	07 Exurbanites (4.80%)	09 Urban Chic (9.30%)	05 Wealthy Seaboard Suburbs (9.30%)
3	06 Sophisticated Squires (4.80%)	05 Wealthy Seaboard Suburbs (9.00%)	02 Suburban Splendor (9.00%)
4	09 Urban Chic (4.60%)	16 Enterprising Professionals (8.40%)	13 In Style (7.40%)
5	17 Green Acres (4.10%)	06 Sophisticated Squires (7.70%)	39 Young and Restless (6.50%)
6	02 Suburban Splendor (4.00%)	13 In Style (7.50%)	09 Urban Chic (6.30%)
7	24 Main Street, USA (3.90%)	03 Connoisseurs (6.10%)	06 Sophisticated Squires (5.60%)
8	13 In Style (3.70%)	08 Laptops and Lattes (5.40%)	23 Trendsetters (4.90%)
9	12 Up and Coming Families (3.60%)	27 Metro Renters (5.40%)	36 Old and Newcomers (4.70%)
10	26 Midland Crowd (3.50%)	10 Pleasant-ville (3.40%)	04 Boomburbs (4.70%)

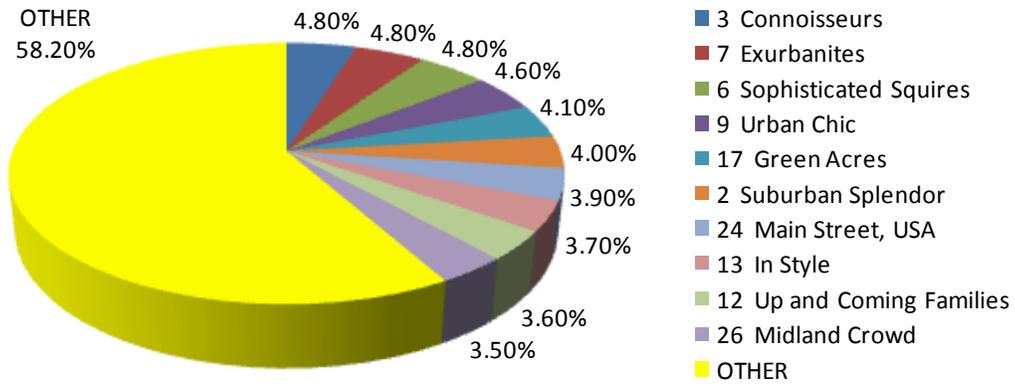
OBSERVATIONS:

- The Sunset Leads, Kirkland Arts Center Patrons and the Eastside residents all share the following Segments: Sophisticated Squires, Urban Chic, Suburban Splendor and In Style.
 - These four Segments share affluence, a high level of education and a predominantly Caucasian population.
- Kirkland Arts Center Patrons exhibit the most affluence of the three data sets.

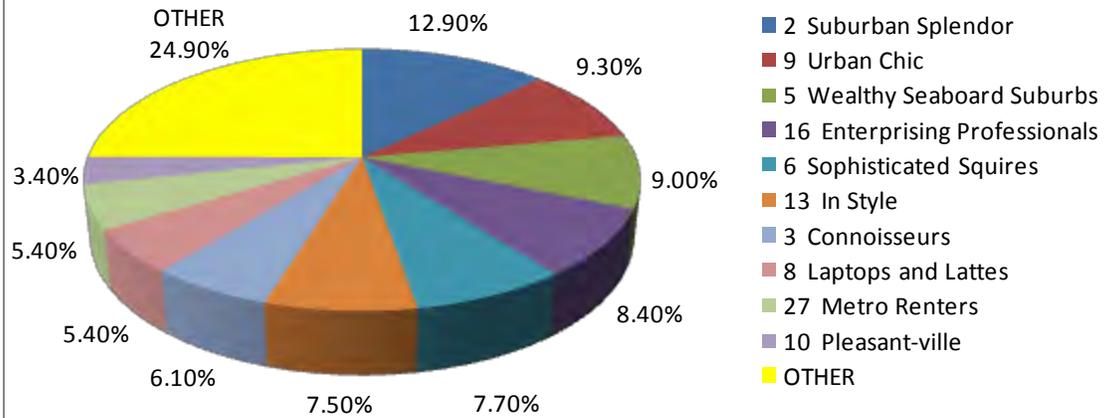
The charts below highlight the top ten Tapestry Segments for the four populations profiled. Looking at the “other” portion of each chart indicates the relative diversity of each population profiled. More distinct populations have less representation in the “other” category because a greater percentage of their population falls within the top ten Segments. Kirkland has only 1.8% falling outside the top ten Segments indicating lower diversity among Segments when compared with the Eastside Residents, Sunset Leads and Kirkland Arts Center Patrons.



Top Tapestry Segments | Sunset Leads



Top Tapestry Segments | KAC Patrons



COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING THE WHAT REPORT

The information below (and on the following pages) can be used as a guide to help you more fully understand the What Report. When used correctly, this report will help you gain a much deeper understanding of the resident population *and* serve as a valuable tool for economic development.

We encourage you to familiarize yourself with the What Reports and challenge economic development entities to focus recruitment efforts on businesses frequented by populations with the same demographic composition as Kirkland.

As explained previously, the Tapestry What Report provides a detailed analysis of the audience under study for 37 separate Lifestyle and Media groups (see list below) in over 2,200 categories. Lifestyle and media groups are very broad (“Shopping”) while sub-categories are much more specific (“shopped at The Gap in the past 3 months”).

Complete list of all Tapestry Lifestyle and Media groups:

- Apparel
- Appliances
- Attitudes
- Automobiles
- Automotive/Aftermarket
- Baby Products
- Beverage Alcohol
- Books
- Cameras
- Civic Activities
- Convenience Stores
- Electronics
- Financials
- Furniture
- Garden Lawn
- Grocery
- Health
- Home Improvement
- Insurance
- Internet
- Leisure
- Mail/Phone/Yellow Pages
- Watch
- Read
- Listen
- Personal Care
- Pets
- Restaurant
- Shopping
- Smoking
- Sports
- Telephone
- Tools
- Toys/Games
- Travel
- Video/DVDs
- Miscellaneous

READING THE WHAT REPORT CHARTS:

All categories are indexed against the national average of people who exhibit that certain lifestyle trait. An index of 100 is average, thus anything above a 100 index is above average and anything below a 100 index is below average. The sample below is pulled from the Kirkland Resident What Report and can help you understand this indexing system.

As an example, your residents index 201 in eating at the Cheesecake Factory in the past six months. This means, should a Cheesecake Factory choose to open in Kirkland, your residents would be two-times as likely to eat there compared to the average U.S. resident.

Economic development entities in your community can use this information as a sales tool to recruit potential businesses with cold hard numbers. Let's return to the Cheesecake Factory example: If you already have a Cheesecake Factory in Kirkland, that's great – you are delivering exactly what your residents want. If there isn't a Cheesecake Factory, however, you should have an easier time convincing them to set up shop because you have statistical support for the success of the store.



Restaurant	Index
Fam rest/steak hse last 6 mo: Cheesecake Factory	201
Fam rest/steak hse last 6 mo: Red Robin	157
Fam rest/steak hse last 6 mo: Marie Callender's	149
Fast food/drive-in last 6 mo: Steak n Shake	146
Fast food/drive-in last 6 mo: Blimpie Subs & Salads	144
Fam rest/steak hse last 6 mo: Bakers Square	142

RESIDENT WHAT REPORT:

Below you will find a summary of the What Report for Kirkland residents. The following page contains selected charts that highlight some of your residents' key preferences.

Summary of Resident What Report:

Wealth and education level dictate many consumer preferences:

- Lifestyle: Kirkland residents tend to be very active. They are more likely than most to buy athletic clothes as well as to do yoga, ski, hike, jog, and play tennis and golf
- Travel: Index highly on travel in general; more likely than most to travel within the United States as well as abroad
- Electronics: Likely to own Macs and other high-end PCs
- Grocery: Likely to shop at high-end grocery stores and purchase gourmet coffee
- Home Improvement: Unlikely to have a household member take on home improvement projects. Very likely to hire cleaning services
- Internet: Plays an integral part in most residents' lives. Residents frequently book travel and shop online
- Leisure: Likely to go to museums and the theatre
- Cars: Likely to rent cars for business travel and buy imported vehicles
- Alcohol and Cigarettes: More likely than most to drink imported and domestic wines and unlikely to smoke cigarettes



Example charts from the Resident What Report:

Shopping	Index
Drug store shopped at last 6 mo: Longs Drug Store	253
Dept/clothing/variety store/3 mo: Banana Republic	246
Dept/clothing/variety store/3 mo: Nordstrom	220
Dept/clothing/variety store/3 mo: Macy's	178
Warehouse/club store/6 mo: Price Costco	173
Spent on mail/phone/Internet orders/12 mo: \$800+	166

Grocery	Index
Bought coffee beans/6 mo: gourmet/specialty shop	238
Shopped at grocery store/6 mo: Harris Teeter	203

Watch	Index
Watched last week: Independent Film Channel	230
Watched last week: Style	174
Watched last week: BBC America	169
Watched last week: Bravo	168
Watch TV aired once/wk: Alias	141

Internet	Index
Internet last 30 days: made travel plans	189
Ordered on Internet/12 mo: ticket (concert/sports)	188
Ordered on Internet/12 mo: airline ticket	184

Sports	Index
Participated in yoga	187
Participated in backpacking/hiking	151
Participated in jogging/running	151

Restaurant	Index
Fam rest/steak hse last 6 mo: Cheesecake Factory	201
Fam rest/steak hse last 6 mo: Red Robin	157
Fam rest/steak hse last 6 mo: Marie Callender's	149
Fast food/drive-in last 6 mo: Steak n Shake	146
Fast food/drive-in last 6 mo: Blimpie Subs & Salads	144
Fam rest/steak hse last 6 mo: Bakers Square	142

Beverage Alcohol	Index
Drank red domestic dinner/table wine in last 6 mo	179
Drank imported dinner/table wine in last 6 months	176

Travel	Index
Visited on foreign trip last 3 yrs: France	279
Visited on foreign trip last 3 yrs: Italy	271
Visited on foreign trip last 3 yrs: United Kingdom	269
Airline used for foreign trip/3 yrs: British Air	234
Took 3+ domestic non-business trips by plane/12 mo	230
Spent on foreign vacations last 12 mo: \$3000+	230

BANANA REPUBLIC



EASTSIDE RESIDENTS WHAT REPORT:

Below you will find a summary of the What Report for Eastside residents, which is quite similar to the Resident What Report. This is favorable as you pursue additional economic development in the tourism and entertainment sector. The following page contains selected charts that highlight some of your visitors' key preferences.

Summary of Eastside Resident What Report:

As with Kirkland residents, wealth and youth dictate many consumer preferences:

- Lifestyle: Tend to be very active. Likely to buy jogging, skiing and golf clothing.
- Travel: Index very high on travel to England as well as other domestic and international destinations
- Electronics: As with Kirkland residents, likely to own Macs and other high-end PCs
- Grocery: Likely to buy brand name coffee and shop at medium to high-end grocery stores
- Home Improvement: Very likely to have remodeled their home in the past year, and more likely than Kirkland residents to have a household member personally take on home improvement projects
- Internet: Very Likely to trade stocks and bonds and book travel on the internet
- Leisure: More likely to travel to Disney World or Las Vegas than to go to museums and the theatre (but still index high in all four)
- Cars: Likely to rent cars for business travel and buy imported vehicles
- Alcohol and Cigarettes: Drink domestic wine over imported wine and unlikely to smoke cigarettes



Example charts from the Area Attraction What Report:

Shopping	Index
Dept/clothing/variety store/3 mo: Lord & Taylor	247
Dept/clothing/variety store/3 mo: Nordstrom	235
Dept/clothing/variety store/3 mo: Macy's	210
Warehouse/club store/6 mo: Price Costco	196
Dept/clothing/variety store/3 mo: Banana Republic	175



Grocery	Index
Shopped at grocery store/6 mo: Vons	193
Shopped at grocery store/6 mo: Harris Teeter	184
Shopped at grocery store/6 mo: IGA	56
Shopped at grocery store/6 mo: Aldi	53



Watch	Index
Watched last week: Golf Channel	156
Watched last week: Bravo	154
Watch Syndicated TV (M-F): The Jerry Springer Show	54



Internet	Index
Internet last 30 days: tracked investments	184
Internet last 30 days: traded stocks/bonds/funds	182
Internet last 30 days: made travel plans	175



Sports	Index
Participated in downhill skiing	184
Participated in ice skating	162
Participated in tennis	156
Play golf once a month	154



Restaurant	Index
Fam rest/steak hse last 6 mo: Marie Callender's	182
Fam rest/steak hse last 6 mo: Cheesecake Factory	173
Fast food/drive-in last 6 mo: Hardee's	68
Fam rest/steak hse last 6 mo: Ponderosa	50



Beverage Alcohol	Index
Drank red domestic dinner/table wine in last 6 mo	178
Drank white domestic dinner/table wine last 6 mo	176



Travel	Index
Airline used for foreign trip/3 yrs: British Air	216
Visited on foreign trip last 3 yrs: United Kingdom	211
Took 3+ domestic non-business trips by plane/12 mo	207
Airline used for foreign trip/3 yrs: United	203
Visited on foreign trip last 3 yrs: France	203



COMPETITIVE ANALYSIS

Purpose

To better understand what Kirkland's competition is currently offering in terms of the promised delivery of the tourist experience.

Methodology & Results

North Star reviewed each of the following cities' communication materials to compile a short synopsis of their tourism attributes. The materials reviewed include but are not limited to the city's website, the CVB website, chamber website, area attraction websites as well as other communication materials such as brochures and visitors guides.

TOURISM:

- Seattle
- Woodinville
- Redmond
- Bellevue
- Snohomish
- Bainbridge Island



Seattle, “Metronatural”

- Distance: 11 miles west of Kirkland

Tourism:

- Tourism and convention business generated more than \$4 billion in the local economy in 2005. The tourism industry supports 60,000+ jobs. They tout upwards 9 million visitors a year
- Travel + Leisure and Conde Nast Traveler, two of the world's foremost travel magazines, placed Seattle among the top-10 favorite cities to visit
- An array of arts & culture, “kids fun,” outdoor activities and wineries.



CVB:

- Detailed, personal CVB website that sponsors member businesses
- Seattle Twitter & Facebook
- A list of Ten Things You MUST See & Do in Seattle
- City Pass: A pass to visit six attractions
- Go Seattle Card: Admission to over 30 attractions, events and tours
- Many planned itineraries.

University Village:

- Extensive shopping and dining
- “University Village Gift Cards” that are redeemable anywhere in the area
- Village Play Days and summer concert series
- Special store promotions.

Summary:

- *Strengths:* Package deals, promotions and local sponsorships are all well publicized
- *Weaknesses:* Not many, Metronatural is a new strapline so awareness is still low.

Welcome Visitors
Explore Seattle
Sightseeing and Tours
Neighborhoods
Visitors Guide
Accommodations
Suggested Itineraries
Culture and Events
Sports and Recreation
Cruise from Seattle
Green Seattle
Visitor Center & Concierge Services
Visitor Info Request
En Espanol
LGBT Travel

Home : Visitors

Other SCVB Sites...

Sometimes
the difference between
ORDINARY
and **AMAZING**
is where it happens.

Seattle is anything but ordinary. It's a place where bike messengers share elevators with world-renowned researchers. Where fishermen have lunch alongside top surgeons. It's a city where the extraordinary is commonplace and commonplace is anything but. And if you look closely, you just might discover that in Seattle there are amazing things happening all around you.

From a jet engine to an espresso machine to grunge rock, Seattle's world-changing events have all had a distinct sound. But the symphony doesn't end there. Your visit to Seattle may bring you the sound of an orca blowing as it surfaces, the roar of the crowd at Safeco Field or the near silence of the Olympic rainforest. Come to Seattle and hear for yourself.

STAY
SeattleSuperSaver

Arrival Date

Departure Date

Number of Rooms

Explore Seattle!
Click Here
take the

exploreseattle

sightseeing

Woodinville

- Distance: Eight miles north of Kirkland
- Synonymous with wineries; no organized promotions

Woodinville Wine Country:

- Over 40 wineries less than 30 minutes from downtown Seattle
- Friendly tasting rooms featuring celebrated Woodinville wines
- A great variety of wine tasting experiences from historical Chateau St. Michelle to small boutique wineries waiting to be discovered
- Passport to Woodinville: Event featuring 31 wineries.

Civic Events:

- Summer Concert Series at DeYoung Park
- Harvest Happening and The Great Pumpkin Hunt, a seasonal festival in late October
- Woodinville Lights Festival, a month-long celebration in December
- Annual Basset Bash parade/All Fools' Day celebration
- Summer Outdoor Movies at the Redhook brewery.

Summary:

- *Strengths:* Town is well connected with winery image; energy of wineries has happened organically
- *Weaknesses:* No real over-arching coordination of promotional efforts, not enough hotels to support the wine draw.

Woodinville

WINE COUNTRY



Redmond, “Paint the town Redmond”

- Distance: Four miles east of Kirkland
- Redmond is best known as the home of Microsoft and Nintendo of America
- Redmond is also known as "the bicycle capital of the Northwest"

Events and Attractions:

- 23 developed public parks, totaling over a thousand acres
- 17 miles (27 km) of developed trails for hiking, bicycling, and horseback riding
- Redmond Derby Days: Includes a bicycle criterium, parade, carnival and entertainment stages
- Performing arts: Eastside Symphony, the Second Story Repertory theater company and the Washington Academy of Performing Arts
- The Old Redmond Firehouse is a center for local teens. It has become a hub in the thriving Eastside independent music scene. Local bands perform here with concert style speakers
- The Concerts at Marymoor: The hugely successful annual summer series of concerts held at the amphitheater in Marymoor Park.

Summary:

- **Strengths:** Public parks, Marymoor and other concerts and connection to biking; memorable line
- **Weaknesses:** The Chamber of Commerce website also lists visitor information but it is not branded with the “Paint the the Town Redmond” logo and the color scheme of the website is drastically different.



Bellevue

- Distance: Seven miles south of Kirkland
- Reputation as an up-and-coming, upscale center for business and shopping
- Visitors Guide uses the line “The center of the wildly sophisticated Northwest”
- Fortune Small Business Magazine rated Bellevue the best place in the United States to live and launch a new business
- Bellevue was recently named number 1 in CNNMoney's list of the best places to live and launch businesses
- In 2003 Sunset Magazine named the Bellevue Botanical Garden the "Best of the West“
- Top 25 safest cities in America
- 50 sculptures placed throughout the community



Events and Attractions:

- Bellevue Square shopping center
- Bellevue Arts and Crafts Fair
- Rosalie Whyel Museum of Doll Art
- Bellevue Arts Museum
- KidsQuest Children's Museum
- Bellevue Botanical Garden
- The Strawberry Festival
- Meydenbauer Center: 53,000 square feet of convention space.



Summary:

- **Strengths:** Booming city with strong business development and growing tourism; strong meetings markets promotion
- **Weaknesses:** Bellevue does not have a tourism website to promote its assets. Bellevue Square has a very trendy and chic website but otherwise you have to get your information through the city website (shown below).

***Snohomish*, “Close to Everything, Far from Ordinary”**

- Distance: 20 miles north of Kirkland
- Bills itself as the “Antique Capital of the Northwest”

Events and Attractions:

- Many antique shops: More than 450 dealers in a five block radius
- Abundant outdoor activities
- Rich and varied art scene
- Mountains, rivers, lakes
- Museums and Native American exhibits
- Imagine Children's Museum of Snohomish County
- Everett Aquasox Baseball: Class 'A' Affiliate Of The Seattle Mariners
- Tulalip Casino
- Urban Forms Design Center
 - An open-air glass blowing studio offering a hands-on opportunity
- Serpentarium: One of the most comprehensive collections of reptiles on the West coast
- The Outback: Wander through a wildlife animal park in a guided 45- to 60-minute tour.



Summary:

- *Strengths:* Strong county CVB; city focuses on historic/antiques
- *Weaknesses:* Appears stagnant.

SNOHOMISH COUNTY WASHINGTON
Close to everything. Far from ordinary.™

HOME THINGS TO DO PLACES TO STAY GETTING THERE EVENTS CITIES AND COMMUNITIES MEETINGS, GROUPS AND PACKAGED TRAVEL PRESS ROOM INFORMATION AND REQUESTS

SEARCH

Site Search Go

GREAT DEALS

DISCOUNT LODGING

[CLICK HERE FOR GREAT DEALS ON LODGING](#)

SNOHOMISH COUNTY

Find us on Facebook

Snohomish (sno-HOH'-mish) County is located in northwest Washington State, nestled between the sparkling blue waters of Puget Sound and the rugged, snow-capped peaks of the Cascade Mountains. Snohomish County begins 12 miles north of Seattle, a little under 100 miles south of Vancouver, and a short ferry ride away from the San Juan Islands or Olympic Peninsula, Snohomish County is ideally situated for exploring the entire Pacific Northwest.

We have some of the most spectacularly beautiful scenery in the United States, forest and mountain wildlife sanctuaries, unlimited opportunities for outdoor fun and artistic pursuits, and the best coffee west of Italy. Our economy is thriving thanks in large part to being the home of industry giant Boeing.

Close to everything. Far from ordinary. ®

EXPERIENCE SNOHOMISH COUNTY
See some of the beautiful scenery and fun activities that await in Snohomish County!

VIEW INTERACTIVE MAP
Get a birds eye view of hot destinations with our interactive map.

Bainbridge Island

- Distance: 21 miles west of Kirkland
- Rustic charm, artistic community
- CNN/Money and Money magazine named Bainbridge Island the second-best place to live in the United States
- The island is quite hilly and is known for its popular 'Chilly Hilly' bicycle ride held every year in February

Events and Attractions:

- Bloedel Reserve
- Bainbridge Island Vineyards & Winery
- Squamish Museum
- Fort Ward State Park
- Perennial Vintners
- Bainbridge Island Museum
- Artsy vibe
- Ice cream shops and coffee houses

Summary:

- **Strengths:** Island community, much in common with Kirkland (water, art, nature)
- **Weaknesses:** Little promotion other than through Kitsap Peninsula. The Bainbridge website is lacking a professional touch (pictured below).



WHERE THE BRAND SHOULD BE

The Insights portion of this process comprises the emotional and subjective sparks – gleaned from our intellectual and objective research – that point like a compass to the strategic position that best supports Kirkland’s goals.

Kirkland’s primary goals include:

- To identify and sharpen the primary image of Kirkland for various visitor audiences
- Refine the primary target audience
- For branding to unite the various entities involved with tourism promotion for the city.

With these objectives in mind, we need to focus the branding strategy in the markets that will be most receptive to the brand communication. Furthermore, the brand strategy must differentiate Kirkland from surrounding markets using a position that is relevant to its core customer base. This differentiation must remain in keeping with the personality perceived by visitors.

Using the research gathered as fodder for thought, our insights come from asking a number of provocative questions: What emotional attachments can the brand hold for the consumer? How does the brand fit into his or her lifestyle? How can the brand best be used to redefine perceptions? How can the brand stand out in the marketplace? These insights will become the framework of our creativity on behalf of the brand.

INSIGHTS ABOUT KIRKLAND

“A walk in our parks is different, because of the lake. The sparkle from the water is very relaxing, and makes you smile.” – Stakeholder

“Our walkability is important. You wouldn’t come here to take a drive. You come to walk the waterfront or explore the neighborhoods.” – Stakeholder

“In every walk with nature one receives far more than he seeks.” - John Muir, founder of the Sierra Club

Kirkland is an extremely walkable community:

- The parks make up 25 percent of the city's total square miles along the lake
- Volkssporters say Kirkland's neighborhoods are some of the most appealing anywhere for walking and some of Kirkland’s routes have been voted the best in the Northwest
- The downtown area is inviting and caters to the pedestrian
- The diverse neighborhoods are also foot-friendly, and walking routes have been established in many.

While Kirkland is a community that is great for walking, it is also a community whose experiences can be best described as a lovely, leisurely walk.

- Seattle natives come to Kirkland for the slower pace and chance to reflect
- Experiences here are of distinction such as fine dining, wine tastings, unique art and uncommon shops. They need time to best be enjoyed.
- The beautiful waterfront of Lake Washington invites you to linger, explore and reflect.

However, Kirkland is about more than a walk in the park.

When you think about it, there are many different types of “walks,” including:

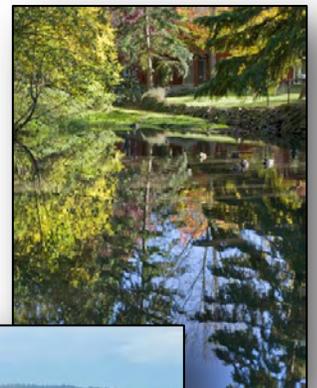
- Point ‘A’ to point ‘B’
- Stroll
- Parade
- *Se balader*
- Exercise
- Explore
- Reflect

And in Kirkland, each type has its own special characteristic and purpose.

From point ‘A’ to point ‘B’:

A means of travel to reach an appointed goal; A straight line.

Kirkland does have a utilitarian purpose. It is a community that connects the Eastside with Seattle, and vice versa, through its position next to the Evergreen Floating Bridge.



You can also look at the point 'A' to point 'B' in metaphorical terms.

From point 'A' to point 'B':

Kirkland connects an experience to visitors. Research revealed that many people come from Seattle to leave the hectic pace of the city and find respite

- From hectic to peaceful
- From ordinary to unique
- From the everyday to a getaway

“The road leading to a goal does not separate you from the destination; it is essentially a part of it.” - Charles de Lint

So Kirkland does have a utilitarian purpose, but the community is also about the journey, not just the destination. This can best be described in walking terms as a stroll.



Stroll:

To walk leisurely as inclination directs; ramble; to wander or rove from place to place; roam.

The Vision Survey and Perception Studies showed that Kirkland’s diverse activities and contents make it a place that invites unhurried exploration.

- Art Walk invites anyone to meander through art galleries
- Numerous parks invite families to promenade along the shore
- Downtown attracts tech and artsy-types alike to upscale, one-of-a-kind shops
- Various spas summon weary professionals to grab a breath of fresh air
- Beaches provide an opportunity for playful strolls for the young and young-at-heart
- Waterfront areas lure couples to stroll past the romantic lake setting
- Argosy cruises provide a kind of reverse stroll – from the perspective of the water rather than land.

Many of Kirkland’s offerings are unhurried. But that doesn’t mean the city is immobile!

In fact, Kirkland really has a movement to it. It is never standing still. It’s in constant motion, like the waves on the lake or like a parade.

Parade:

A continual passing by, as of people, objects, or events; A public procession of a festive nature

Kirkland’s “parades”:

- Special events: Kirkland Uncorked, the Triathlon, cycling events, etc.
- Farmers markets trot out the best in local produce in carnival-like colors
- The boats that parade past your shores



- Downtown is like a parade of quaint shops which herald in visitors
- Art galleries and shows supply a constant parade of creativity
- The parade of natural beauty: Waterfront, Juanita Bay Beach, Yarrow Bay Wetlands and the topography
- Parade of diverse neighborhoods, each with its own feel.

And after witnessing parade pageantry, what is better than communing with friends and family over a walk, or as the French call it, *Se Balader*?

Se Balader:

French term for walking or wandering about; usually with friends or family after a meal.

- Kirkland is acclaimed for its restaurants, which are a major draw from outside the area (Perception studies)
- The importance of Kirkland cuisine has been played up in past festivals, and is an element of Kirkland Uncorked
- The wine featured in Uncorked and available at Kirkland tasting rooms, in addition to the city’s proximity to the Woodinville wineries encourages this kind of wandering and socializing
- An active nightlife scene extends any evening spent in Kirkland and allows for a balance to the more serene experiences available.



Just as an active nightlife offers another layer to the Kirkland experience, so do the city’s more physical, active pursuits. These active pursuits can best be described in walking terms as *exercise*.

Exercise:

To practice or exert in order to train, develop or condition.

Sometimes you walk just for fitness, to use your body and/or mind in a different way. In Kirkland, there are many activities available for the visitor to do just that:

Boating, diving clubs, sailing instruction, parasailing, horseback riding, walking trails, cycling trails, canoeing, kayaking, the Kirkland Triathlon, classes at the Kirkland Art Center, bird-watching, kite-flying, swimming at the beach...

And in exercising your body and mind, you can *explore*...



Explore:

To traverse for the purpose of discovery.

From outdoor sculptures to artist studio tours, from bird watching to wine tasting, from performing arts to farmers markets, from fine dining to superior shopping...

Many of the experiences in Kirkland invite you to explore. And as you wind along the path to each new endeavor, you notice that the environment is just a bit brighter, a bit better. It's as if the light reflecting from the water infuses any experience with a special spark.

That glint of light could just be the making of a memory. Something to *reflect* upon and recall long after you've returned home.

Reflect:

To think, ponder, or meditate.

And sometimes a walk is just a means of reflecting. Kirkland offers such opportunities in spades. Parks, walkways, boating excursions and trails. Pick a path and let your mind wander.

As you reflect upon the city's assets, there is one that naturally rises to the top.

The Waterfront.

The most, and best access to Lake Washington means you possess a very unique experience, and that uniqueness is passed on to visitors, in whatever activity they might choose to do.

Access to Lake Washington:

Throughout the research, Kirkland's premier access to Lake Washington came across as a recurring theme.

Stakeholder Vision Survey

- Top words to describe Kirkland: Waterfront, beautiful, quaint
- What attracts visitors: Waterfront
- Greatest asset: Waterfront
- Reputation: Quaint waterfront
- Makes Kirkland different: Access to waterfront



Consumer Awareness and Perception Study

- Words that come to mind: Waterfront
- Adjectives: Waterfront
- Best matching description: Community with great lake access
- Primary trip purpose: Waterfront
- Who offers the best waterfront experience: Kirkland



Qualitative Perception Studies

- Words that come to mind: Waterfront
- Greatest asset: Most lakefront access on the Eastside
- Tourism reputation: Waterfront access is an inviting getaway

Kirkland's diverse and distinctive assets make it a getaway of both reflection and discovery. And because of the beautiful lake setting of the city, you are encouraged to amble through both the serenity and the vitality that such an environment provides.

So what is Kirkland's future path to walk?

"All you have to do is look straight and see the road, and when you see it, don't sit looking at it – walk."- Ayn Rand



◀ **STRATEGIC BRAND PLATFORM:**

North Star funnels these strategic insights for the brand into a single sentence, the brand platform. The brand platform is used as a filter for the formation of creative concepts and implementation initiatives. All communications, actions and product development should connect to the essence of this relevant and defining statement.

Target Audience:	For those seeking a charming, upscale place to reenergize
Frame-of-Reference:	Kirkland is a community on Seattle’s Eastside
Point-of-Difference:	where premier access to Lake Washington and a natural walkability
Benefit:	add radiance and reflection to distinct experiences and expressions.

Brand Platform Rationale:

- **For those seeking a charming, upscale place to reenergize**

Charming:

- Picturesque, attractive, unusual
- Supports the notion that your community has grown organically, not superficially
- Most cited adjective in Vision Survey and Perception Study
- Describes both the picturesque natural setting and the urban downtown environment
- Some may feel it has an “old” connotation. However, when paired with “upscale,” the term strikes a more modern balance

Upscale:

- From perceptions throughout the research to the facts uncovered through Tapestry profiling, Kirkland was found to be an affluent community which attracts the same type of visitors

- **Kirkland is a community on Seattle’s Eastside**

- Your location is part of what makes you such an attractive destination
- If you were any further from Seattle, you might not be close enough for repeat day-trippers. If you were closer, your identity would be too closely associated with Seattle
- The reputation of the Eastside has been described in terms such as suburbia, “not hipster enough” and conventional. Kirkland has an opportunity to defy this reputation and become the anti-Eastside community. A community that is rich in history, has organic neighborhoods, a vibrant arts and culture scene, a thriving nightlife and a flair for quirk
- By owning the location, you can reshape the definition into one that is more true to you

- **Where premier access to Lake Washington and a natural walkability**
Premier access to Lake Washington:
 - Every piece of research conducted by North Star put your lakeside access at the top of your asset list
 - Such an important and beautiful advantage needs to be owned and touted above all else
 - It doesn't mean you never talk about your other assets, it just means that this competitive advantage should be a starting point for communications when possible
 Natural walkability:
 - Our Insights illustrated the importance of Kirkland's physical and metaphorical walkability
 - You are a natural, real community. Not a contrived or 're-enacted' version of one.

- **Adds radiance and reflection to distinct experiences and expressions.**
Early in our Perception Study, someone summed up Kirkland in the phrase, "Urban Vitality, Lakeside Serenity"
 - Radiance and reflection are two sides of a coin.
 - Early in our Perception Study, someone summed up Kirkland in the phrase, "Urban Vitality, Lakeside Serenity."
 - There exists a yin-yang quality in Kirkland that even a visitor can get a sense of. The community is not just serene boats floating by all the time nor is it an around-the-clock party town. You can find both types of energy here. And that is what leads to a fulfilling visitor experience.

- Radiance
 - Radiance connotes vivacity, sparkle, energy, brilliance
 - Your stunning setting adds life, light, and vibrancy to any activity.
 - It's as though the water's reflection infuses any activity to make it better and more memorable.
- Reflection
 - Reflection connotes musing, thought, memory
 - The peaceful side of your surroundings
 - A nod to the water's physical property of reflection
- Distinct experiences
 - Distinct here is meant in both meanings of the word: differing/varied and unique/high-quality.
- Expressions
 - Not only can a visitor expect to find many activities that will allow her to explore both the energy and reflection that exists here, she can expect to be affected by those experiences, and perhaps, be inspired to express herself anew; to create.
 - This brings in the artistic elements of your community and allows the visitor to be a part of shaping those elements.

WHAT WILL GET US THERE?

In this section, we discuss which elements of communication need to be created or altered – and in what ways – to influence the responses and behavior of Kirkland’s various target audiences toward its brand. A number of brand-shaping issues often must be confronted: overall positioning, packaging, budget allocation, stakeholder participation, sponsorship association, cooperative efforts and of course, advertising and promotions.

Several major initiatives occur at this point:

- A logo and strapline are created
- Creative Expressions are developed
- Brand Action Ideas are developed

Note: All final logos are included in the attached Final Logo CD in both JPEG and Vector/EPS format. We encourage you to make more copies of this CD to give to vendors or other outlets requesting a copy of the logo.

For other graphic concepts, please refer to the final BrandPrint CD and **Appendix H**.

CREATIVE EXPRESSIONS OF THE BRAND

A Word about Creative Expressions of the Brand

You are about to see a Brand Identity package representing two separate directions for a single creative concept. Both directions will include several creative expressions to help bring the Kirkland brand to life. The creative expressions serve as “guides” only – our recommended creative approach to the brand – and do not represent finished work. Many communities choose to work with local talent for the actual refinement and production of creative communication pieces. This allows for true customization and also brings local perspective to the work.

Following is the written creative concept and the Kirkland Credo Copy. The creative concept takes the foundation of the brand platform and breathes life into it through an artistic interpretation. The concept then drives the creative deliverables that follow, as well as the Credo Copy. The Credo Copy takes the concept one step further by articulating the emotional appeal of the brand. It is meant to be the credo and inspirational call to action for the brand.

Chosen Written Concept:

What if we think of Kirkland as not just a community, but as a canvas? A living, breathing place that represents the opportunity to rethink and reinvent all that matters to you? And what if this canvas could change, evolve... a work of art that is never finished.

Kirkland, Washington is that very canvas. A charming place where reflection and vitality work hand-in-hand with inspiration to create a warm, welcoming, colorful experience for residents and visitors alike. A place that offers more access to Lake Washington than anywhere else - a one-of-a-kind original - just like its visitors.

Credo Copy:

Kirkland is not just a community, it's a canvas. A place at once both inspired and inspiring. And like great art, the perspective a visitor brings to their Kirkland visit will shape the experience. This vibrant destination understands the value of self-expression so everyone enjoys a uniquely personal visit. Here you can relax, reflect or rev up for action. You can walk, run, dance, sail, dine, sip or shop.

What makes Kirkland truly special is her unequalled access to beautiful Lake Washington. With endless water as a backdrop, days are washed with charm and nights are tinged with romance. Every activity is enhanced by the magic of sunlight dancing off the lake and crisp breezes catching the sails of boats. The colors are a little richer, the sounds a little clearer, even the air is a little fresher.

Amongst the shops, neighborhoods and beaches you won't have to look for inspiration. Inspiration will find you. In the bustle of people exploring art galleries and shops downtown. The laughter of children running in the park. And in the smell of fine cuisine. And all of it heightened by the sounds, smells and views of the lake. Because whether you're traveling for business, pleasure or a little of both, let's face it . . . life is simply better when water colors everything.

Descriptive Vocabulary:

- Colorful
- Parade
- Explore
- Reflect
- Canvas
- Expression
- Vibrant
- Energy
- Innovative
- Inspiring
- Stimulating
- Senses
- Vitality
- Peace
- Refuel
- Respite
- Fresh
- Charming
- Upscale
- Reenergize
- Premier
- Accessible
- Natural
- Walkable
- Radiant
- Distinct
- Expressions
- Artistic
- Canvas
- Warm
- Welcoming
- Community
- Tint
- Reinvent
- Original
- Sanctuary
- Water
- Brilliance
- Prism
- Multi-faceted
- Cool
- Lakeside
- Flow
- Easy
- Chic
- Stroll
- Rethink
- Shade

STRAPLINE

Water. Colors. Everything.

Note: North Star ran a search for Kirkland's recommended strapline on the United States Patent and Trademark Office's Trademark Electronic Search System (TESS). The search found no live or dead results.

Searches are only accurate for that moment in time of the search. North Star has recommended that Kirkland pursue trademark protection of the strapline.

North Star's trademark search is documented in **Appendix F**.

APPROVED LOGO



ALTERNATIVE LOGOS



Jennifer Williams

From: Explore Kirkland [explorekirkland@service.govdelivery.com]
Sent: Wednesday, October 21, 2009 12:55 PM
To: jennifer@northstarideas.com
Subject: November Kirkland Events Guide

SHOPPING PLAYS WOODLANDS THE BOULEVARD FUN
NOVEMBER CALENDAR
 HOLIDAYS EXCITEMENT FAMILY TURKEY SUNSETS ART HERITAGE PARK OUTDOOR SCULPTURE



A BOUNTIFUL HARVEST SEASON

KDA ANNUAL DOWNTOWN TREE LIGHTING

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Mark the end of the harvest season and beginning of the "dark" winter season at Wilde Rover's Samhain celebration, November 1- 7 in downtown Kirkland. The first of its kind event in the Northwest. Festivities include special menu items, Irish music and dancers, Irish history memorabilia, and prizes. Events on November 1 include a scavenger hunt and kids' face painting. Details and full schedule: www.wilderover.com.

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Howard Mandville, in downtown Kirkland along Park Lane, presents this Small Works Show November 5-30. Paintings by more than 100 regional and nationally renowned artists. Reception and sale is November 14 from 5:50 p.m.-8:30 p.m. Intent to purchase names taken during preview period, November 5-14. Details and show hours: www.howard-mandville.com.

KIRKLAND ARTS CENTER 2009 HOLIDAY ARTS SALE

This annual sale, featuring fine arts and crafts made by KAC instructors, members, and students, begins on November 27. A once-a-year opportunity to find that perfect gift or something unique for yourself! Items include ceramics, glass, decorative sculpture, painting, and prints. This year's sale takes place at Kirkland Parkplace, 336 Park Place in downtown Kirkland. Details: www.kirklandartscenter.org.

ARGOSY CHRISTMAS SHIP FESTIVAL

Beginning November 28, enjoy the annual ships on parade. The official Christmas Ship, The Spirit of Seattle, leads decorated parade boats and private vessels that forming the largest holiday flotilla in the world. Each night, the flotilla cruises to different waterfront locations and features choir performances. For full details, schedule and marina departures, bonfire locations, or tickets: www.argosycruises.com.

STAY, PLAY & EXPLORE

RECONNECT AND RENEW AT THE WOODMARK HOTEL

Includes overnight accommodations, guaranteed room upgrade and an exclusive welcome amenity: an original colored glass baby, hand-blown glass candle holder to take home as a reminder to find time to reconnect with one another. A value at \$199. Valid through December 30, 2009. For details and additional Woodmark Packages: www.thewoodmark.com.

THINK THE HEATHMAN HOTEL FOR HOLIDAY PARTIES

Get a 4-diamond experience for your holiday party this season. Contact the Heathman Hotel's sales team at 425.284.5800 or sales@heathmankirkland.com and inquire about dates and special menus for this festive time of year. For more information on the Heathman Hotel, including packages: www.heathmankirkland.com.

SPIRIT TO PRESERVE THE RAINFOREST

Book a meeting at the Courtyard by Marriott in Kirkland to be held during select dates until December 31, 2011. Marriott makes a contribution equal to 5% of the total cost of the group's guest rooms on behalf of the Amazonas Sustainable Foundation, helping protect and preserve the Juma Reserve in Brazil's Amazon Rainforest. Details: www.marriott.com/SEATC.



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CONCEPT #1

WEBSITE PORTAL HOMEPAGE

ABOUT
STAY
DINE
LIVE
ARTS
EVENTS

LINKS BUSINESS
MEDIA LOCATE CONTACT
SHOPPING

IN THE SPOTLIGHT THIS MONTH

KIRKLAND
WATER. COLORS. EVERYTHING.

SIGN UP TO RECEIVE OUR NEWSLETTER

WHERE TO GO WHEN YOU'RE
LOOKING FOR SOME PLACE TO GO.

SEARCH:

MERLION

CONCEPT #1

POLE BANNERS



CONCEPT #1

LETTERHEAD



The Second Concept: The second layout concept employs the use of large images to instantly communicate Kirkland's assets and aesthetic. This emphasis on image above all else is the hook that creates initial interest. It is then the work of the short, but memorable headlines to draw the reader further in. The look is framed with curved edges to evoke a postcard feel.

LEISURE AD

AROUND HERE, A SIMPLE WALK CAN TURN INTO A JOURNEY OF DISCOVERY.



At vero eos et accusam et iusto
odiom dignissim qui blandit
praesent luptatum delenit aigue
duos dolor et se molestias
excepteur sint occaecat cupiditat



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explorekirkland.com

AD FOR MEETINGS TARGET

TAKE A BREAK WHEN YOU FINISH YOUR BREAKOUT SESSIONS



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explorekirkland.com

AD FOR MEETINGS TARGET

OUR DEFINITION OF BREAKOUT SPACE.



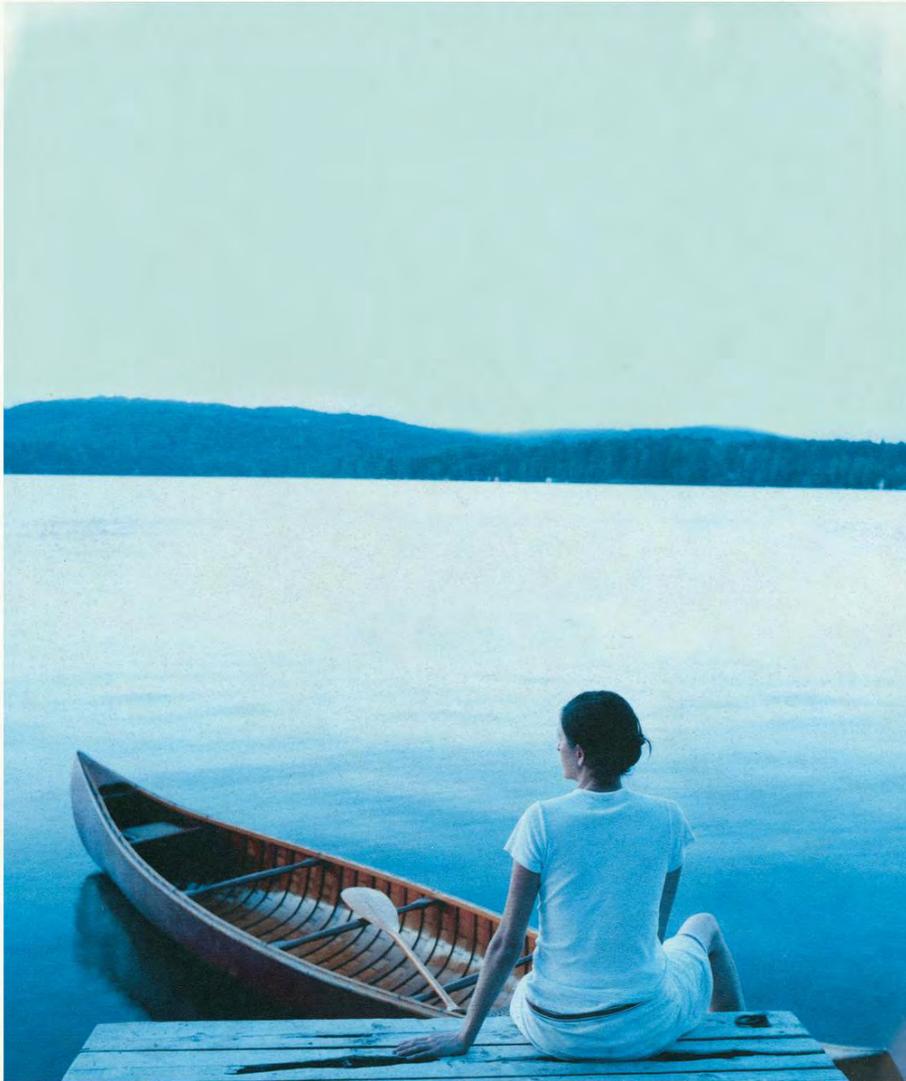
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explorekirkland.com

WHERE TO GO WHEN YOU ARE LOOKING FOR SOME PLACE TO GO.



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explorekirkland.com

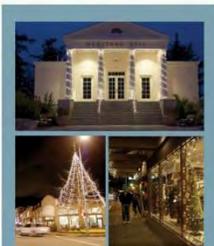
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Sent: Wednesday, October 21, 2009 12:55 PM
To: jennifer@northstarideas.com
Subject: November Kirkland Events Guide



explorekirkland.com

NOVEMBER



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This annual sale, featuring fine arts and crafts made by KAC instructors, members, and students, begins on November 27. A once-a-year opportunity to find that perfect gift or something unique for yourself! Items include ceramics, glass, decorative sculpture, painting, and prints. This year's sale takes place at Kirkland Parkplace, 336 Park Place in downtown Kirkland. Details: www.kirklandartscenter.org.

◀ ARGOSY CHRISTMAS SHIP FESTIVAL

Beginning November 28, enjoy the annual ships on parade. The official Christmas Ship, The Spirit of Seattle, leads decorated parade boats and private vessels that forming the largest holiday flotilla in the world. Each night, the flotilla cruises to different waterfront locations and features choir performances. For full details, schedule and marina departures, bonfire locations, or tickets: www.argosycruises.com.

STAY, PLAY & EXPLORE

RECONNECT AND RENEW AT THE WOODMARK HOTEL

Includes overnight accommodations, guaranteed room upgrade and an exclusive welcome amenity: an original colored glass baby, hand-blown glass candle holder to take home as a reminder to find time to reconnect with one another. A value at \$199. Valid through December 30, 2009. For details and additional Woodmark Packages: www.thewoodmark.com.

◀ THINK THE HEATHMAN HOTEL FOR HOLIDAY PARTIES

Get a 4-diamond experience for your holiday party this season. Contact the Heathman Hotel's sales team at 425.284.5800 or sales@heathmankirkland.com and inquire about dates and special menus for this festive time of year. For more information on the Heathman Hotel, including packages: www.heathmankirkland.com.

WHAT TO DO WHEN YOU CAN'T THINK OF ANYTHING TO DO.

The collage features several posters:

- THE INDIAN PAINTINGS** by GEORGE DE FOREST BRUSH, February 26 - May 25, 2009.
- ROY BELL FRIENDS** at THE TRIPLE DOOR, March 13/09 - 7:30PM.
- CUERPO DE CASINO** at Kirkland Dance Center, Thursdays at 7PM.
- OF MICE AND MEN** by John Steinbeck, March 20 - April 12.
- THE EX BOX BO** First Live Appearance, Saturday, May 2, 2009.
- CHIE HAVENS** at Kirkland Performance Center, February 20 - 8 PM.
- SUPERGENIUS** by Eric Pike, 206-322-1630.
- FRIDAY APRIL 10** at WaMu Theater.
- ROBERT PENN WARREN** at MORIAN HALL, Sept 25 - Nov 6.
- FRENCH TOKYO** at Kirkland Performance Center, Oct 11, 12, 13, 2008.

At vero eos et accusam et iusto
odiom dignissim qui blandit
praesent luptatum delenit aigue
duos dolor et se molestias
excepteur sint occaecat cupiditat

At vero eos et accusam et iusto
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explorekirkland.com

CONCEPT #2

WEBSITE PORTAL HOMEPAGE



CONCEPT #2

POLE BANNERS



CONCEPT #2

LETTERHEAD



COLOR PALETTE

The color options for Kirkland are approachable, yet contemporary. They reflect both the community's urban vibe and lakeside position.



KIRK BRT GREEN
C 25 M 00 Y 80 K 15



KIRK GREEN YELLOW
C 20 M 01 Y 40 K 00



KIRK DARK TEAL
C 72 M 23 Y 20 K 11



KIRK LT AQUA
C 40 M 00 Y 24 K 00



KIRK DARK BLUE
C 71 M 44 Y 35 K 13



KIRK MED GRN YELLOW
C 30 M 01 Y 40 K 00



KIRK LT BLUE
C 23 M 00 Y 01 K 00



KIRKLAND UMBER
C 59 M 58 Y 64 K 34

BRAND ACTION IDEAS

Putting your brand to work from launch to longevity

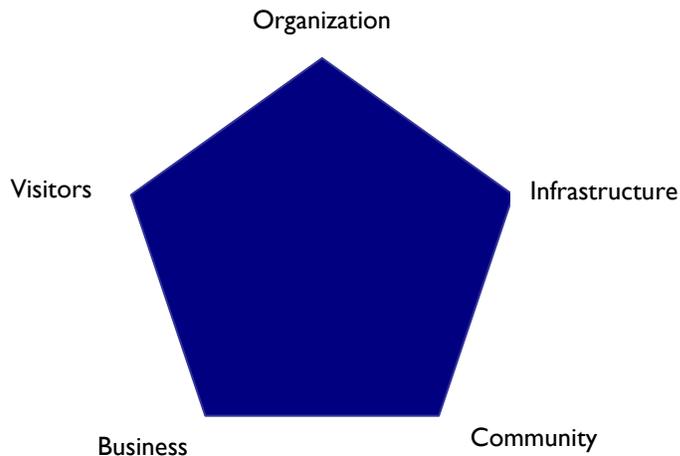
So you've got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging, aspect of community branding. Community brands are not just about straplines and logos. They are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people's hearts and minds. Specifically, your brand embodies how Kirkland is like an original work of art . . . both inspired and inspiring. A place where unequalled access to beautiful Lake Washington colors every aspect of the Kirkland experience so that your days are washed with charm and your nights are tinged with romance. A destination brushed with the magic of sunlight dancing off the water and crisp breezes catching the sails of boats as they glide along the lake. Where even the air is a little fresher, a little brighter, a little lighter. Because whether you're traveling for business, pleasure or a little of both, let's face it . . . life is simply better when water colors everything.

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, this is the nature of many public initiatives.) The main goal of this time period is two-fold – introduce the new brand to prospective visitors and convert your community and stakeholders into brand ambassadors through education and information sharing.

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 destinations across the country and we are excited about seeing it happen in Kirkland.

Strategies and Tactics

Even if a brand targets a specific niche (such as the Kirkland tourism initiative), North Star recommends that the strategies and tactics associated with brand implementation generally fall into five distinct categories (pictured below).



Clearly, the majority of action ideas will fall under the visitor's category; however there are a number of activities that citizens or businesses can engage in that will build your destination brand in the eyes of visitors.

To get you started, North Star has provided a sampling of standard and customized brand action ideas in each category.

◀ Organization

Brands cannot grow and thrive if no one takes responsibility for them. Successful implementation of the Kirkland 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. Tactics should address the creation and funding of brand support positions as well as the development of public and private entity organizations for marketing your community in the context of the brand.

*The following ideas represent North Star’s recommended organizational structure for marketing a destination/community in the context of a new brand. However, we recognize Kirkland’s challenges with regard to staffing and resources for tourism. As such we have also provided a recommendation for a volunteer organizational structure that could support and implement the brand without significant public sector resources. As more funding or staffing becomes available, the volunteer group could transition to a city-supported brand manager.

- **Appoint a brand manager**

The most important contribution Kirkland can make to the ongoing success of your brand is appointing/hiring a brand manager to champion the process. Without a designated employee to handle brand responsibilities, it is easy for the brand message to fall through the cracks. This individual can be designated from within or brought in from the outside. Brand management duties can be all or part of what he or she does (for example, he or she could also serve as public information officer for the city). However, North Star cautions against assigning this job to an individual who already manages full-time job responsibilities. Establishing a brand – especially during the first two years – can require a great deal of time. (See **Appendix D** for a sample Brand Manager job description.)

- **Put together a Market Kirkland Partnership**

Develop a “Market Kirkland Partnership” comprised of public, private and non-profit sector organizations of all sizes interested in marketing the destination to tourists for future growth and success. Members should include all public and private sector tourism entities including economic development, the chamber, the city, hotels, attractions, arts alliances, historical groups, restaurants, etc.

A team approach (including the private and public sector) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture for the community, and it weathers changes in political administrations. This group can solicit funds for brand implementation from its members (typically the bigger the member, the bigger the financial support).

- **Sign a brand charter**

Members of the Market Kirkland Partnership should sign a brand charter pledging their support and financial commitment to the brand. (See **Appendix E** for a sample brand charter.)

- **Put together a volunteer Tourism Team**

Another option for promotion and implementation of Kirkland’s tourism brand is to assemble a tourism team comprising stakeholder volunteers with a vested interest in Kirkland’s tourism success to implement the brand in your destination. Possible volunteers include downtown merchants, marketing professionals for other companies or organizations, arts representatives, vintners, hotel and restaurant owners or personnel, etc. Not only will this group be motivated to see the brand succeed, they have the capacity to implement the brand within their own areas. Such a group would help take implementation responsibilities off busy public sector personnel from other organizations.

If funds do not exist for a paid Brand Manager position, delegate a member of the Tourism Team to serve in this role.

- **Brand stationery**

Reprint the letterhead, cards, envelopes and folders for tourism with the new brand logo (although the letterhead would work for all organizations). Make sure members of your volunteer tourism team are stocked with the new supplies. . . including business cards. Existing brochures and marketing materials will also need to be reprinted with the new logo. Eventually these pieces should be reworked to reflect the new brand in copy, color, style and tone.



- **Create a brand presentation**

The Kirkland Tourism Team should work with a graphic designer and writer to develop a professional PowerPoint presentation for the brand. The presentation should summarize research, insights, brand strategy and creative. Its goal is to get businesses, prospective businesses and tourism influencers on board with the brand.

Use the presentation 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.

- Why was this project started?
- Who else was involved?
- What did you learn from the research? How can that research be used to attract new businesses?
- How can the brand impact tourism outcomes (i.e., inquiries, visitation, heads in beds)?
- How can increased tourism impact citizens, businesses?
- Share and explain the strategy – your strategic brand platform.
- Show the creative work. Tell others what it allows you to do. Why were the colors/images/words used?
- How do you plan on using it immediately and long-term?
- What are some specific ways the tourism-related businesses and personnel can put the brand to use to benefit both themselves and the city.
- Focus on planned initiatives that take the brand beyond just a logo and line.

In addition to the presentation, put together a brand toolkit that can be used as a leave-behind after presentations. Include a CD with camera-ready art for the logo, a one-page slick highlighting the brand and a brand promotional item such as a pin (with logo and strapline). Work with a graphic designer to create packaging for the toolkit reflective of the brand. For example, the folder could contain four or more images created out of relevant words (see creative work, pg. 80) representative of the major tourism industries in town (hotels, restaurants, retail and attractions, for example).

- **Create a media plan**

A single source of contact for media relations should exist within the community. This centralized approach will help you control the brand message and helps guarantee that the story you want to see in the media is actually the story that runs in the media. Develop a series of talking points and graphics to use for every brand-related encounter with the media.

Use the following mediums for distributing information about the brand:

- News releases, electronic and paper
- Fact sheets
- Media advisories
- News conferences
- Tours

- Roundtables
- Briefings
- Special events such as Kirkland Uncorked

- **Take your show on the road**

The Brand Manager or members of the Kirkland Tourism Team should meet one-on-one with community stakeholders and regional tourism influencers to reinforce and answer questions about the brand. (Use the brand PowerPoint presentation.) Meet with newspaper editors, developers, attraction owners, event managers, retailers, hotel and restaurant owners/managers, etc. The goal is to create a strong support base for the brand amongst community leaders.

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 with the McKinney brand logo in his upscale retail area as well as throughout the parking area.

- **Develop a sleuth creative group**

Assemble a group of some of Kirkland's most creative and artistic brain power. This group of "Creative Detectives" is charged with meeting "undercover" at various attractions and activities around town and developing additional creative ideas for telling visitors the Kirkland story. Remember to include some young people in this group to gain a youthful perspective.

Welcome the group with a quick brand overview and an inventive, fun premium item. (One idea: a compressed t-shirt with a brain or light bulb, the group name and the brand logo.) Ask them to develop a fun name for the group representative of the task at hand (i.e., Water Works, Water Power or Creative Waters).



◀ Infrastructure

This strategy addresses the unique opportunity Kirkland has to use your infrastructure as a three-dimensional medium for showcasing the brand primarily to visitors but also to residents and businesses. As you consider this category, we encourage you to think outside the box (or beyond the building!). Your infrastructure includes water towers, public vehicles, sidewalks, parks, building facades, signage, lighting, airwaves, the sky. . . even the backs of your visitors and citizens.

- **Identify opportunities**

Successful brand implementation requires the best use of available resources. Kirkland owns a number of assets ideally suited for high-profile presentation of the brand. Display the brand on those city-owned physical assets that would be most relevant. Downtown corridors, the arts district, sidewalks, light posts and government buildings are good selections.

- **Entice them with entryway signage**

You never get a second chance to make a first impression. . . so high-end entryway signage is a must. Consider adding a lighted water element to your sign for extra interest.

- **Try some smooth sailing**

Partner with a sail boat owner to create a customized “Water Colors Everything” sail that will dazzle visitors whether docked or in motion. Consider partnering with an owner (or owners) who spends lots of time in other marinas spreading the word about Kirkland. Another prime partnership is a company that offers sailboats or parasails for rentals and tours.



- **Give them a chance to change**

These fun and inexpensive changing areas give visitors and residents privacy to slip into swimming suits or shorts. Place them in convenient locations around the lake and use elements from the brand's creative identity (logo and line or a series of the different retro graphic elements shaded with descriptive words) on the outside.

Read more at http://springwise.com/marketing_advertising/sympvertising_on_the_beach/.



- **Frame 'em up for fun**

Identify prime photography spots (focusing on water views but also including architecture and other nature highlights) around town. Develop a series of picture frames in all sizes and colors that can be strategically placed at these spots. Visitors can literally step inside the frame for a photo worthy of framing. A plaque on each frame can read . . . Water. Colors. Everything. . . Kirkland, WA.



Below are a few more examples of the frames North Star recommends strategically placing around Kirkland.



- **Brand your night sidewalks**

Take a promotional page from corporations in large cities and create fun, branded lighting that shows up on sidewalks at night. (See below for an example from Chase Bank.) Signs should feature the stylized Kirkland logo. You could also use this type of lighting to have fun with your logo during special evening events such as Kirkland Uncorked.



- **Invest in pole banners**

Pole banners are not an afterthought or a throwaway – they are an important piece of the overall feel of your downtown area. And they are a relatively inexpensive way to start to develop a more updated downtown feel. Create a complete brand strategy for pole banners. This strategy should cover downtown in particular, but should also deal with pole banner usage in outlying parts of the community. Your strategy should take into consideration issues like:

- Overall visual feel and look
- Meshing brand banners and outside event/organization banners
- Optimal banner coverage: Geographically and quantitatively
- Use of pole banners to achieve other communication objectives. Would Kirkland like to require or encourage banner signage in redevelopment areas? What about historic/iconic venues? Use of banners to promote rehab/adaptive reuse projects and architecturally/culturally significant venues both livens up downtown and furthers the brand image. If you move forward with this, what kind of design guidelines will be needed to achieve a coordinated, attractive overall visual? How can the brand be incorporated into the overall pole banner program?
- What other opportunities currently exist for branded pole banners throughout the city? Schools? Museums? Shopping centers? Bike paths? Parks? Libraries? Major parking lots? Major arteries in and out of town? Develop a banner installation priority plan with guidelines on how and where banners are to be used and placed.

- Do any of your new guidelines need to be reinforced via Council vote?
- When you have completed your strategy, formalize it in a pole banner standards guidebook.
- Partner with other public or private sector entities to promote their interests under the banner of your new brand.

Concept 1



Concept 2



Downtown pole banners can be used to publicize both events and the brand by alternating poles (i.e., such as Kirkland Uncorked, Kirkland Triathlon, Wednesday and Friday Night Markets, Softball World Series, Artist Open House). See below for an example where St. Louis used its city logo in conjunction with banners for the Final Four basketball tournament.



For maximum exposure, consider one image across a double pole banner (see below).

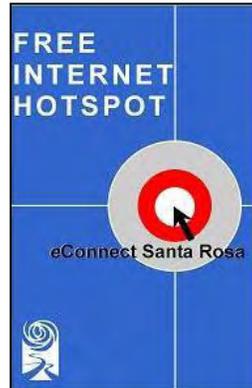


- **Brand Wi-Fi and other interesting initiatives**

In addition to banners, look for other outlets to increase brand visibility. Put the brand logo on flags which can be installed at offices, schools or government buildings. The logo can also be added to trash can receptacles or park benches downtown. Approach property owners with strategically placed windows about installing pressure sensitive, one-way viewing window posters (from the inside it looks like tinted glass, from the outside it looks like a poster.)



Identify and brand downtown area Wi-Fi spots with appropriate signage. (For example, create a graphic representation for Wi-Fi using your unique brand illustration style.) Install weatherproof versions of signs in outdoor locations such as downtown parks and plazas. Install indoor versions at downtown coffee shops, cafes and office building lobbies where people use the internet and Wi-Fi is available. See sample sign from the City of Santa Rosa. The trademarked universal symbol for Wi-Fi follows.



- **Brand some public art**

Kirkland has a thriving public arts programs with dozens of works scattered throughout town. Incorporate the brand into this program with one or more of these ideas.

- Commission a branded work for display in a high-profile visitor location (downtown, near the water). The artist should be challenged to bring the idea of Water Colors Everything to life.
- Invest in fountains in the lake (near the shore downtown) that light up at night in a rainbow of hues. Make sure to include branded signage on the dock or boardwalk from which the fountains are most visible. If possible, extend the idea of fountains throughout downtown and other areas including a splash park and an art fountain. Splash fountains are a great way to encourage visitor interaction with art and the brand.



- **Pursue a live-in artist**

Kirkland is known for being an arts community. This is a valuable identity in light of the current emphasis communities are placing on attracting and retaining the creative class. But the economy has galleries closing and interest waning in the arts. Rethink and reinvent this positioning with ideas like these:

- Solicit one or more artists in residence. These individuals can actually live in refitted vacant retail space downtown so their presence is high-profile and high-benefit.
- Charge your artist in residence with creating art that brings the brand to life, educating area young people about various forms of art, curating shows of local artists that can be displayed in empty storefronts and generating excitement and buzz about Kirkland arts. (Consider providing some incentive, maybe a tax break, for the period of time that a property owner allows an artist to set up in the store front.)
- Check out the stories below:
http://www.nytimes.com/2009/10/13/nyregion/13galleries.html?_r=1
<http://nolongerempty.com/>
http://blogs.villagevoice.com/runninscared/archives/2009/10/times_new_store.php
<http://bwacblog.wordpress.com/2009/05/22/bwac-newsletter-for-tuesday-may-19-2009/>

- **Bring the brand to gardens**

Work with local gardens to bring the brand to life with colors and designs reminiscent of some of the greatest water color paintings. Incorporate the design of the logo and water elements into the gardens. Also consider adding water elements or other branded features to government buildings and to the Visitors Center.

- **Create an experiential Visitors Center**

Use an empty downtown property for your Visitors Center. By encouraging patrons to slow down, rest and relax you transform the usually mundane act of gathering information into a part of the vacation experience. A few ideas:

- Play relaxing music from local or regional artists.
- Feature (and sell) the art of local or regional artists. Use this art to direct visitors to galleries where they can see/purchase more of it.
- Include a water element.
- Turn the Visitors Center into a tasting room for local vintners and Woodinville selections (in lieu of the freestanding tasting room detailed below).
- Provide comfortable seating and reading material.
- Include technological features like cell phone and computer charging stations, Wi-Fi and downloadable music with a local flavor.
- Incorporate a coffee bar with espresso drinks and light snacks for sale (perhaps one of your local coffee shops would be interested in a satellite location).
- Feature a closed-circuit television showing continuous loop footage of the best of Kirkland.

- Sell a diverse and interesting selection of local goods including jewelry, art, wine, food, books, music, etc. Also, sell branded merchandise such as bottled water, water color kits, charm bracelets, etc.
- Staff the Center with knowledgeable volunteers who want to share their enthusiasm for the area (retirees often love jobs like this where they get to talk to lots of interesting people). The center should be staffed during regular downtown operating hours.

- **A place for paints**

Designate a place in downtown or in a park near the water where visitors can create a works of art with watercolors that will wash away when it rains or is hosed down. Consider a large rock or portion of the sidewalk (where painters won't be in the way) as options. Small branded paint kits can be given away at the Visitors Center or in the shops or painting materials can be permanently kept by the rock/sidewalk.

- **Bring Woodinville downtown**

Woodinville has more wineries, but Kirkland has more hotels. Partner with this popular destination to create an experience for visitors that offers the best of both worlds. First, continue promoting the Woodinville wineries in your Visitors Center, online, etc. Second, convert empty space (discounted or free) downtown into a branded space and tasting room featuring primarily Woodinville wines, although you might consider offering local selections such as Northwest Cellars as well. The tasting room should incorporate brand colors and graphics (a wine glass filled in with relevant words!) as well as branded cocktail napkins. Round out the tasting atmosphere with light appetizers donated by local restaurants in exchange for advertising opportunities. Decorate the walls with artwork from local artists. If possible, sell the tasting wines. Finally, make brochures and other marketing materials available for the wineries.

Work with Woodinville to subsidize the staffing and wine for this venture (it is mutually beneficial for both destinations).



- **Consider new channels**

As you take inventory of infrastructure opportunities, think outside the box to relationships Kirkland has with cable, satellite and cellular providers. In exchange for what you provide them, request weekly time on their stations and frequencies to promote the Kirkland events and attractions.

- **Create a floating stage**

All your lake access makes Kirkland the perfect place to install a beautiful floating stage for live performances, events and movie showings. A fun, high-profile stage can help to attract visitors from farther away for all your events and could attract big-name performers. Below, see the stage at Bemuse Point on Chautauqua Lake in New York.



🔺 **Community**

Destination brands are not created; they are discovered within the spirit of a place – from the history, the attractions, the culture, the geography and the society. Brands uncovered in this manner are endorsed and absorbed by their communities due to their fundamental truth. And citizens who believe in the brand are ultimately the best brand ambassadors with tourists. However, it is not enough for a brand to just be “of the people,” strategies must be developed for taking the brand into the community with programs and initiatives that have meaning for the citizens.

- ***Educate citizens on the benefits of tourism***

Tourism can positively impact the quality of life in Kirkland in a number of ways. Take the time to educate citizens on the benefits of tourism so they are good hosts. While this presentation should not be about introducing the brand, it should be branded. Examples of tourism benefits include:

- Tourism can be built upon existing infrastructure
- It can be developed with local products and resources
- It broadens educational and cultural horizons
- It reinforces preservation of heritage and tradition.
- It justifies environmental protection and improvement
- It provides recreational facilities and amenities that can also be used and enjoyed by the local population
- Visitor interest in local culture provides employment for artists, musicians and other performing artists enhancing cultural heritage for all in the community
- Offer visitors volunteer opportunities at the Visitors Center, in the Woodinville tasting room, etc.
- It breaks down language barriers, socio-cultural barriers, class barriers, racial barriers, and religious barriers.

- ***Feature art at the parks***

Hold a contest asking Kirkland kids to create artwork depicting what they like best about their hometown. Convert art to waterproof banners and hang them on the fence surrounding the ballpark.

- ***Fly the neighborhood flag***

Kirkland is known for its strong neighborhoods. Create a map (both printed and interactive/on website) that clearly identifies the different neighborhoods of Kirkland. Assign each neighborhood one of the colors from the brand palette and represent them on various maps with that color. (Click on a neighborhood color in the interactive map and learn about housing, schools, parks, events, etc.) Present neighborhoods with flags in that color that they can fly at parks, special events, schools, etc. When residents come together for a community-wide event (say a 5K run for charity or a city clean-up day) neighborhood teams can identify themselves with their colored flag.

- **Sponsor a branded Volkssporting event**

Kirkland has an active Volkssporting Club and numerous highly touted races and events. Turn members into brand advocates (and attract regional participants) with a “Water Colors Everything” event. The course should take walkers through neighborhoods and around the lake. End the day with an outdoor barbeque and concert by the lake. Consider making this a two-day event so that regional attendees spend the night in your hotels and dine in your restaurants. Have a local artist design the t-shirt and hand out branded bottled water after the event.

- **Sponsor a water color contest**

Hold a local contest where residents use water colors to show what they love most about their community. Have local artists judge the entries. Print the winners online and in the paper and presents them with the “Water Colors Everything” Award.

- **Have fun with boats**

Launch boating events that keep citizens – and visitors – heading for the lake. A couple of ideas:

- Schedule regular Lighting Sailboat or model boat races
- Contact Red Bull about bringing the flugtag to Kirkland. Flugtag is a high-profile event owned and operated by Red Bull in which competitors attempt to fly homemade human-powered flying machines. The flying machines are usually launched off a pier about 30 feet (9.1 m) high into the sea (or suitably sized reservoir of water). Most competitors enter for the entertainment value, and the flying machines rarely fly at all.
- Market the event to participants throughout the region.



- **Sustainability program**

The greening of America has required a dramatic change in mindset on the part of American citizens. Initiate a “Water Colors Everything’ Sustainability Campaign” that teaches Kirkland residents the value of preserving water. Citizens can enroll in initiatives for saving water, preventing water pollution and keeping the shore clean. All participants in the program should receive a t-shirt.

- **Start geocaching to uncover area treasures**

Geocaching is a high-tech form of treasure hunting perfect for discovering all the ways that Kirkland is one of a kind. Adventurers use handheld GPS devices to find hidden treasures using latitude and longitude coordinates. Interesting riddles about the location can spice up the hunt. Caches can take place in downtown, in neighborhoods, in parks, in the arts district, around the lake, etc. Caches must be waterproof – army surplus ammo boxes, film canisters, plastic food container – and should be cleverly hidden (in hollow trees or under park benches). In the caches place some interesting facts or trinkets associated with the location (i.e., the hollow tree might have plastic insects, some botanical information or a short essay by a local schoolchild about nature; a sailing cache might have a book on sailing, some rope with a nautical knot or a captain’s hat; an artist’s cache might have a watercolors set or a color wheel). All caches have a logbook where “cachers” sign when they discover the spot. Consider combining caching with Volkssporting for added fun and participation.

When you’re ready to launch the program, offer a “how-to” class on geocaching. Rent the handheld GPS devices to the public during specific times (be sure to get a deposit to cover damage or loss). Post the clues on the web portal and publish them in the newspaper. Give a branded premium prize to those who find all locations on the “Water Colors Cache. For more information about geocaching, visit www.geocaching.com .

- **Celebrate the brand in books and movies**

Launch an annual outdoor film festival that celebrates water and life on the water. To make sure there is something for everyone, consider films that run the gamut from Jaws and Open Water to Finding Nemo, On Golden Pond, Splash and The Lake House.

Select a water-based book for participants in “If All Kirkland Read the Same Book.” A few choices, In the Lake of the Woods by Tim O’Brien, Crow Lake by Mary Lawson, or The Lake of Dead Languages by Carol Goodman. Include children in this initiative with books like Good Night Lake by Adam Gamble and Cooper Kelly.

- **Develop an art institute**

Work with local businesses and the Public Arts Program to set up a two-week summer art institute where young artists from around the state or region audition to come and study with a leader in their area of interest. Make the program small and exclusive with the goal of teaching participants how to think outside the box when approaching their craft. Call it the Water Colors Academy.

🔺 Visitors

Your community's relationship with its visitors (be they tourists, business people or visiting family) occurs at three distinct points on the time continuum – before, during and after the visit. Communities that desire to grow their visitation market using their new brand need a distinct set of strategies and tactics for attracting and educating potential visitors, for impressing and entertaining current visitors and for influencing past visitors (who are spreading their impressions to others). Tactics address website strategies, reunion planning, internet marketing, promotions, events, signage, Visitors Centers, transportation, lodging, retail, conventions, meeting planners and more.

- **Create an informational CD**

Create a CD that includes interesting facts and history about the famous people, architecture, museums, wineries, attractions, events, shopping, neighborhoods, natural beauty and outdoor recreation in Kirkland. Visitors can download the information off the website onto a CD or MP3 player. The tour allows visitors to enjoy the beauty of the community on an individual basis as they are driving, biking, walking or hiking around town.

- **Brand your tourism website**

Kirkland currently has a beautiful, easily navigated site for tourism. Rather than starting from scratch, review your existing site with an eye on adding the brand. For example, In addition to the logo and line, the site should be designed with brand colors. On the home page, when you click on the various links (each of a different color) in the navigation bar, it skins the website in the color of the link.

The site should also contain or link to the following (your current site contains many of these things):

- Request for Visitors Guide
- All members of the Market Kirkland Partnership (or Tourism Team)
- Interactive maps of the community
- Free downloadable GPS app guiding Volkssporters on where to walk and what stores, restaurants and cafes are in the proximity of that walk. Each store downtown should also carry a printed version of the GPS map
- Major events and attractions like a full listing of events associated with Kirkland Uncorked, farmers markets, the Kirkland Triathlon, etc.
- All arts-related classes, galleries and show at places like Kirkland Arts Center
- Performances at places like the Kirkland Performance Center
- An interactive map of all outdoor recreation including parks, trails, biking and hiking trails, etc.
- Sports schedules (high school, Little League, etc.)
- Information on services of interest to travelers including restaurants, transportation, lodging, drug stores, etc.
- A blog called “Water. Colors. Everything.” where users can submit comments, ideas and observations
- A geocache site describing and directing visitors to all the geocache treasures ongoing in Kirkland (See pg. 115).

- A site created entirely by visitors and residents. For ideas on this check out Bloomington's local effort (they created their own version of Wikipedia, called Bloomingpedia): <http://www.bloomingpedia.org/wiki/Bloomingpedia>.
- A link to download rule breaker wallpapers to your cell phone and computer, www.zedge.net/wallpapers/2991953/rule-breaker-wallpaper/
- Online store to purchase Water Colors merchandise.
- A listing of signature "Water Colors" dishes created by local chefs. Also consider offering a punch card that visitors can print and get punched every time they try a signature dish. Diners who sample every dish in the series get a free dinner at the restaurant of their choice.
- A link to a MySpace and Facebook account specifically for Kirkland.
- A database of songs about water that people can use to build a customized playlist for listening to while touring the destination.

- ***Have fun with food***

Help build your foodie following with custom foodie itineraries on your tourism website. Include information about wineries and suggestions for pairing local wines with foods. Also include information on cooking classes, the availability of fresh produce at the Market and details about which restaurants use fresh local or organic ingredients.

- ***Mail to the meetings markets***

Develop a VIP mailer for the meetings market that contains a high-end watercolors set. This mailer could be as simple as a premium item ("Meetings are better when water colors everything") or water-colored themes for the meeting rooms.

- ***Make Kirkland Uncorked an institution***

Nothing enhances a wine festival like water in the background. Work with festival organizers to turn this event into a must-do for residents and regional visitors. Also invite VIPs including economic development prospects to be your guest for a sample vintage. A few ideas:

- Residents with families report feeling shut-out of the Kirkland Uncorked festival. They say they used to like coming with the family and the dog and walking through the artist and activities booths. However, many feel the festival is now more geared to young people and heavy drinking. Consider expanding the festival to two days. Saturday and Saturday night can be marketed to the adult audience and Sunday and Sunday night to families. Feature different activities geared toward the specific audiences, i.e. face painting for the kids.
- Unveil customized items including painted wineglasses, the Kirkland Uncorked vintage and winning wine labels.
- Station artists around the event to draw caricatures of the guests for free.
- Work to get a big name wine connoisseur or vineyard owner to be in attendance. He or she could even speak briefly on the merits of different wines.

- Hold a drawing for a sailboat tour of the lake (complete with wine and picnic lunch) on the beautiful boat with the custom Kirkland sails.
- Decorate the tent with the colors found in the brand color palette.
- Create a wine glass using the language of wine lovers and vintners (see creative) and feature it on posters for the event.

- ***Make the brand a partner for the Kirkland Market***

Kirkland is the perfect backdrop for a one-of-a-kind lakeside farmers market that attracts visitors from all around the region. The Kirkland Market does an excellent job with its Wednesday and Friday night markets. Make sure that the new brand is represented as one of the partners and even consider the following sponsorship activities/contributions:

- Dual pole banners with the logo and line on one side and the Market's logo and line on the other.
- Recycled produce containers or mesh bags for purchases with the Market logo and "Water Colors Everything" tag hanging from it.
- "Water Colors Everything" t-shirts for all vendors
- Signage that includes the logo and line, "Water Colors Everything"
- Stickers with the brand logo and line to secure the paper that flowers are wrapped in
- Awnings in brand colors printed with the line
- Outdoor art classes on easels by the lake
- Printed branded listing of all participating artists
- Music from local artists
- Wine and beer tastings
- Discounts for Volkssporters (or any organization/group) that come to the Market en masse.

- ***Brand existing activities***

Make a list of existing tourism activities and events. When appropriate, partner with event planners and organizers to incorporate the brand into the event, its marketing and signage. A few examples:

- Kirkland Uncorked (see ideas above)
- Kirkland Artists Studios tour
- Kirkland Wednesday and Friday Night Markets (see ideas above)
- Club Polar Bear Plunge
- Argosy Christmas ship and bonfires
- Trick or Treating and Merchant Pumpkin Carving
- Juanita Bay Wildlife Tours
- Volkssporting events and other races such as the Kirkland Triathlon
- Harvest Supper and Grape Choice Grape Stomp
- Northwest Cellars tastings

- **Charm residents and visitors**

Create a “Water Colors Everything” Charm Trail to encourage residents and visitors to explore all the great architectural, retail, water, entertainment and area attractions that Kirkland has to offer. Those who follow the trail get to know the town and end up with a one-of-a-kind keepsake to remind them of their hometown or vacation – at an unbelievable price.



Ft. Benton, MT Charm Trail Bracelet \$1/charm \$3/bracelet

Each merchant, attraction or event offers a specific charm representing their business or event. Charms are sold at a heavily discounted price – most commonly, \$1.00 each. Bracelets are sold for \$3.00. (Although in keeping with your visitor profiles, Kirkland could do a higher-end bracelet.) Most communities choose to offer their charm bracelets in silver. Note that you do not have to buy anything at the local merchants in order to purchase a charm.

Also develop a Charm Trail brochure that contains a map showing all the locations of charm trail merchants. Identify each merchant with a number on the map, and then provide a map key which contains merchant number, name, type of business and a small photo of the charm offered.

The Charm Trail brochure should also contain a list of special events and their charms. Special event charms (Kirkland Uncorked) should be available ONLY during the event itself to encourage visitors to attend the event and to return to Kirkland. Special event charms can be sold at a booth at the event.

- **Build your database**

Every encounter with a visitor or a prospective visitor is an opportunity to obtain an email address to expedite future marketing efforts. Collect addresses online (offer giveaways to increase participation), at special events, at attractions, at hotels and restaurants, etc. Use the database to send customized emails about events, specials, festivals, etc.

- **Develop brand merchandise**

One of the best ways to introduce your brand is with promotional items such as t-shirts, hats, bottled water, license plates, etc. Here are a few unique to Kirkland (remember to brand them all with your logo and line):

- Wine glasses hand painted by local artists featuring water scenes or words in the style of layout concept #1.
- Wine charms in the shape of all the brand icons (sailboat, wineglass, etc.)
- Water wings for kids
- Water color kits for kids
- Bottled water
- Mood rings
- Model sailboats with the sail as the logo
- Wine stoppers shaped like the sailboat logo (and other cool Kirkland icons)
- Signature umbrellas featuring blocks of colors in the brand color palette
- Java wraps
- Walking shoes
- Refrigerator magnets
- Branded note cards
- Collectible plates painted with Lake Washington scenes
- Branded energy waters (Life Water)



- **Bring families together**

The beauty of Kirkland is custom-made for a family reunion. Reunions are a great way to bring back people who have left the community and introduce new visitors to all your charms. In addition, from an economic perspective, reunions generate strong revenue.

- Average attendance of a family reunion is 50 people.
- Average spending is between \$100 and \$200 per person.
- Over 70% of reunion attendees drive to the location.
- Most reunions last two to three days and are held annually.

Support is the key to making reunions a success. Your residents are the people who will entice their families to come to Kirkland. Ways you can help:

- Planning guide with helpful timelines, checklists and suggestions
- Reunion organizing classes and workshops (at local churches)
- Communication pieces to send to family members
- Contact information for parks, pavilions and other locations to host the event
- A list of services families can use (photographers, catering services, decorators, etc.).
- Genealogy reports
- Finally, offer a function on your website that allows families to have their favorite reunion picture converted to a water color that they can then email to family and friends.

- **Leverage business travel**

It is well worth your time to forge relationships with local businesses and hoteliers to offer business travelers added value when they visit Kirkland. The following two-pronged campaign – called a push and pull strategy – is designed to increase length of stay and party size.

- *The Push . . . Make em wanna stay*

Top area businesses should be provided with communication tools offering additional value to their vendors, associates, professional partners, out-of-state employees, etc. when they come to Kirkland for business purposes.

- *The Message:* Stay an extra day and play in Kirkland
- *The Audience:* Anyone on the radar of participating local businesses who travels for business
- *The Vehicle:* A fax or e-mail provided by the DMO and distributed by the business
- *The Offer:*
 - No charge for additional occupancy
 - Discount for weekend stay with weekday stay
 - 20-minute phone card

Local businesses will be motivated to participate because the program provides value to their business partners as well as captures additional discretionary time from these individuals. Businesses can also revel in the knowledge that they are good corporate citizens helping to contribute to Kirkland tax base.

Initial contact with local businesses should be made with the top Human Resource employee. You can then request that that individual spread the program to other employees working with out-of-town business guests.

- *The Pull . . . Make em wanna play*

Participating hoteliers should be identified and recommended in the fax and/or e-mail sent to prospective business travelers. The discount(s) provided should be universal and deal in percentages in order to work with varying hotel rates.

Quid pro quo, for being included in the business push program, the hoteliers must agree to participate in a pull strategy specific to Kirkland attractions. Display space in their hotel should be made available to communicate various attractions. Such space can and will vary from property to property and might include elevator boards, tabletop cards, and bed-side-tent tops.

The purpose of the pull is two-fold. First, it motivates visitors to see Kirkland's attractions. Second, it motivates them to return at a later date. Thus, the message should be seasonal, promoting both current and upcoming special events, as well as year-round attractions. The DMO should pay the production cost of the materials.

- ***Capture discretionary spending***

Provide participating hoteliers with the tools to keep travelers' discretionary dollars in Kirkland such as maps displaying a three-mile radius (from the hotel) with relevant stores identified with icons. The goal is make it easy for visitors to buy items from drugstores and department stores while in the area rather than waiting until they get home. Hoteliers should be able to print maps from the web site at no charge. In addition, hoteliers should have copies of the self-tour CD available for check out.

- ***Create quarterly tent cards***

Each quarter design a different tent card showcasing events that are occurring that quarter. The goal is to entice business travelers and day trippers to stay an extra day or return for an upcoming event. Tent cards should replicate the brand in style and color. Ask hotels and restaurants to display the cards. (These are the tent cards that should be used with the above Push/Pull Strategy.

◀ Business

There is a direct relationship between the success of your community brand and the businesses that call Kirkland home. Strategies and tactics in this section are two-pronged. Some address the need to reach out to economic development prospects with branded messages. Others work to involve existing businesses in the growth of the brand. Specific tactics address communications, events, promotions, merchandise, messaging, policy, public relations and more.

- **Hold a brand roll-out meeting for businesses**

- Host a meeting within the business community that introduces the brand and explains the importance and impact of tourism and brand to Kirkland's growth. Lunch at a nice restaurant can increase attendance (charge per attendee).
- Do not roll out the brand publicly until there is visible evidence of it throughout the community. 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, logo and strapline. At every table, include tent cards with the brand strategy on one side and the logo and strapline on the other.
- Customize the brand PowerPoint presentation for the business audience. **REMEMBER**, a roll-out is for sharing what you've learned about the new brand direction, it should not be about unveiling the new logo and strapline.
- Keep it short and simple. The presentation should be about 35-45 minutes with questions afterward.
- Don't make this roll-out about one person. Involving others sends a public message that everyone is united and excited about moving forward. Distribute sections of the event among the brand manager, chamber, city, economic development, Market Kirkland Partnership/Volunteer Tourism Team, downtown group and public officials.
- Showcase volunteer opportunities for businesses. Give businesses a way to sign up to help that day.
- Encourage businesses to pay homage to their community in marketing, signage, product packaging, etc. Give them examples of how this could work. Also give them low-cost ways of supporting the brand including understanding its purpose and spreading the good word about what it can do for the community.
- Supply businesses with the brand toolkit to help them bring the brand to life. In the brand toolkit include an order booklet for brand merchandise. Include a place on merchandise where the retailer can get its name embossed. Post cards, matches, coffee mugs, t-shirts, bumper stickers and window clings are a few ideas.
- Give away merchandise from the catalogue as door prizes.
- Following the event, email each attendee thanking them for coming and quickly reviewing the goal of the new brand. Attach the PowerPoint presentation for their use.

- **Increase water access**

Offer any business that furthers public access to the water a significant real estate or tax incentive.

- ***Send prospects a branded present***

There's no reason the power of the brand can't extend to economic development. Send prospects a premium item that reminds them in a creative way that water colors business too. A few ideas:

- A beautiful model sailboat imprinted with the line: Smooth sailing. Kirkland, WA . . . Water. Colors. Business.
- A high-end water color kit and easel
- A kayak



- ***Involve local businesses***

Create a distinct role for local tourism businesses when rolling out the brand. For example, encourage them to create a new menu of branded offerings designed to entice more visitors. Dublin, Ohio (another North Star client with a tourism brand) worked with local businesses to create experiences that supported their “Irish is an Attitude” brand. Some of the experiences included: Sipping a high Irish tea; making an Irish Scone; learning to dance an Irish Jig; and shopping for a Belleek China. A few industries for Kirkland to focus on:

- *Restaurants*: Invite top chefs to develop a signature “Water Colors” dish featuring bright, beautiful food made from local ingredients. Dishes should be labeled as such on menus.
- *Bars*: Develop “Water Colors” cocktails using different colors of liqueurs for a layered, rainbow effect in the glass.
- *Art galleries and studios*: Encourage local galleries, studios and shops to offer water color classes. Take participants to a designated area out by the lake for some practice. Have a sign propped on an easel acknowledging the shop holding the class and also saying . . . Another Water Colors Everything art initiative.
- *Spas*: Partner with spas like the Woodmark to have the private label spa products carry the brand logo. Present clientele with branded bottled water. Consider developing a spa treatment or package called the Water Colors Everything hydrating package/treatment.
- *Hotels*: A few ideas:
 - CDs with relaxing water sounds can be featured in rooms
 - Mints or chocolates on the pillow can be in the shape of the sailboat
 - Water colors of the lake can be featured in lobbies and meeting rooms or meeting rooms can be named after famous water colors
 - Wake-up calls can encourage visitors to “Wake up. And welcome to a place where water colors everything”
 - Branded water in bathrooms and minibars
 - Sailboat shaped soap
 - Water color kit and blank paper in each room

- ***Paint them a picture***

Allow each business to submit a photograph of their business to the chamber. Apply the PhotoShop water colors function to the photographs and present the business with a framed watercolor for display in their shop/restaurant/hotel. The Kirkland tourism logo and strapline should be included on either the watercolor or the frame.

- ***Partner with attractions***

Also consider partnering with your attractions for a brand rollout day. Dublin’s daylong rollout event included: Fiddlers and Irish dancers visiting local Dublin restaurants during lunch and dinner; placement of table placemats at restaurants and yard signs throughout the community; and creation of a customized Irish CD. In addition, a chalk stencil of the new logo and strapline – “Irish is an Attitude” – was placed at the entranceway of all 14 Dublin hotels, area restaurants, downtown Historic Dublin and other locations in the city while hotel and restaurant staff wore buttons that read – “You don’t need Irish in your blood. Just in your soul.” Finally, every visitor who stayed in a Dublin hotel on “Irish is an Attitude Day” received

a lucky Irish penny with a limerick, which was placed on the pillow in each hotel room and every visitor who stayed in a Dublin hotel during that day received special wake-up call greeting – “Top o’ the morning.”

A few roll-out ideas that would work for Kirkland:

- Street artists sketching or cutting out the profiles of visitors.
- 3D chalk artists creating the logo and line on the sidewalks
- Performers on unicycles or tall bikes
- Stencils in all different sizes that can be used to draw the Kirkland logo on the downtown sidewalks and sides of buildings.
- Caricature artists offering to do free watercolor caricatures
- Napkins and placemats designed with room for water color doodling
- Sail boat or model boat races
- Temporary tattoos in the shape of the Kirkland logo for children.

- **Attract commercial tenants downtown with special amenities**

Increasingly, commercial tenants and employers are following the lure of suburban relocation. Fight back by offering a subsidized suite of services that make downtown convenient and enticing. This approach is particularly important given that the trend appears to be toward smaller employers downtown (who might not otherwise be able to afford these kinds of amenities).

- *Concierge service.* Many corporations offer concierge services in their HQ locations. Find a local provider who will open a concierge service for the downtown area. The concierge provides such amenities as dropping off and picking up dry cleaning, making reservations, delivering lunch, running errands, buying gifts and gift baskets, delivering coffee, etc. Subsidize the service for a specified period of time (possibly in conjunction with property owners/developers/leasing agents) then have businesses pick up the fee.
- *Downtown child-care provider.* Locate/relocate a qualified child-care provider to downtown, including sick-child care. Subsidize as needed until the demand can carry the center.
- *Downtown fitness center* or offer classes with schedules designed to fit around the workday.
- *Downtown meeting space/creative space.* Locate an entrepreneur who would like to provide a “third place” downtown. Work carefully with the prospect to choose a convenient location with some architectural/historical aesthetic that is not available in much of the standard office space. Develop a “destination” meeting facility, where smaller businesses can book meeting time in an interesting, top-of-the-line facility. Catering should be available. In addition to large meeting rooms, the facility should also offer smaller conference rooms and workrooms for pulling together large reports and presentations. Equip the facility with the latest and greatest in presentation, recording, and document production equipment.

Learn more about a “third place” meeting facility in Cincinnati: <http://www.boostmeeting.com/>.



(Boost! The raw space before being furnished.)

- In addition to the more traditional meeting space, incorporate a Creativity Room. This is a meeting room filled with creative gadgets, images, music and interactive objects designed for creative brainstorming meetings. Many creative businesses already understand the value of a room of this sort; introduce the concept to more traditional industries, as well.

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.

Ideally two basic questions will be answered: 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.

KIRKLAND VISITATION STUDY

Purpose

Although we have qualitative information about the perceptions of visitors and what motivates them to visit, there is little information on the fundamentals of Kirkland visitors: length of stay, party composition, trip expenditures, etc. It would be valuable to have this information in order to monitor any change in visitor trends.

Methodology

- Conduct annually
- Gather samples from lodging records from each season
- Include a signed cover letter (with real ink) to brand the personal/friendly side of Kirkland.

An outline of the study has been provided in **Appendix G**.

KIRKLAND PERCEPTION STUDY

Purpose

We now have an understanding of current brand perceptions among visitors. Because the brand strategy encapsulates those brand perceptions and takes them even further with the refined Kirkland positioning, this study would allow us to see if we successfully refined the brand further in the eyes of the visitor. If brand perception did not change as we intended, then we can fine-tune the media and messaging accordingly.

Although the primary purpose of this study is to track brand perception, it is recommended to explore the issue of business development to see what the consumer desires in this arena.

Methodology

- Conduct annually
- Gather samples from lodging records
- Include a signed cover letter (with real ink) to brand the personal/friendly side of Kirkland.

An outline of the study has been provided in **Appendix G**.

KIRKLAND CONVERSION STUDY

Purpose

Conduct a Conversion Study in order to evaluate media. The findings from this study will help refine the media plan in order to ensure media efficiency.

Methodology

- Capture inquiry contact information (name/address/media vehicle at a minimum)
- Append phone numbers to inquiry addresses using a data append service
- Conduct telephone interviews
- Perform a minimum of 100 interviews per media vehicle.

An outline of the study has been provided in **Appendix G**.