

Cocoa, FL
BrandPrint Final Report
December 8, 2011



Let's Work. Together.



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ABOUT NORTH STAR DESTINATION STRATEGIES

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

ABOUT THE BRANDPRINT PROCESS

Through the Community BrandPrint process, North Star determines Cocoa’s most relevant and distinct promise. From that promise, we create a strategic platform intended to generate a brand position in the minds of residents, visitors and businesses. We then develop powerful Brand Action Ideas and a Brand Identity Package (creative expressions), all of which reinforce the positioning and ensure brand equity and growth.

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

BRANDING PARTNERS:

The City of Cocoa contracted with North Star Destination Strategies to determine and define the area's true, unique and relevant brand position to stand out in the marketplace. City staff led Cocoa's branding efforts on behalf of the community at large. The Executive Summary represents a snapshot of the critical highlights from the 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 Cocoa from its competitors. By examining the community (stakeholders), consumers (visitors, regional and state tourism and economic development officials) and the competition (neighboring communities), North Star determined a strategy for Cocoa to assert across all community assets to implement an effective, meaningful and relevant brand.

Important findings are summarized in a SWOT analysis.

STRENGTHS: Most-often mentioned strengths throughout North Star's research

- **Historic Cocoa Village:** The Village is of undeniable importance for Cocoa's residents, visitors and business community. Repeatedly mentioned in interviews and on surveys, it is seen as Cocoa's greatest asset, best opportunity, main tourism driver, and what sets the community apart from the competition.
- **Location and access:** Located where Highways 528, US1 and the intracoastal waterway converge, Cocoa has the most advantageous location of Brevard County communities. Access to four types of transportation – road, rail, sea and air – provides businesses and residents alike with superior connectivity.
- **Waterfront setting:** Many Florida cities have settings near the water, but Cocoa has taken measures to engage with its charming waterfront, most notably by the completion of the Riverfront Park, amphitheater and boardwalk. This gives the community a picture-postcard focal point that is the envy of some competitor communities.
- **Community and family-focused:** There is a collective spirit beginning to emerge in Cocoa residents and organizations that binds them to work together to achieve common goals, whether they be for school improvement or volunteer staffing for events.
- **Authentic, historic nature:** Cocoa is not a manufactured community. It has grown up organically over time. Traces of its history are still present today thanks to local preservation efforts. Such landmarks, the village itself, and historic tales from Cocoa's diverse resident base should continue to be saved and catalogued. They lend Cocoa its unique authenticity.
- **Quality of life attributes:** Cocoa is affordable, accessible, close to the beach and Orlando, has many big box amenities (such as WalMart), great K-12 schools

and higher education opportunities. The presence of the Village and strong neighborhood associations also contribute to residents' positive attitude towards Cocoa's overall quality of life.

- **Higher education:** Home to both the University of Central Florida Cocoa and the Brevard Community College, Cocoa is brimming with higher education and workforce reeducation opportunities for its residents and businesses.
- **Connection to water:** Cocoa is one of the largest water utility providers in the state. Outsiders often associate the city with its water utility more than anything else.
- **Quaint:** The city is often described in concert with its village area as a charming throwback to a simpler, slower, lovelier time.

WEAKNESSES: Most-often mentioned weaknesses throughout North Star's research

- **Perception of crime:** In recent years, instances of crime occurring in West Cocoa have been erroneously attributed to the city of Cocoa, along with actual crime occurrences in the city. These combined have given Cocoa a negative reputation outside the city for being more dangerous than is actually the case.
- **Economic slowdown:** While certainly not unique, the challenge of industry and job loss has been a defining challenge for Cocoa in the past few years. Unemployment at the time of North Star's In-Market trip was around 16%.
- **Blight and aesthetics:** The community is dotted with unkempt and abandoned property, many of which are unfortunately located near major Cocoa entry points. These visuals can give business prospects the impression that Cocoa is worse off than it actually is.
- **Community fragmentation:** Cocoa's past includes a period when the community was racially segregated. While diversity is seen by most as something to be embraced, some fragmentation still exists. Socioeconomic differences have led to pockets of poverty throughout the city, which causes some residents to feel disenfranchised.
- **Historic Cocoa Village unification:** The city's star attraction and focal point is seen by some as being held back by lack of unification. Retailers keep different hours, and two separate organizations are charged with different missions regarding the Village's upkeep, historic preservation and event coordination. The city itself is also limited in what it can enforce or recommend for village tenants and property owners.
- **Cocoa Beach confusion:** Cocoa Beach, Orlando's closest Beach, is a well-known tourist destination for beach-goers just on the other side of Merritt Island, approximately 15 minutes from Cocoa. Many outsiders lack awareness regarding the city of Cocoa, and so substitute Cocoa Beach in their minds whenever the name "Cocoa" is mentioned. Cocoa will need to leverage its new brand well to emerge from behind Cocoa Beach's shadow.
- **Regional transitions:** The last space shuttle launch took place on July 21, 2011, and with it, an era of space exploration and industry ended in Cocoa's region of Florida. The end of the shuttle program has left the region with job losses and loss of support industries. It is still unknown how these changes will truly affect the area which calls itself, "The Space Coast," of which Cocoa is a member.

OPPORTUNITIES: Most-often mentioned opportunities throughout North Star's research

- **Riverfront:** Recent parks additions and other improvements have proved to residents that even more opportunity might exist around the development of Cocoa's unique riverfront.
- **Historic Cocoa Village:** The city and community at large must recognize the importance of the Village in Cocoa's future. Steps should be taken to unify efforts, organize retailers, and commit to preserving the charm which is so key to the city's flavor. The Village has the opportunity to be a true tourism destination and economic development magnet.
- **Location:** Cocoa's location is considered the city's best leveraging point for recruiting more businesses, residents and visitors.
- **Marketing and promotion:** There is excitement around this BrandPrint process, and stakeholders are eager to move forward with a well-researched message in the marketplace.
- **Utilities:** As mentioned in the Assets above, many outsiders associate Cocoa with its water utility. Being a utility provider opens opportunities for the city to communicate successes, brand messages and more to its captive audience of utility subscribers.
- **Tourism:** Cocoa has never much considered itself a destination. However, research revealed that this may be an important growth industry for the city in the future. Making more of Cocoa's events, adding a hotel or more bed & breakfasts, better signage, cruise passengers in Port Canaveral and the traffic volume traveling through Cocoa to get to the beach were all mentioned as opportunities for Cocoa in the tourism realm.
- **Events:** Cocoa holds many successful events throughout the year from crafts fairs to waterfront concerts to Halloween celebrations. Events provide a unique opportunity to introduce new and repeat visitors to the Cocoa experience, and create positive word of mouth advertising.
- **Economic Development programs:** Cocoa is seen as having competitive economic development programs and providing a personal touch that prospective businesses appreciated. However research indicated that more opportunity exists here for even more incentives, creative collaborative programs or partnerships with local industry and higher education.
- **Wayfinding:** The City is currently contracted to complete and overhaul of all wayfinding and directional signage in the spirit of the new brand. This will prove a tremendous opportunity to acquaint both newcomers and those familiar with the city with a new face, while simultaneously providing an increased ease of accessibility.

THREATS: Most-often mentioned threats throughout North Star's research.

- **Competition:** Cocoa's competition is dense. Nearly every other community within Brevard County and even cities like Orlando count as competitors for Cocoa on one level or another. The city will need to play up those assets which are most unique and focus on attracting those who would most appreciate Cocoa's culture and amenities in order to stand out in such a crowded marketplace.

- **Collaboration of key businesses and organizations:** County Chamber and CVB, city leadership, city organizations and key businesses will all need to buy in to the city's new brand in order for it to reach its full potential. Without collaboration, the brand can fall through the cracks.
- **Historic Cocoa Village unification:** As mentioned in the Challenges section above, a lack of central organization can make it difficult to make positive changes a reality in the city's important, most visible asset.
- **Reputation management:** An uncontrolled message to either residents or outsiders results in off-putting – and often inaccurate – perceptions that can negatively affect the city's growth and could potentially perpetuate negative feelings amongst residents.
- **Inability to communicate to residents:** Lack of information can make citizens brand adversaries rather than advocates.

◀ SUMMARY of INSIGHTS (Conclusions based on research)

The city of Cocoa has a pleasing array of quality of life assets, easy accessibility, a quaint seaside setting, and a community made of diverse people and mindsets. But economic challenges, perceptions of crime, and confusion with the better known Florida Cocoa – Cocoa Beach – have left the city without strong identity to rally around.

But North Star research revealed that Cocoa does have a strong, positive identity, but that identity belongs to the city's downtown/center area – Historic Cocoa Village.

Repeatedly mentioned in interviews and on surveys, the Village was seen by stakeholders as a main perk of Cocoa life and an important community gathering place, by visitors as a primary trip motivator, and by businesses as evidence of a healthy, active, and quality community.

But it isn't simply the village's physical presence that makes an impression for the city. It is what it stands for in the minds of those who encounter it. It's described as unique, quaint, unusual, variety, thriving, charming, and historic – all positive descriptors.

Cocoa **Village** enjoys a positive, authentic and clear reputation whereas **Cocoa** can be muddled with negative crime perceptions and Cocoa Beach name confusion. And while Cocoa Village is not the only positive asset in this diverse community, by connecting to it, and allowing the residents and businesses at large connect to it, that asset can be enhanced.

“We are a city at the edge of a flowing river, which beckons all ages of humanity to its core center –Cocoa Village”

This sentiment from a perception interview illustrates that the village can be a way to start the conversation about Cocoa, to communicate that which is good, wholesome and unique. Once you've piqued the interest of a prospect – whether a business, visitor or resident – then you can expand your message to include other aspects of the city. It's

a simple, yet instant, way to differentiate Cocoa from the negative, and more importantly, the erroneous.

▶ **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 looking for a diverse, coastal and connected lifestyle**

Frame of Reference: **Cocoa is located between Orlando and the Atlantic, with quadramodal access**

Point-of-Difference: **where a thriving, authentic village atmosphere gives character to the most advantageous location in Brevard County**

Benefit: **so opportunity is always within reach, real and deep.**

▶ **IMAGINATION (Creative Ideas for Building the Brand):**

The brand platform serves as a guide for the positioning of the Cocoa brand. From this statement, a creative concept is born; a concept that aligns creative treatments of the brand in a variety of communication mediums and action ideas.

The creative concept developed by North Star is based on the approved brand platform positioning Cocoa a community that is like a village – both figuratively and literally – in that its physical village is just one expression of the collaborative spirit at work throughout the city’s boundaries.

It’s a blend of authenticity, wrapped up in a place where the community invites you in. In Cocoa, people work together to find unexpected solutions to the toughest problems, and then later come back together to celebrate the outcome. It is a community that not only works together, but does so with a lot of charm and style.

The concept draws inspiration from the idea that a “village” is more than a collection of people. It’s a way of collaborating, cooperating and contributing – to common goals. It’s about creativity, and creative problem-solving. Visuals take cues from the village idea – patchwork images of diverse faces, textured type treatments, and vibrant, saturated colors. All of these images combine in a warm, vivacious yet authentic expression of Cocoa’s collaborative and creative powers.

LOGO & STRAPLINE

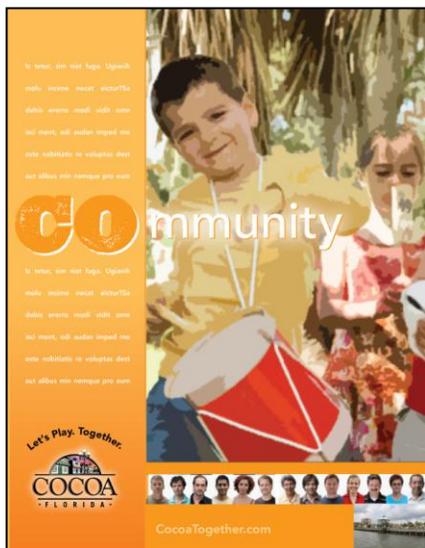


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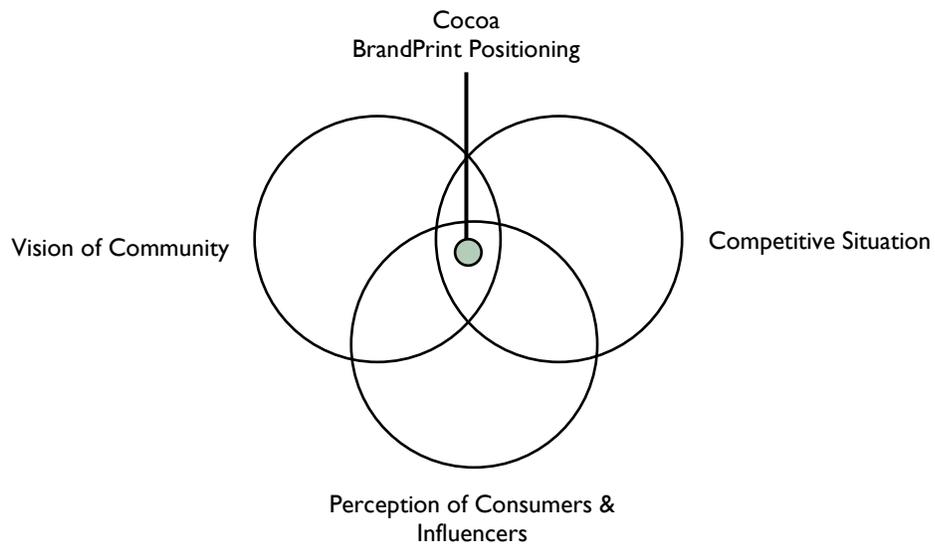
SAMPLE CREATIVE DELIVERABLES



WHERE THE BRAND HAS BEEN AND WHY

This stage addresses the community’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 Cocoa and its 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 Cocoa residents and stakeholders towards their community and to experience first-hand what makes it a unique destination for visitors, residents and businesses.

Methodology & Results

The following summary reflects observations and input received during the North Star Destination Strategies In-Market visit from June 28-30, 2010. 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 groups, stakeholder one-on-one interviews and local community one-on-one perception interviews.

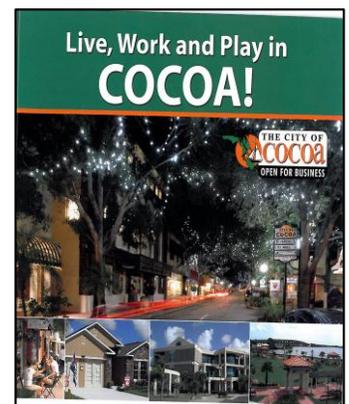


MATERIALS REVIEWED:

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

Citywide Materials

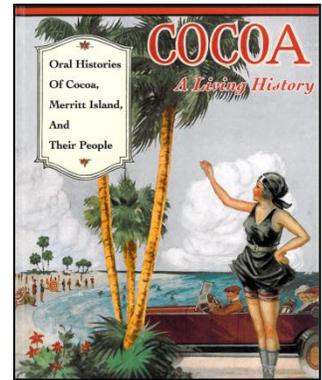
- Cocoa Waterfront Master Plan Project Report
- Cocoa Redevelopment Agency plan
- F.Y.I. City of Cocoa newsletter (April 2010)
- Welcome to the City of Cocoa booklet
- The City of Cocoa Serving the Community poster
- Historical Site Porcher House leaflet
- City of Cocoa Community Development Department leaflet
- Welcome to Cocoa City Hall info packet and map
- City of Cocoa Community Development Department Residential Rental Program leaflet
- True False Quiz Water at your Service
- City of Cocoa's Movie in the Park flier
- City of Cocoa's Riverfront Park Fourth of July Celebration flier
- "A Special Place" Visit Cocoa, Florida CD



- Friday Fest Family Street Party flier

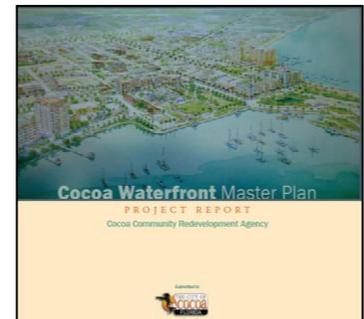
County Materials

- Communities bound book (February 2005)
- Discover Brevard County Magazine
- Cocoa Beach area tourist brochure
- Spacecoast Business Magazine “Economic Gardening”
- 2010 Edition Complete School Guide Brevard County Florida
- Spacecoast Living Magazine
- “Live Work Play on Florida’s Space Coast”
- The Fact Book - Your Guide to Brevard County Magazine
- Space Coast 2010 Relocation Guide
- My Boomer 2010 Senior Resource Guide Magazine
- Space Coast Golf Magazine (Brevard County’s Premier Golf Publication)
- Port Canaveral Area Locator Map
- Cocoa Beach area travel guide



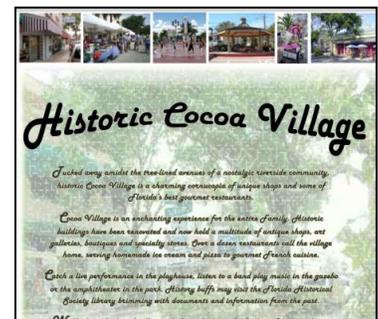
Economic Development Materials

- The City of Cocoa Open for Business folder
- City of Cocoa Economic Environment Study Final Report
- Economic Development commission of Florida’s Space Coast Community Data Cocoa handout (February 2010)
- Building Success Now and in the Future Annual Economic Development Update Magazine
- Complete School Guide 2010 Edition
- Site Selection Night and Day info pages (July 2007)
- City of Cocoa Enterprise Zone leaflet
- Diamond Square Redevelopment Agency Commercial Façade Improvement Program leaflet
- Economic Development Programs and Incentives leaflet
- City of Cocoa Brownfields Redevelopment Program leaflet



Downtown Materials

- The best of Cocoa Village Florida map
- Discover Cocoa Village leaflet
- The Historic Cocoa Village Playhouse 20th Season playlist
- The Best of Cocoa Village Resort illustrated map



Other Materials

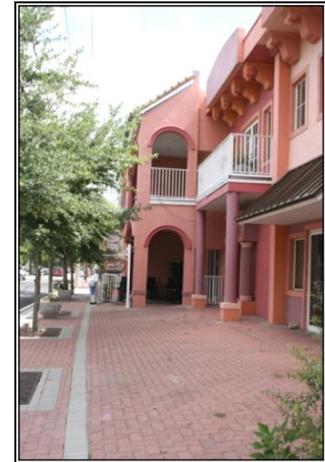
- Cocoa “A Living History” book
- The Historic Cocoa Village Playhouse 20th Season play list
- Brevard Museum of History and Science
- Kennedy Space Center brochure
- Port Canaveral Cruises into the Future brochure
- Discover Nature and Outdoor Adventures on the Space Coast brochure
- Merritt Island National Wildlife Refuge brochure

- Red Coach The Ultimate Ride brochure
- Planetarium and Observatory

The following highlights the conversations from the In-Market visit.

ADJECTIVES AND DESCRIPTIONS:

- Quaint
- Village
- Opportunity
- Unique
- Historic
- Armpit
- Divided
- Coastal
- Resistant to change
- Central
- Accessible
- Family-centered
- “Urban village”
- Blighted
- Crime reputation
- Pretty
- Diverse
- Water (both city water and Indian River views)
- Innovative
- Business friendly
- Artistic
- Authentic.



MOST-MENTIONED ASSETS:

Cocoa Village

- Historic Cocoa Village
- Cocoa Village Playhouse
- Historic downtown/other historic buildings.



Miscellaneous Assets

- Location: convenient to beach, convenient to Orlando and Orlando airport
- Water/Indian River/marina
- Riverfront Park/Amphitheater
- Leisure Services hosts many special events
- Small-town atmosphere
- Community, family-focused
- Affordable compared to many Brevard County competitors
- Big box retail
- BCC and UCF Cocoa



- Florida Solar Energy Center
- Good schools
- School pride (state champions)
- Industrial buildings and land available
- Supply water to County and to Space Center.

MOST-MENTIONED CHALLENGES:

Poorly-rated community attributes

- High school has sketchy academic reputation
- Featured more often on news for crimes.



Community fragmentation reputation

- Cocoa vs. Cocoa Beach
- “Crime and grime.”

Regional challenges

- Space Center is downsizing
- Housing market is not keeping pace with rest of state
- Brevard is long and narrow, many entities are County-wide (Chamber, CVB)
Cocoa gets short-shrift.

Historic Cocoa Village/Tourism

- Hours vary
- Future of Playhouse is uncertain
- Signage downtown
- Business mix is a mish-mash
- No visible local Visitor’s Center
- Only one B&B, no hotels.



Aesthetics

- Empty storefronts
- Gateways
- Limited choice housing stock.

Economic Development

- Brain drain, attracting & keeping youth
- Lack of industry, jobs
- Business community has little camaraderie.

MOST-MENTIONED OPPORTUNITIES:

Riverfront

- Considering mooring pier with water taxi
- Expansion of marina has been discussed
- Providing transportation from the pier and from Ron Jon and Cocoa Beach hotels to downtown.



Historic Cocoa Village

- Better signage, pull people off of 528 and 520
- Drafting some policy guidelines for HCVA members regarding operating hours, procedures and cross-promotion.

Other Tourism Opportunities

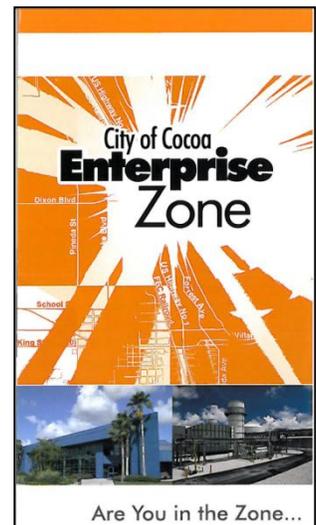
- Community should view itself as a worthy tourism destination
- Working with hoteliers, port and Orlando CVB to offer day trips/excursion
- Number of cruise ships docking continues to increase, meaning continued opportunities to capture cruise passengers
- Walking tours, historic home tours.

Community/General

- Possibility of inter-city passenger rail/Amtrak train station
- International or cultural festival or some other special event to draw both sides of community together
- Customer service training for city employees and for retail employees
- Cleaning up signage, blight.

Economic Development

- Position as an entrepreneurial/small business center for region
- Entrepreneur incubator related to science and engineering employees leaving Space Center
- Continue focusing on enterprise zone
- More collaboration between BCC and UCF-Cocoa and the business community
- Wayfinding initiative already budgeted – on hold until branding is complete.



STAKEHOLDER VISION SURVEY

Purpose

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

Methodology & Results

To understand stakeholder perceptions, a Vision Survey was emailed to key 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 Cocoa'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.

123 stakeholders responded to the survey. The answers most reflective of all stakeholders are shown below. Please see **Appendix A** for a copy of the Stakeholder Vision Survey.

Cocoa Vision Survey

2. General Perceptions

1. When you first think of Cocoa, which three words come to mind?

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

3. What in/about Cocoa attracts most...
Residents
Visitors
Businesses

4. Where is the one place in Cocoa that you would take a visitor so they would always remember their visit?

5. What is Cocoa's single greatest asset?

6. What are the biggest challenges currently facing Cocoa?

7. If you could add something to Cocoa that would make a positive difference for its future, what would you add?

Cocoa Vision Survey

DEFINING COCOA:

When you first think of Cocoa, which three words come to mind?

- Cocoa Village (tie)
- Run Down (tie)
- Small / Quaint
- Historic.

Describe Cocoa to someone who has never heard of it before.

- Small town
 - “A nice small town along the river with a charming old downtown.”
- Waterfront
 - “A City at the edge of a flowing river, which beckons all ages of humanity to it’s center.”
- Historic
 - “A unique town that has a historic downtown. A great community atmosphere.”



ATTRACTING PEOPLE TO COCOA:

In your opinion, what are the top three things in Cocoa that attract...

- **Residents**
 - Affordable
 - Cocoa Village
 - Location.
- **Visitors**
 - Cocoa Village
 - Beach
 - Shopping.
- **Business**
 - Location
 - Affordable
 - Cocoa Village.



Where is the one place in Cocoa that you would take a visitor so they would always remember their visit?

- Cocoa Village
- Riverfront Park.

What is the single greatest asset in Cocoa?

- Cocoa Village
- Riverfront
- Location
- Water.



CHALLENGES AND OPPORTUNITIES

What are the biggest challenges currently facing Cocoa?

- Crime
 - “Bad reputation, crime, high minority concentration, the current housing and economic market, a lot of things get blamed for being in Cocoa but they are really unincorporated county.”
- Low income
 - “Poverty and houses/property does not look well kept. The poor is the majority in our community.”
- Economy
 - “Economic future of space program and its effects on Cocoa.”

If you could add something to Cocoa that would make a positive difference for its future, what would you add?

- Companies/business
- Clean it up
- Parks/marina.

If you could subtract or remove something from Cocoa that would improve its future, what would you remove?

- Poverty
- Crime
- Old buildings.

What are Cocoa’s biggest opportunities for growth?

- More businesses/jobs
- Industry/industrial parks
- Location
- Expand Cocoa Village.



How would outsiders (residents in other nearby communities) describe Cocoa?

- Low income/run down
- Crime
- Do not visit/live here
- Shops/restaurants.

What business/industry is best suited for Cocoa?

- Manufacturing
- Small business
- Retail
- Technology.



In your opinion, what is the best way to attract more...

- **Residents**
 - Residents
 - Clean it up
 - More jobs.
- **Businesses**
 - Incentives
 - Lower taxes
 - Simple business start-up plan.
- **Visitors**
 - Advertise
 - Expand Cocoa Village
 - Events/Attractions.



Where do Cocoa residents go for the following?

- **Entertainment**
 - Merritt Island
 - Cocoa Village
 - Orlando.
- **Shopping**
 - Merritt Island
 - Viera
 - Orlando.
- **Work**
 - Kennedy Space Center
 - Melbourne
 - Outside all over.



What is the first adjective that comes to mind when describing the following communities?

- **Palm Bay**
 - Growing
 - Crime
 - Big.
- **Titusville**
 - Dying
 - Old
 - Run down.
- **Cocoa Beach**
 - Tourist
 - Beach
 - Fun.
- **Merritt Island**
 - Shopping
 - Crowded
 - Nice place.

- **Rockledge**
 - Pretty
 - Residential
 - Growing.
- **Melbourne**
 - Crowded
 - Growing
 - Big.

What makes the Cocoa distinctly different from these communities?

- Run down
- Cocoa Village
- Diverse.

What does Cocoa offer (attitude, experience, business sector, etc.) that no other community in Brevard County can?

- Nothing
- Cocoa Village
- Water.

In your opinion, what would be an ideal version of Cocoa in 10 years?

- New business/industry/jobs
- Beautiful/clean
- More developed/redeveloped.

What other Florida community does Cocoa desire to be like? Why?

- Don't know
- Unique
 - *"Cocoa should not be like any other city. We need a unique look and feel, different from the rest of central Florida."*
 - *"Hard to compare - Cocoa is so unique."*
- St. Augustine
 - *"It offers the old, but focuses on the present and the future."*
 - *"Nice place to visit and live, offers just enough to attract people but not so large that its growth is unmanageable."*

How does Cocoa's diverse resident base influence the community?

- Creates a division
 - *"Difficult to get people to cross lines even though everyone wants the same thing. Very territorial."*
- Cooperation
 - *"Enhances cooperation to meet the diverse needs. Offers more insight into the special interests and needs of each segment represented."*
- Don't know.

If Cocoa were a famous person, who would it be? Why?

- *Abe Lincoln*: “The top hat reflects the traditional; his creative mind is concerned about the new; his heart encompasses everyone.”
- *Mark Twain*: “integrity, courage, adventure”
- *Queen of England*: “Older, a symbol of what once **was** not what **is**.”
- *Lindsay Lohan*: “Great when she can pull things together, terrible when the bad things get the better of her.”



What consumer product brand does Cocoa most resemble? Why?

- *Timex*: “Takes a lickin but keeps on tickin”
- *Ford*: “On hard times now, but is focused on making changes to improve quality and growth through change”
- *Walmart*: “Least expensive, diverse, and generic. It does not have a lot of personality but it is essential”
- *Johnson and Johnson*: “meets a variety of needs.”



VISION SURVEY INSIGHTS SUMMARY

- Stakeholders of your community identify Cocoa Village as an asset for attracting residents, visitors and businesses alike. The unique mixture of quaint shops and destination shopping make Cocoa Village a strong symbol for your community. Cocoa Village was a top answer throughout the Vision Survey, and should be used when leveraging the new brand.
- The new Riverfront Park is another theme throughout the Vision Survey. As a symbol for growth and expansion in your community, Riverfront Park is clearly an asset for Cocoa.
- Your stakeholders believe there is a perception problem with Cocoa. Most respondents see the need for increased safety and an initiative to clean up the community.

ONLINE COMMUNITY-WIDE SURVEY

Purpose

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

Methodology & Results

North Star developed an online survey based on the results of the qualitative Stakeholder Vision Survey. All questions were multiple choice, allowing for a quantitative measure of resident perceptions. Community members were encouraged to participate after the survey was posted on city websites and publicized in local media. We collected 217 survey responses.

The graphs on the following pages highlight responses for each question on the corresponding survey, allowing side-by-side comparison of results. Please refer to the Final BrandPrint CD and **Appendix B** for larger graphs and detailed lists of all "other" responses.

City of Cocoa Community Survey

2. Community Perceptions

In describing the City of Cocoa, please mark the answer you believe to be most accurate.

1. On a scale of 1 to 10 with 1 being "not at all likely" and 10 being "extremely likely", would you recommend...

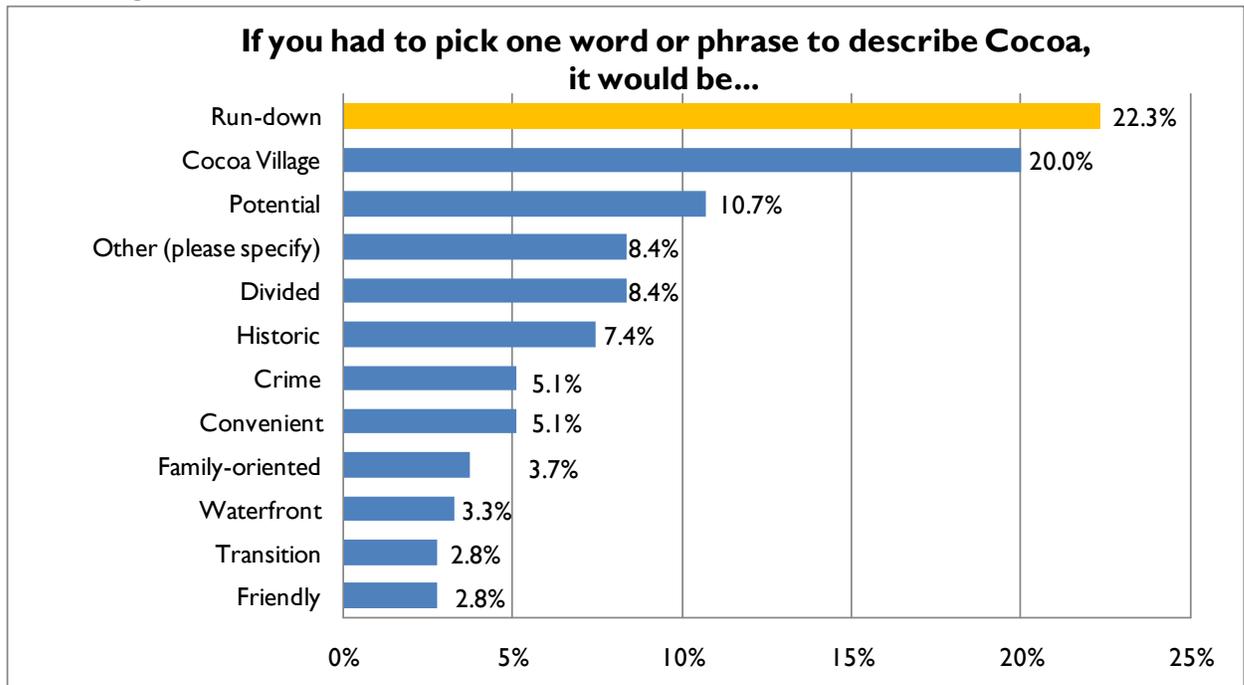
	1 (not at all likely)	2	3	4	5	6	7	8	9	10 (extremely likely)
Living in Cocoa to a friend or colleague	<input type="radio"/>									
Visiting Cocoa to a friend or colleague	<input type="radio"/>									
Conducting business in Cocoa to a friend or colleague	<input type="radio"/>									

2. If you had to pick one word or phrase to describe Cocoa, it would be...

- Historic
- Potential
- Convenient
- Waterfront
- Crime
- Transition
- Family-oriented
- Cocoa Village
- Divided
- Run-down
- Friendly
- Other (please specify)

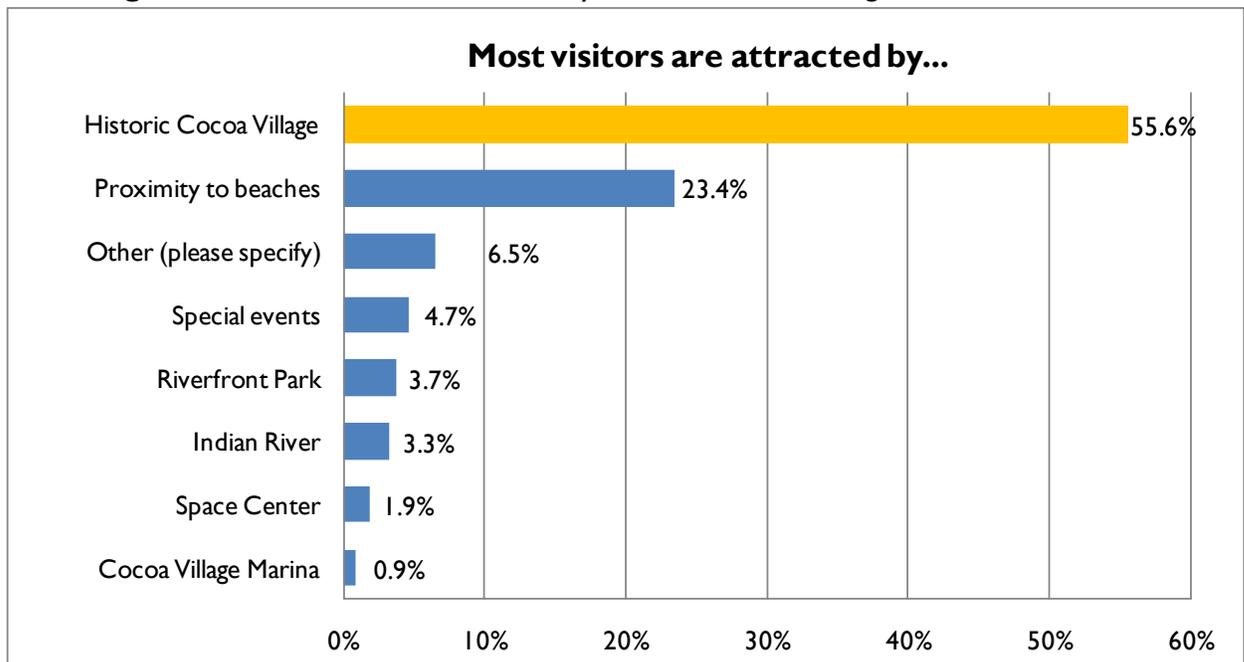
Online Community-wide Survey

Describing Cocoa: Residents describe Cocoa as rundown.



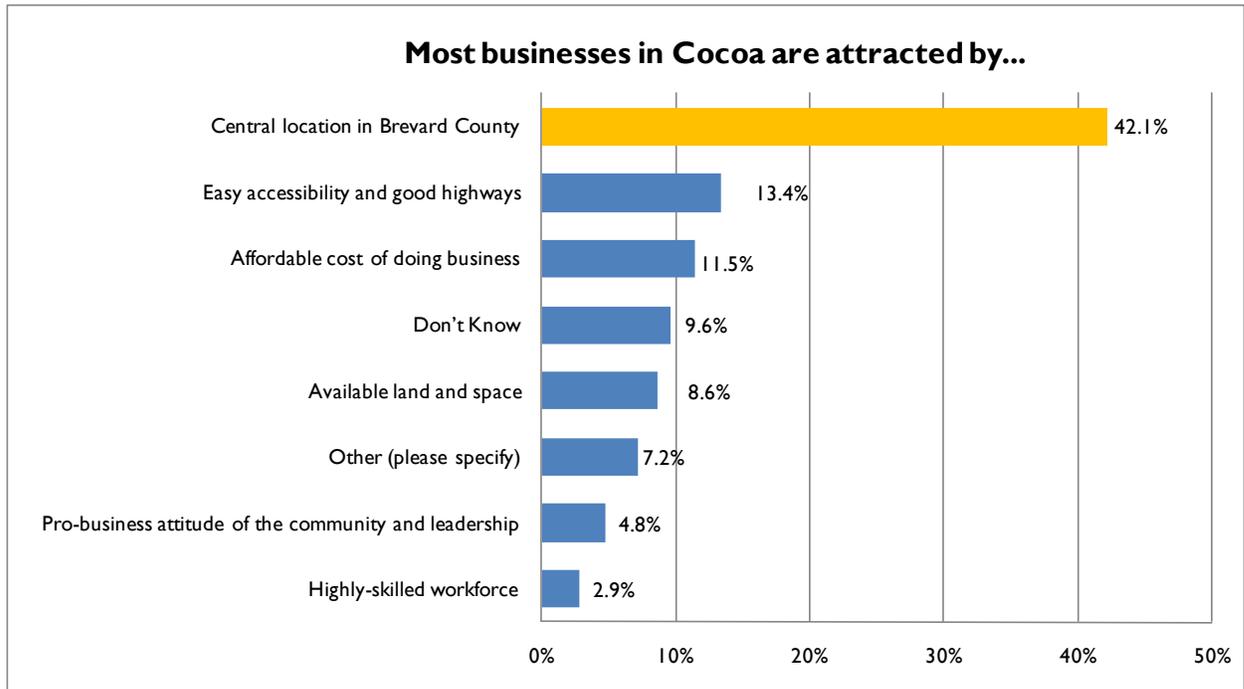
Other: Diversified, greedy, neglected

Attracting visitors: Most visitors attracted by Historic Cocoa Village.



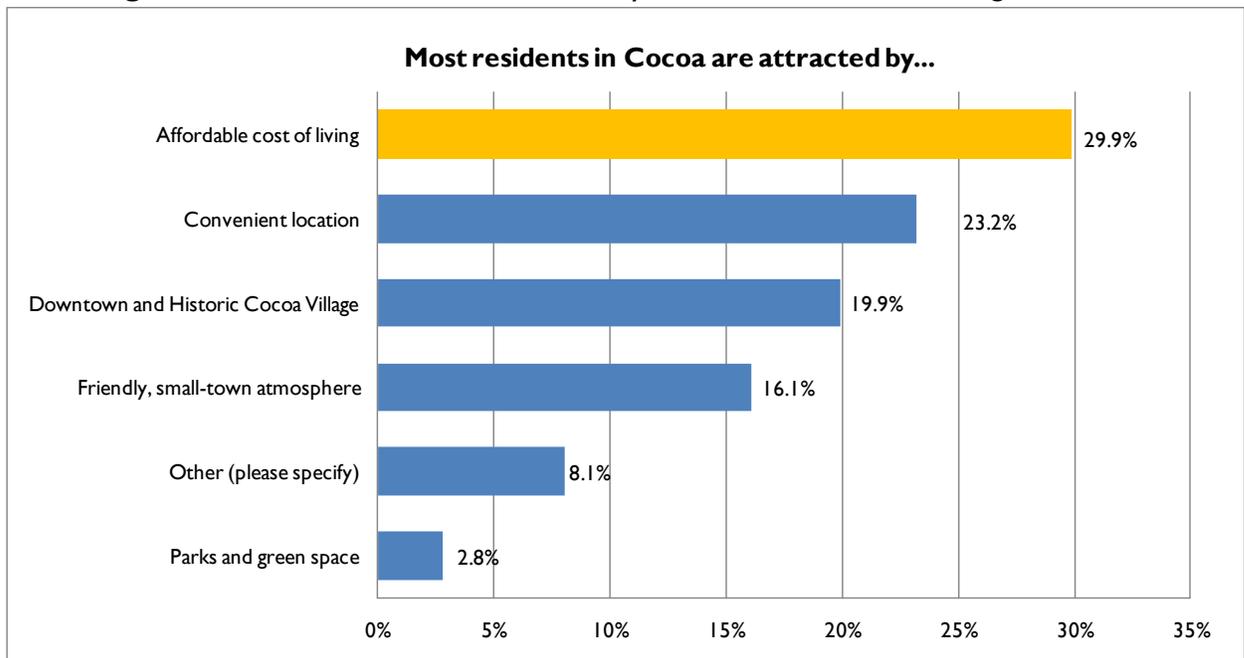
Other: Drugs, location, family

Attracting businesses: Most businesses attracted by the central location in Brevard County.



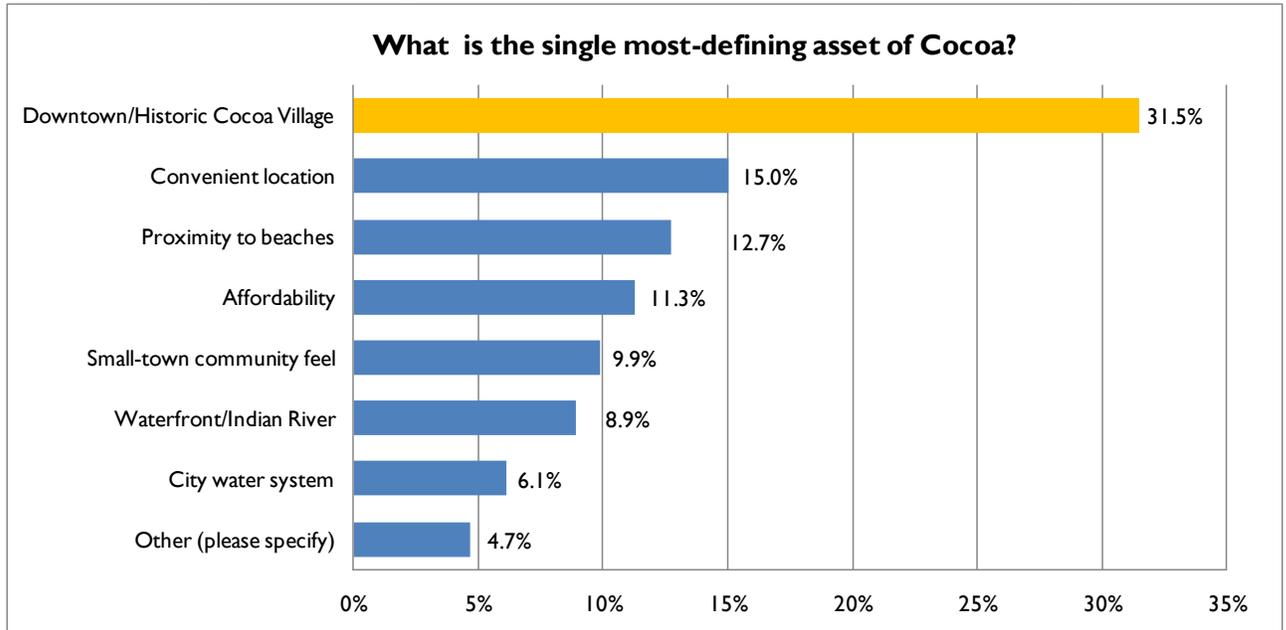
Other: Nothing, low rent, close to beaches

Attracting residents: Most residents attracted by the affordable cost of living.



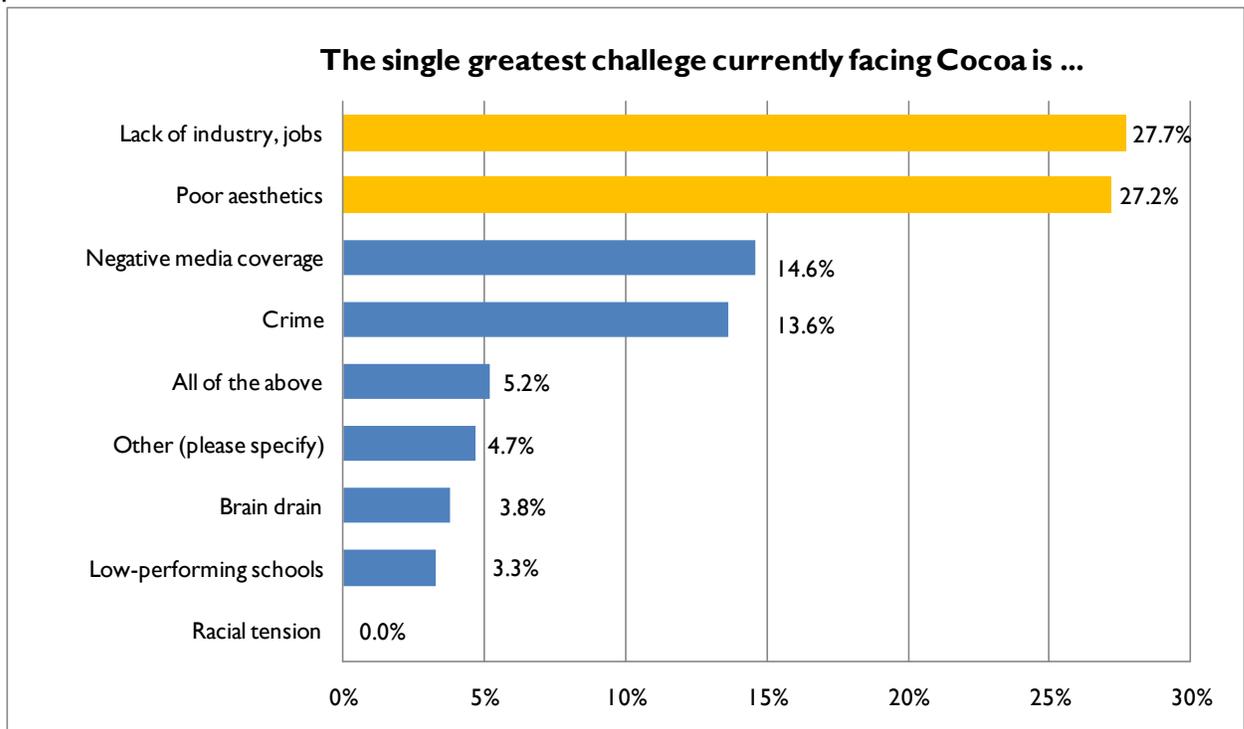
Other: Small, low rent, waterfront

Assets: The single most-defining asset of Cocoa is Downtown/Historic Cocoa Village.



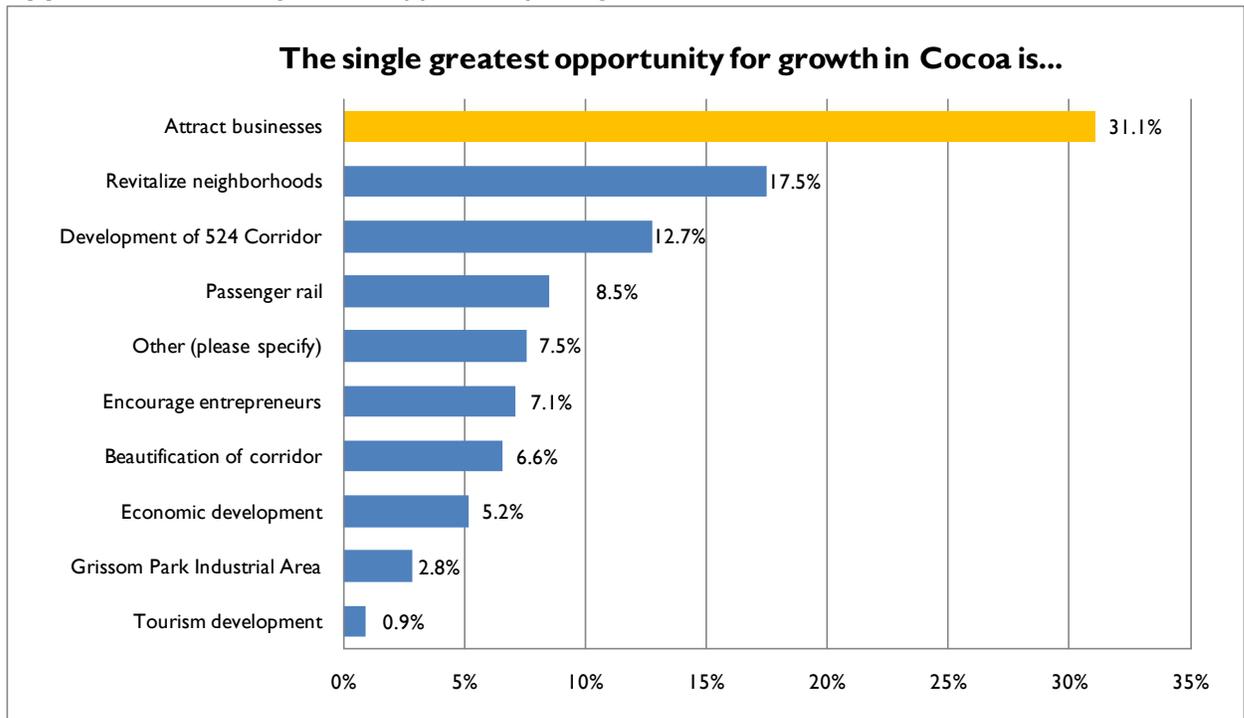
Other: City water systems, cheap, all of the above

Challenges: The greatest challenge currently facing Cocoa is lack of industry/jobs and poor aesthetics.



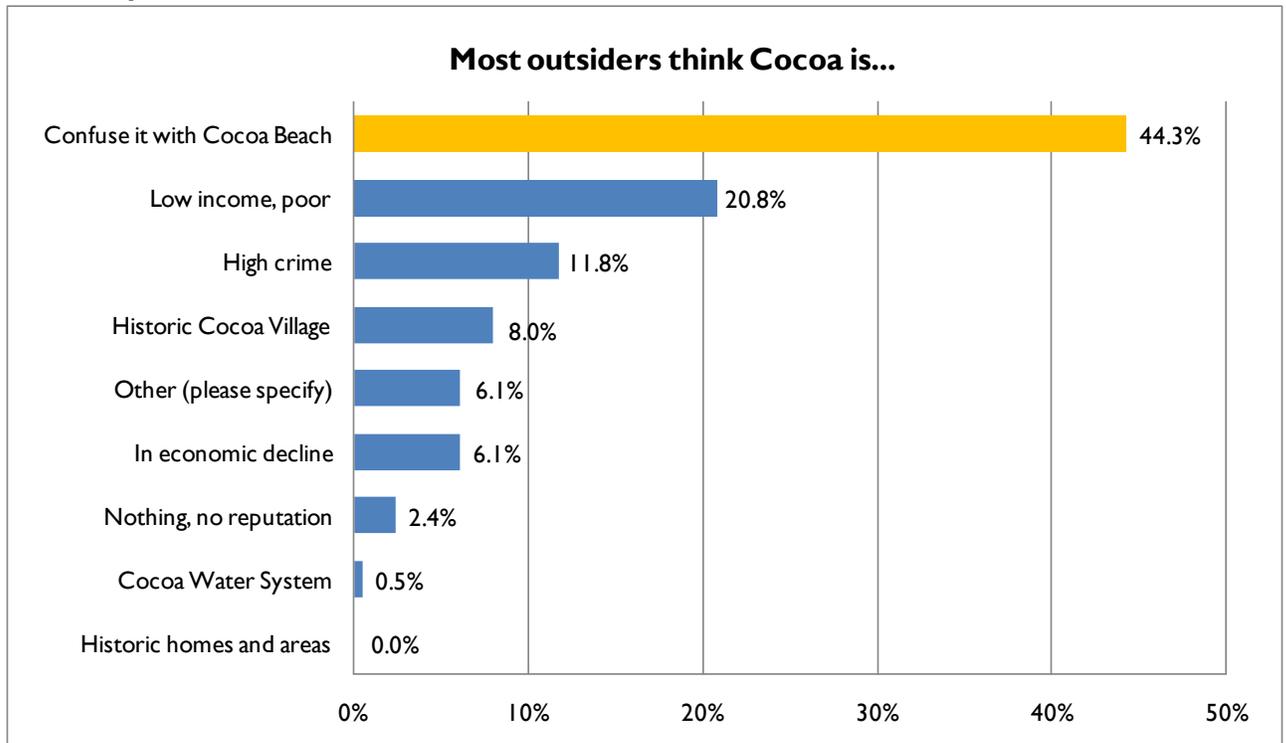
Other: All of the above, leaders, parking

Opportunities: The greatest opportunity for growth in Cocoa is to attract businesses.



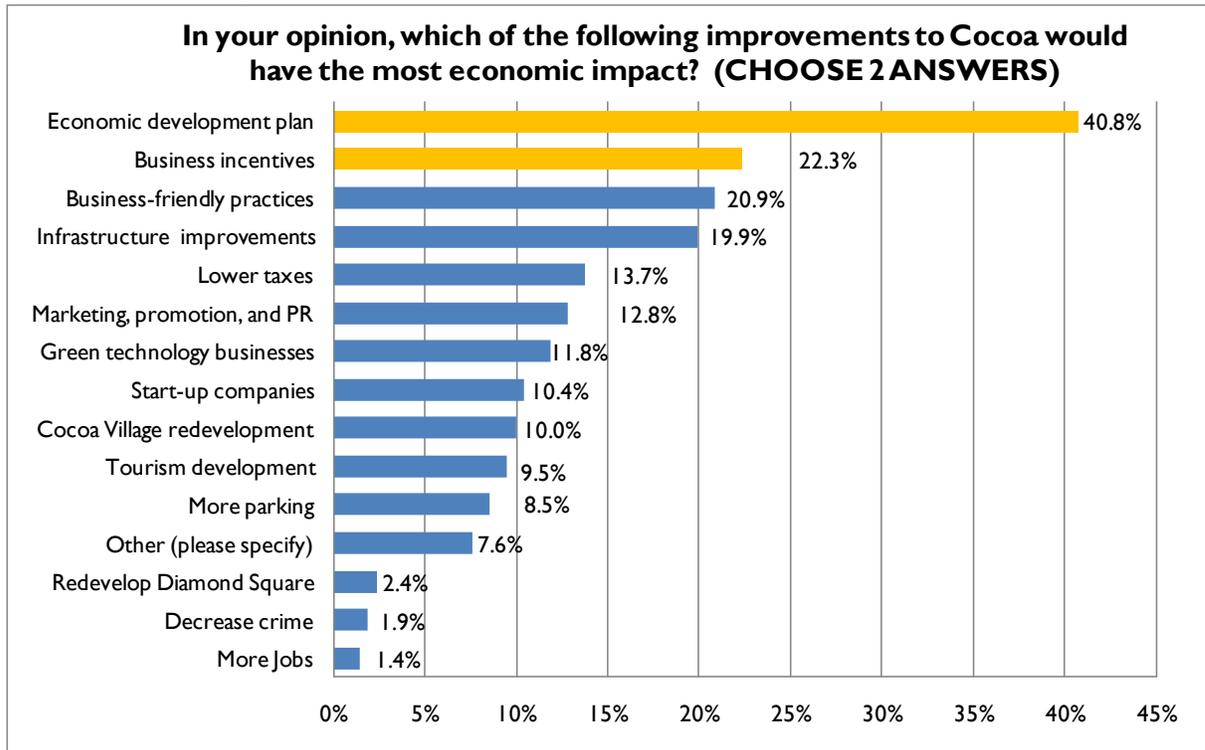
Other: Nothing, low rent, close to beaches

Cocoa reputation: Most outsiders confuse Cocoa with Cocoa Beach.



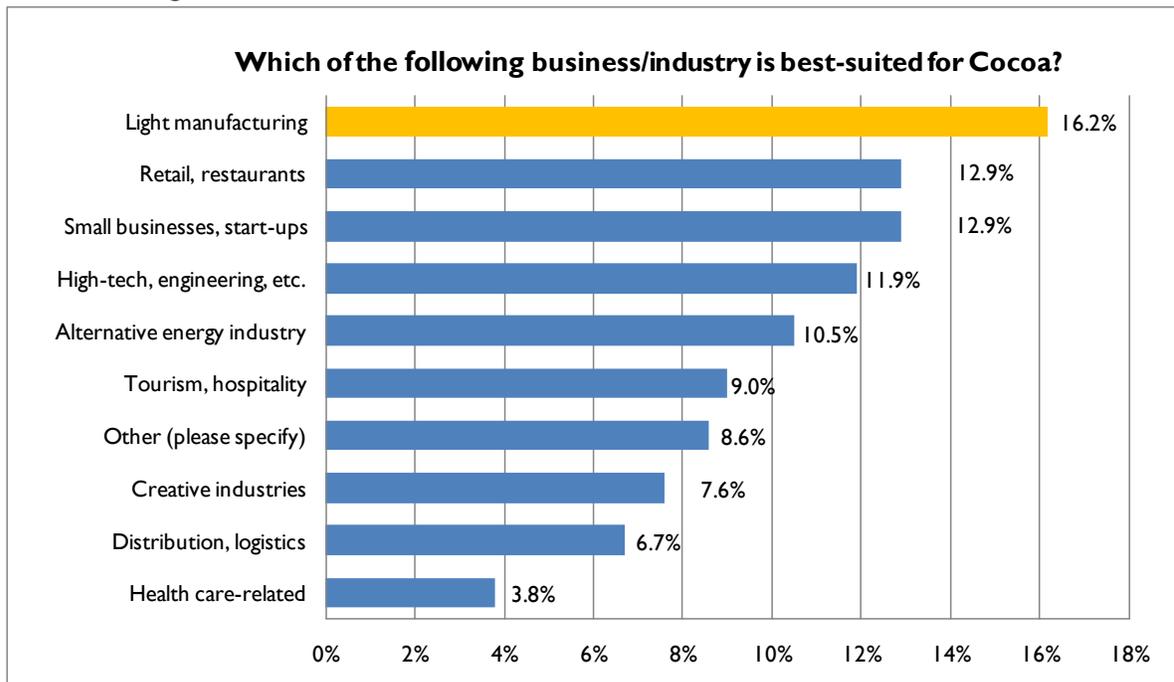
Other: Scum of Brevard County, unsafe, nasty, high crime

Economic impact: Economic development plan and business incentives would have the most economic impact.



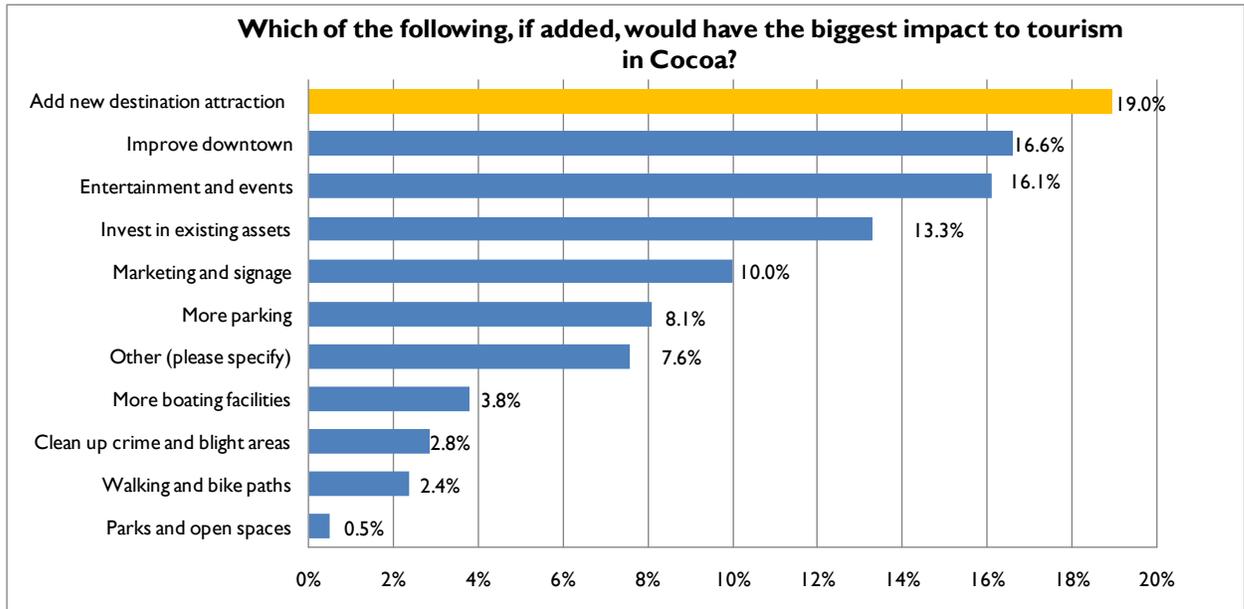
Other: Parking, more conservation areas

Business/industry in Cocoa: The business/industry is best-suited for Cocoa is light manufacturing.



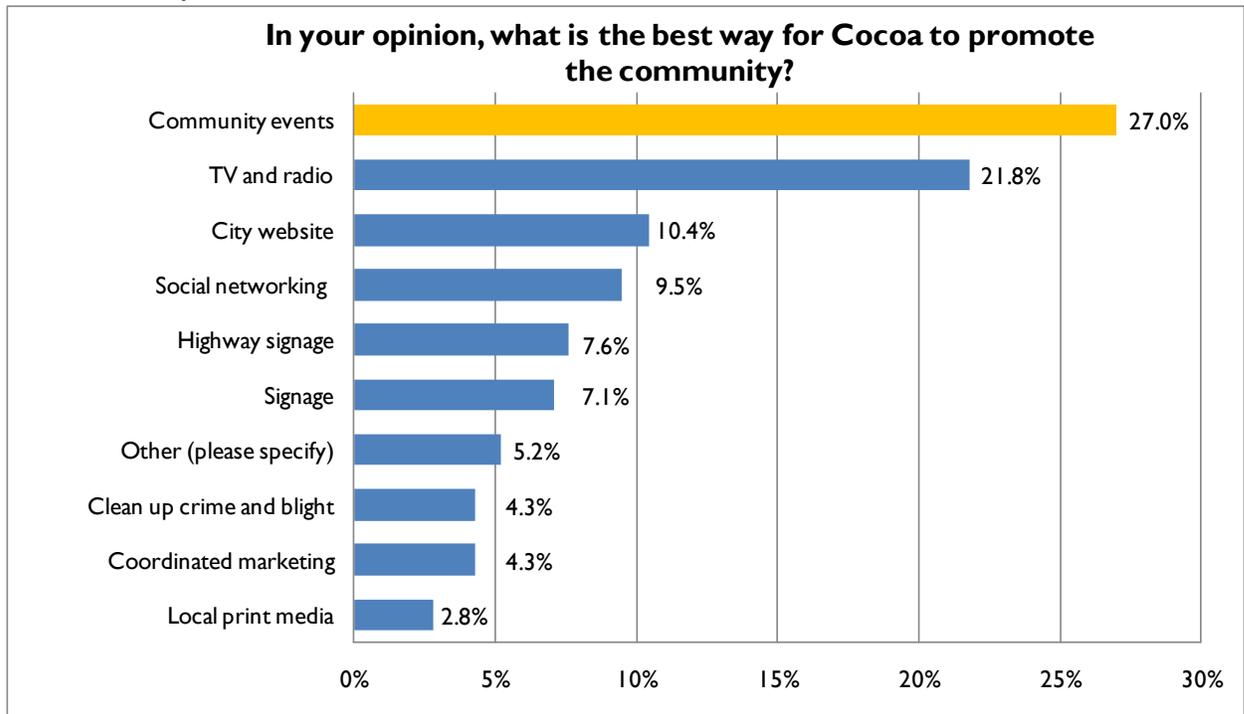
Other: Convention Center, Bass Pro Shop, Factory Outlet

Impacting tourism: Adding a new destination attraction would have the biggest impact to tourism in Cocoa.



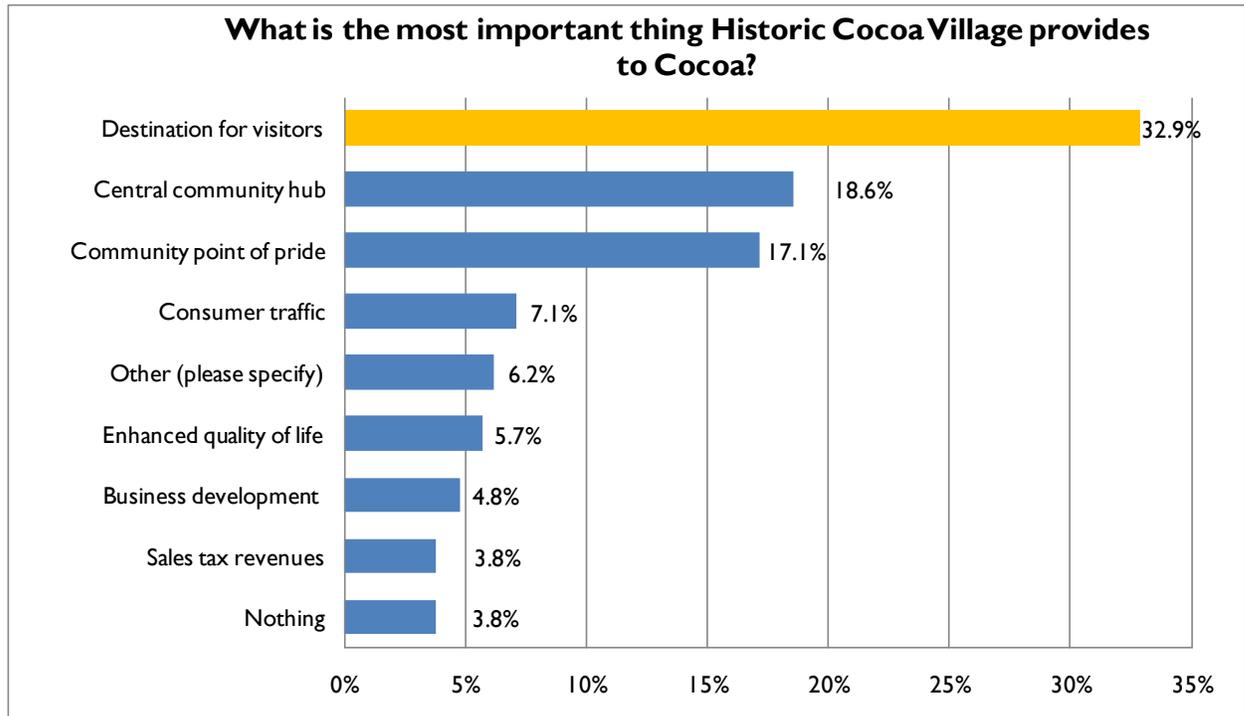
Other: Dog park, bike paths, community projects

Community promotion: Community events is the best way for Cocoa to promote the community.



Other: Magazines, high quality events, advertising

Historic Cocoa Village: The most important thing Historic Cocoa Village provides to Cocoa is a destination for visitors.



Other: A place to go for 4th of July, ice cream, traffic congestion

What is one thing Cocoa is missing?

- Business
- Cleanliness
- Better government

What in Cocoa are you most proud of?

- Cocoa Village
- Riverfront
- Downtown

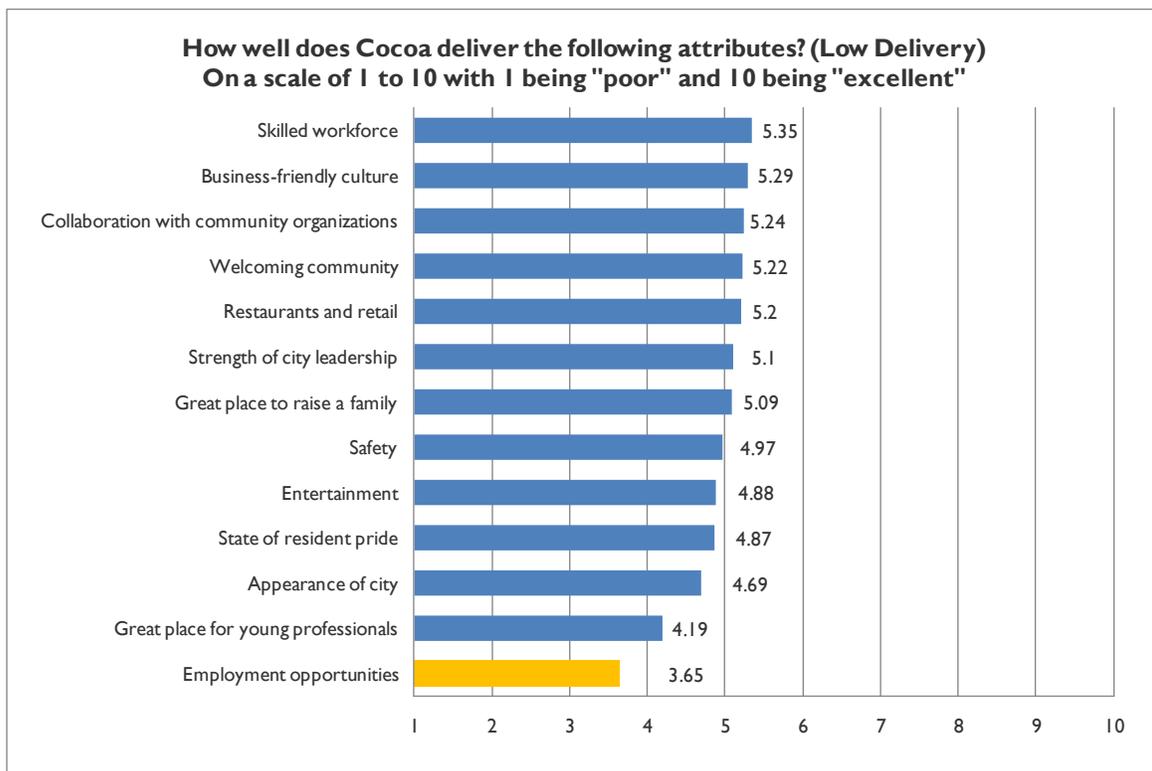
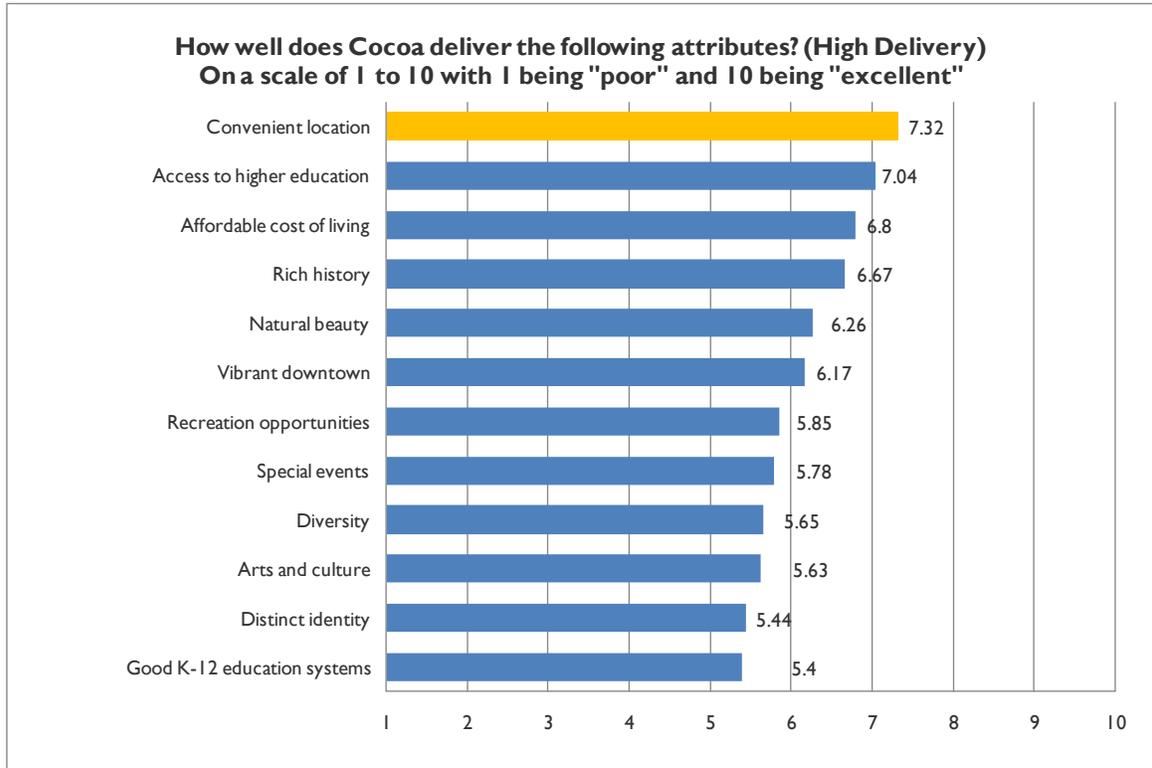
What unites Cocoa as a community?

- Nothing
- Cocoa Village
- People

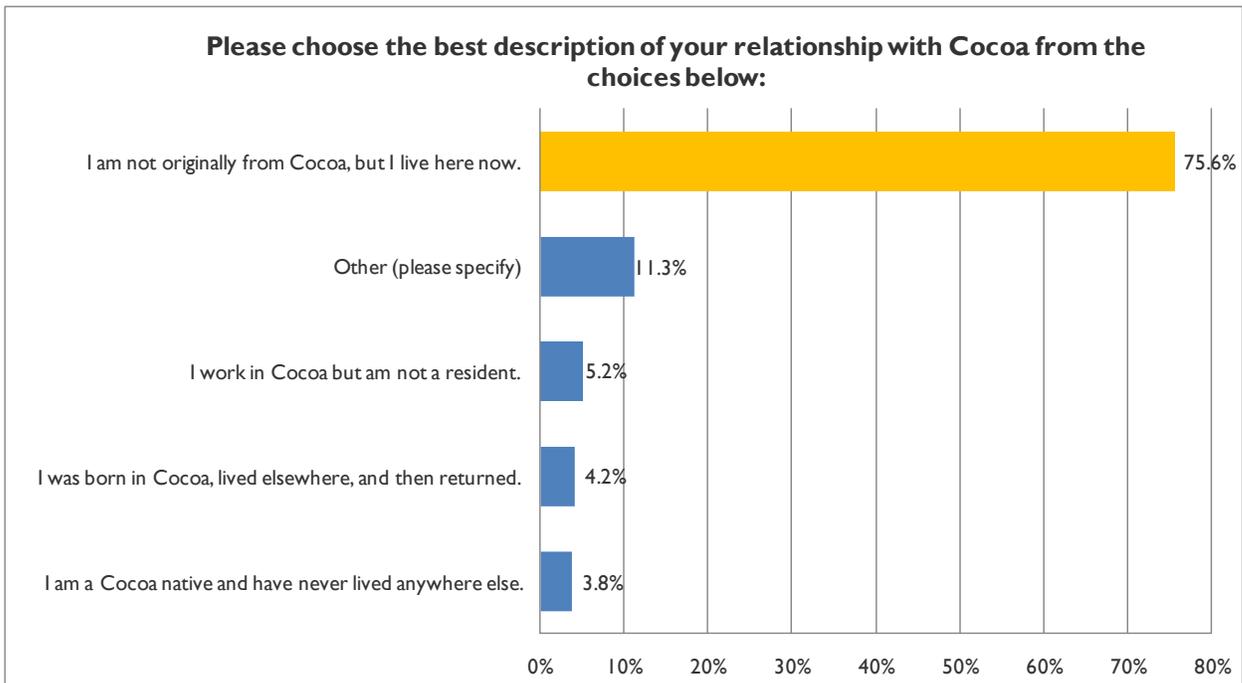
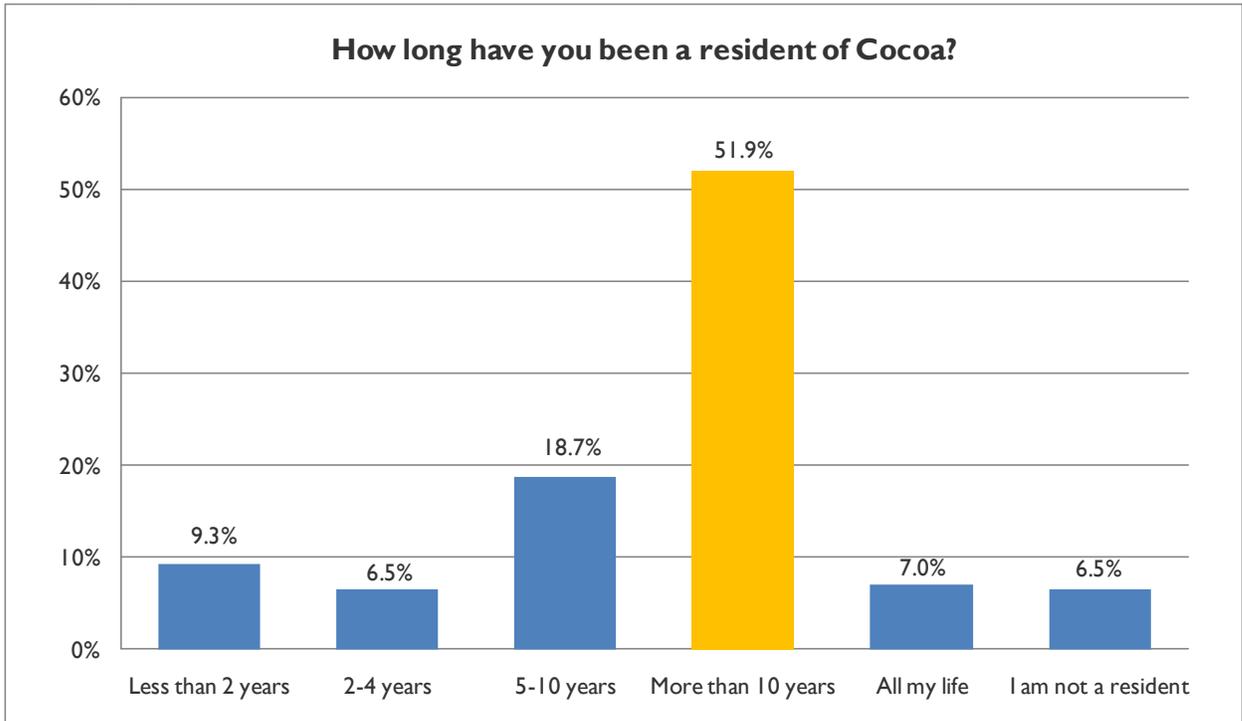
If you were forced to move away from Cocoa, what one thing would you miss most?

- Water/weather/beach
- Friends and family
- Cocoa Village

Attribute rating: Convenient location and access to higher education were the top – rated responses. Employment opportunities was ranked the lowest of the rated attributes.

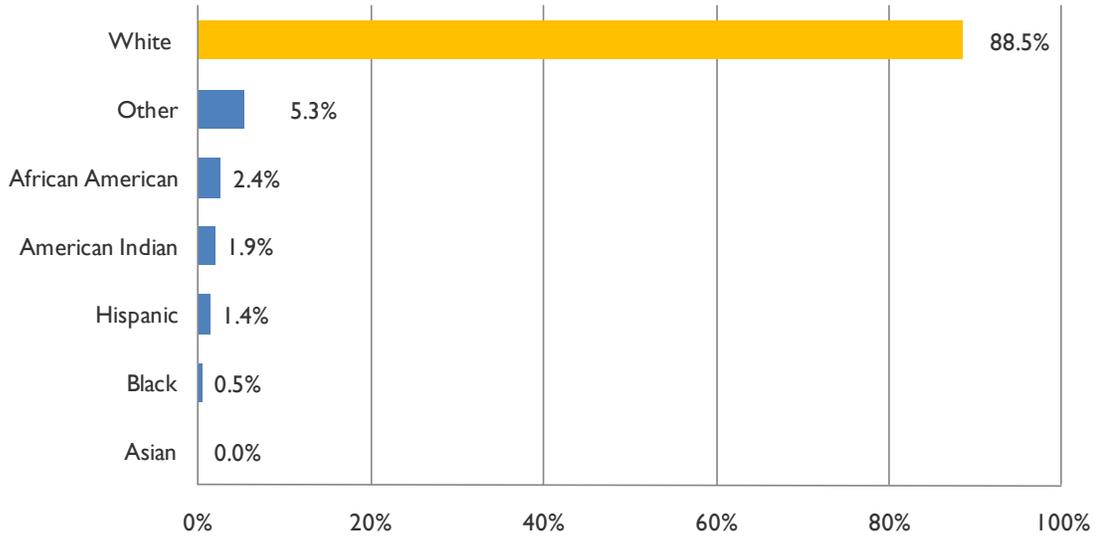


Demographics:

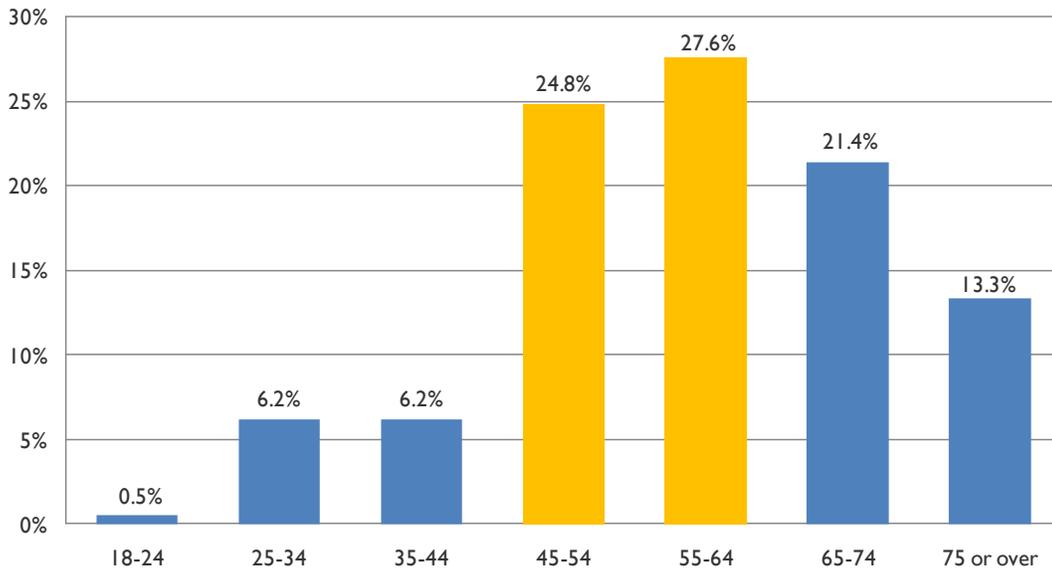


Other: Brevard County native, lived here 70 years, retired from KSC, close friends in Cocoa

Please select the following that most closely describes you.



Age



COMMUNITY-WIDE INSIGHTS SUMMARY

- Members of your community believe outsiders mistake Cocoa for Cocoa Beach. An opportunity exists here to spread the word about the differences between the two destinations, while actively promoting all that Cocoa offers. The new brand will aide in giving Cocoa an identity all its own.
- Cocoa's convenient location and access to highways and interstates could explain why members of the community believe light manufacturing is best-suited for Cocoa.
- Obvious points of community pride include Cocoa Village, Riverfront Park and Cocoa's convenient location. These assets will continue to attract residents, visitors and businesses alike. Interestingly, only 0.9% of respondents mention tourism development as an opportunity for growth. This could suggest an education opportunity in Cocoa. Establishing the significance of your assets and how they differ from the communities around you will likely attract visitors to the area. Additionally, Cocoa's proximity to Florida's beaches is an added bonus.

COMMUNITY BRAND BAROMETER

Purpose

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

- Resident satisfaction with and advocacy for Cocoa as a place to live, work and play
- Cocoa satisfaction/advocacy relative to the nation.

Methodology & Results

Significant research* on a wide variety of customer satisfaction metrics found that a single powerful question has the greatest ability both to measure current resident satisfaction and predict future community growth. That question, “Would you recommend your city to a friend or colleague as a place to live (or work or visit)?” is powerful because it surpasses the basic model of economic exchange, where money is spent for products or services. People who score their community high on the Brand Barometer actively recruit new residents, visitors and businesses through positive word-of-mouth marketing. It is very personal. By making a strong recommendation, they are willing to risk their own character, trustworthiness and overall reputation for no tangible reward.

The methodology for the Brand Barometer has been carefully developed and determined to be statistically significant. Participants in the Online Community Survey answered three questions:

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

Responses are measured on a 10-point scale with 1 being “Not at all likely” and 10 being “Extremely likely.” Results are presented on an individual respondent level as well as an aggregate Brand Advocacy Score. Scores are calculated with response percentages in the following categories:

- Promoters (9 or 10): Loyal residents who will continue fueling your growth and promoting your brand.
- Passives (7 or 8): Satisfied but unenthusiastic residents who are vulnerable to other opinions and brands.
- Detractors (1-6): Unhappy residents who can damage your brand and impede growth through negative referrals.

$$\text{Brand Advocacy Score} = \% \text{ Promoters} - \% \text{ Detractors}$$

Cocoa’s Brand Advocacy Score can then be compared to a benchmark score that has been derived for the entire nation. North Star employs multiple survey methods through proprietary sources to determine national averages. Scores represent a stratified random sample of the entire U.S. population and are updated on a regular basis. You can use this information to track your own brand performance relative to national trends over time. In addition, you can repeat the Community Brand Barometer after a designated period and compare the results to your own benchmark score for an on-going metric of how community attitudes change over time and in response to specific events or activities.

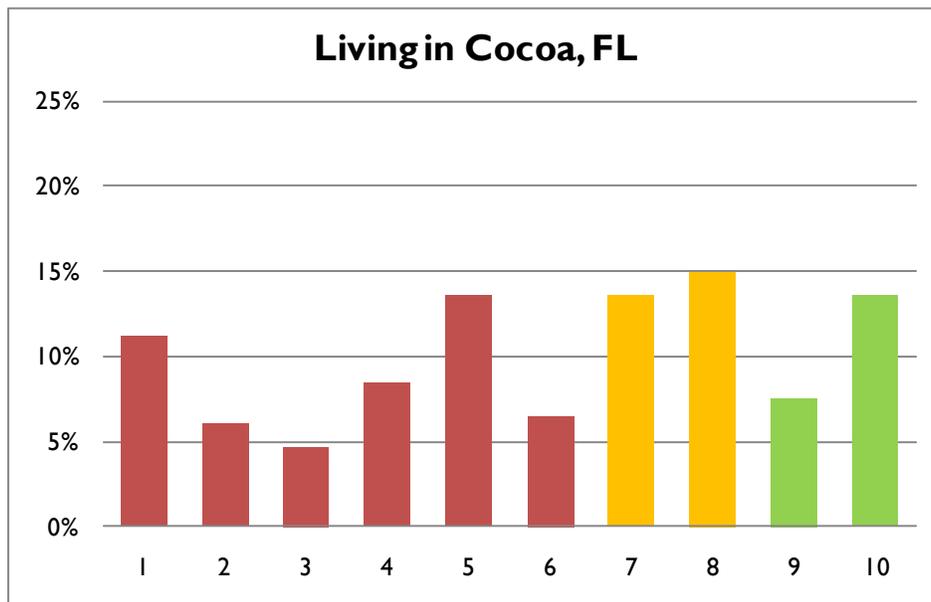
*Research conducted by Satmetrix Systems, Inc., Bain & Company and Fred Reichheld, author of “The One Number You Need to Grow,” Harvard Business Review (Dec. 2003).

BRAND BAROMETER RESPONSES

On a scale of 1 to 10 with 1 being “not at all likely” and 10 being “extremely likely,” would you recommend . . . to a friend or colleague?

Living:

Living in Cocoa, FL		
1	11.21%	
2	6.07%	
3	4.67%	
4	8.41%	
5	13.55%	
6	6.54%	50.47% Detractors
7	13.55%	
8	14.95%	28.50% Passives
9	7.48%	
10	13.55%	21.03% Promoters

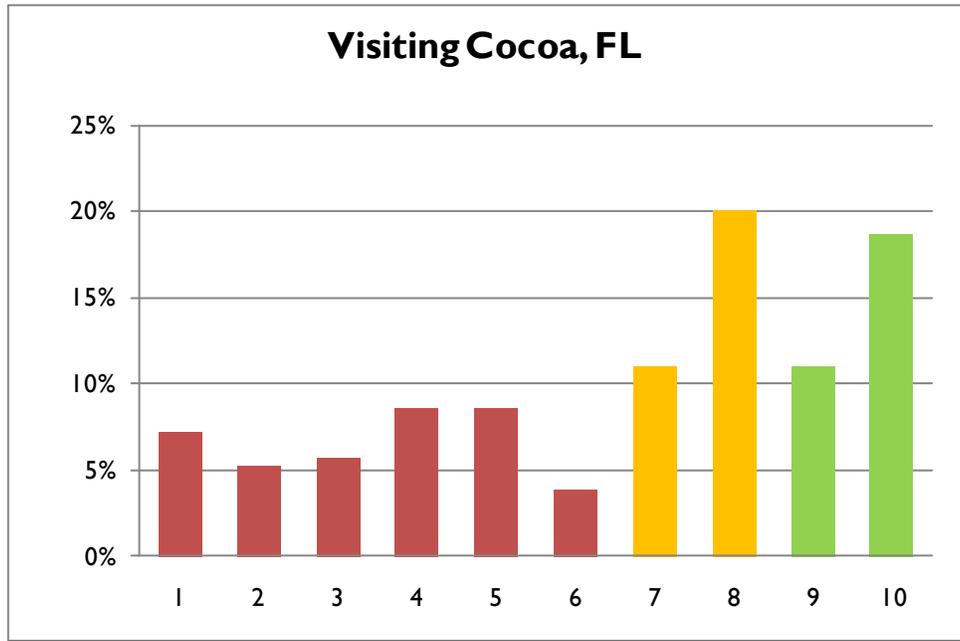


Observations:

- Although the Passives and Promoters categories are quite high, Cocoa’s detractors rank very highly as well. This could suggest there are some polarizing feelings towards Cocoa.
- As evidenced by the above chart, your community falls sporadically in each category. This suggests a general lack of awareness about Cocoa’s brand.
- This could also suggest a lack of focus for the community currently. Leveraging your new unified voice should improve these numbers.

Visiting:

Visiting Cocoa, FL		
1	7.18%	
2	5.26%	
3	5.74%	
4	8.61%	
5	8.61%	
6	3.83%	39.23% Detractors
7	11.00%	
8	20.10%	31.10% Passives
9	11.00%	
10	18.66%	29.67% Promoters

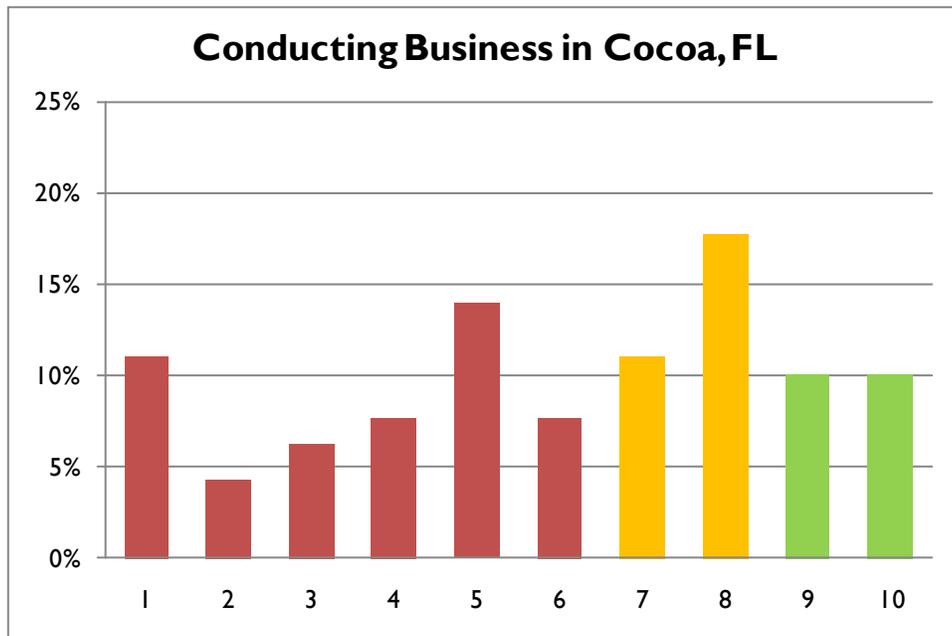


Observations:

- Resident perceptions regarding Cocoa’s current promotion are low across the scale. This suggests that visiting Cocoa doesn’t necessarily spark a large number of Detractors or Promoters.
- There is a big opportunity to convert the Passives into Promoters here.

Conducting business:

Conducting Business in Cocoa, FL		
1	11.06%	
2	4.33%	
3	6.25%	
4	7.69%	
5	13.94%	
6	7.69%	50.96% Detractors
7	11.06%	
8	17.79%	28.85% Passives
9	10.10%	
10	10.10%	20.19% Promoters



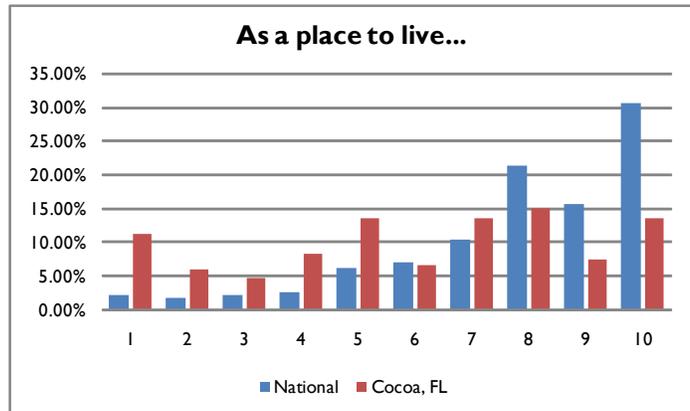
Observations:

- Just over half of respondents are Detractors of conducting business in Cocoa. This represents a big opportunity when developing future plans to recruit new businesses to Cocoa.
- Your highest category in living, visiting, and conducting business is 8. Small shifts in communicating positive things to your residents could shift some of those '8's to '9's, which would greatly improve advocacy scores.

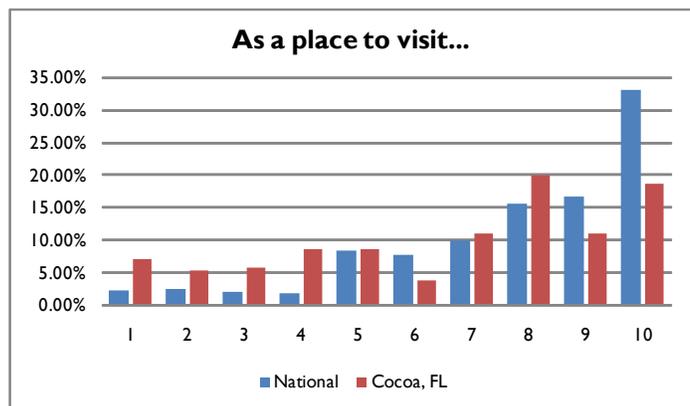
COMPARISON RESULTS | BY NUMBERED RESPONSE

The charts below allow comparison of responses between Cocoa residents and the national sample in each of the categories tested (living, visiting and conducting business). They illustrate how many respondents selected each individual number as their response choice. For example, 1.8% of all respondents in the national sample selected “2” when recommending their city as a place to live. (On a scale of 1 to 10 with 1 being “not at all likely” and 10 being “extremely likely.”)

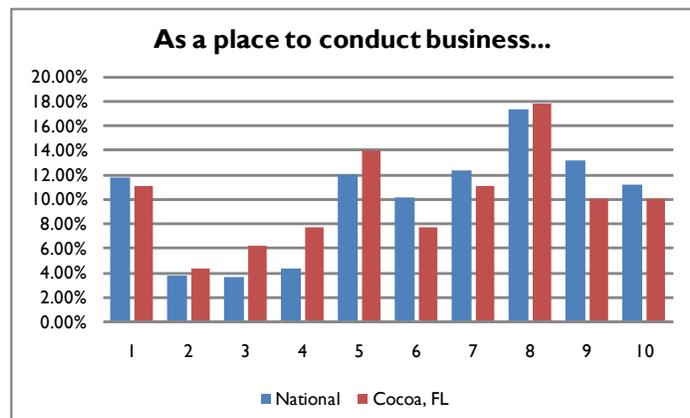
Living in Your City		
	National	Cocoa, FL
1	2.20%	11.21%
2	1.80%	6.07%
3	2.20%	4.67%
4	2.60%	8.41%
5	6.20%	13.55%
6	7.00%	6.54%
7	10.40%	13.55%
8	21.40%	14.95%
9	15.60%	7.48%
10	30.60%	13.55%



Visiting Your City		
	National	Cocoa, FL
1	2.20%	7.18%
2	2.40%	5.26%
3	2.00%	5.74%
4	1.80%	8.61%
5	8.40%	8.61%
6	7.80%	3.83%
7	10.00%	11.00%
8	15.60%	20.10%
9	16.80%	11.00%
10	33.00%	18.66%



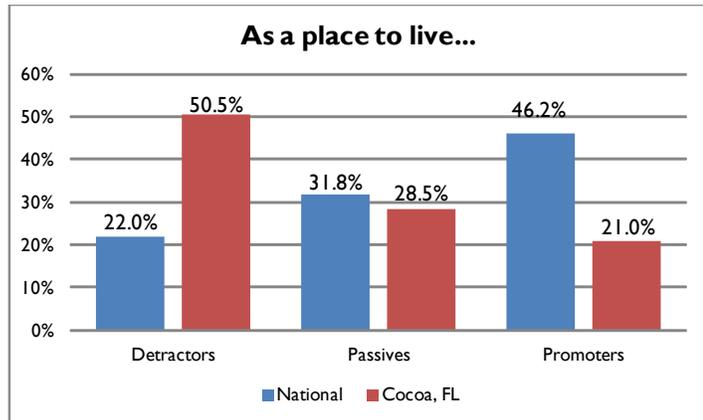
Conducting Business in Your City		
	National	Cocoa, FL
1	11.80%	11.06%
2	3.80%	4.33%
3	3.60%	6.25%
4	4.40%	7.69%
5	12.00%	13.94%
6	10.20%	7.69%
7	12.40%	11.06%
8	17.40%	17.79%
9	13.20%	10.10%
10	11.20%	10.10%



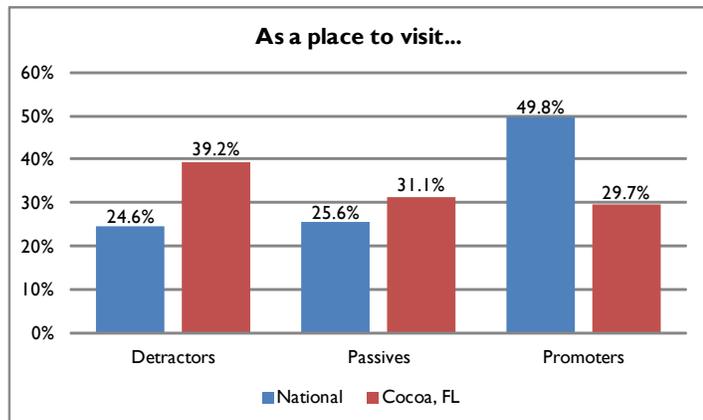
COMPARISON RESULTS | PROMOTERS, PASSIVES & DETRACTORS

The charts below allow comparison of responses between Cocoa residents and the national sample as it relates to the delivery of Detractors, Passives and Promoters in each of the categories tested – living, visiting and conducting business.

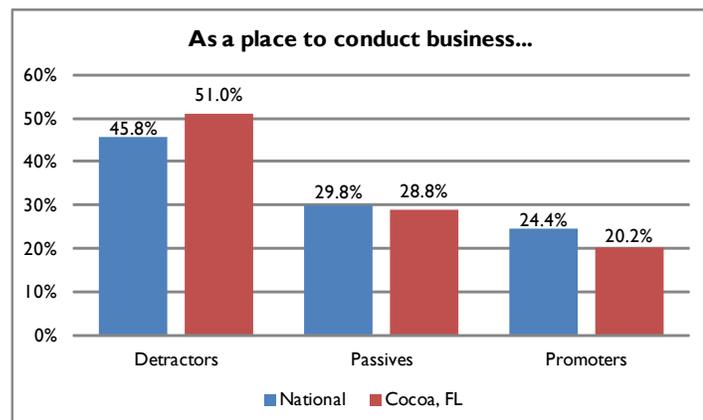
As a Place to Live		
	National	Cocoa, FL
Detractors	22.0%	50.5%
Passives	31.8%	28.5%
Promoters	46.2%	21.0%



As a Place to Visit		
	National	Cocoa, FL
Detractors	24.6%	39.2%
Passives	25.6%	31.1%
Promoters	49.8%	29.7%



As a Place to Conduct Business		
	National	Cocoa, FL
Detractors	45.8%	51.0%
Passives	29.8%	28.8%
Promoters	24.4%	20.2%

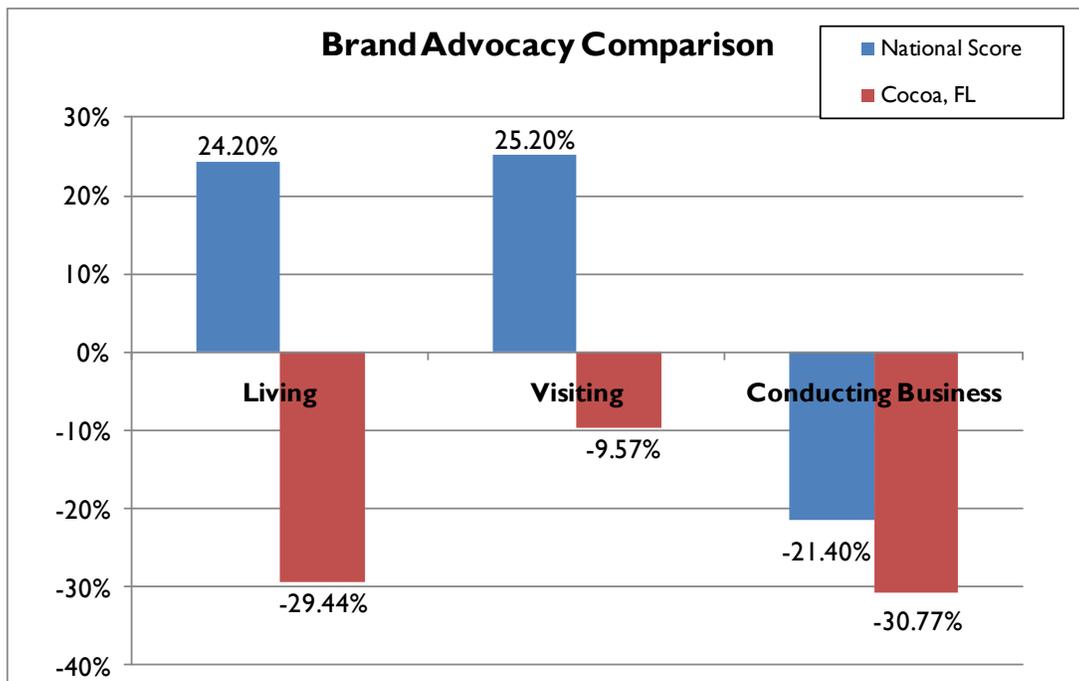


COMPARISON RESULTS | BRAND ADVOCACY SCORES

The chart below illustrates Brand Advocacy scores for Cocoa and at the national level in the categories tested – living, visiting and conducting business.

Brand Advocacy Score = % Promoters – % Detractors

	National Score	Cocoa, FL
Living	24.20%	-29.44%
Visiting	25.20%	-9.57%
Conducting Business	-21.40%	-30.77%



Observations:

- Cocoa's Brand Advocacy scores show negative results across each category, particularly in living and conducting business.
- When removing the Passives from each category, one can see the opportunity that exists to leverage the new brand. These scores show the overall perception of the area in the eyes of your community.
- Identifying rally points that the community can stand behind, as well as igniting your brand promoters to actively spread positive news about Cocoa will produce more positive results in the future.

INQUIRY ORIGIN STUDY

Purpose

An Inquiry Origin Study was conducted to understand the markets from which inquiries about Cocoa originate.

Methodology & Results

We collected over 54,000 visitation records from the Space Coast CVB. 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 for visitor attraction. Additional variables like cost of advertising and distance from Cocoa should also be taken into account.

The complete set of results and associated reports for the Inquiry Origin Study can be found on the Final BrandPrint CD.

Please see **Appendix C** for a larger version of the origin map and a Customer Geographic Summary, detailing the top 20 states, zip codes, counties and CBSAs for inquiries.

TOP FIVE INQUIRY STATES OF ORIGIN:

The largest majority of inquirers originated from Florida.

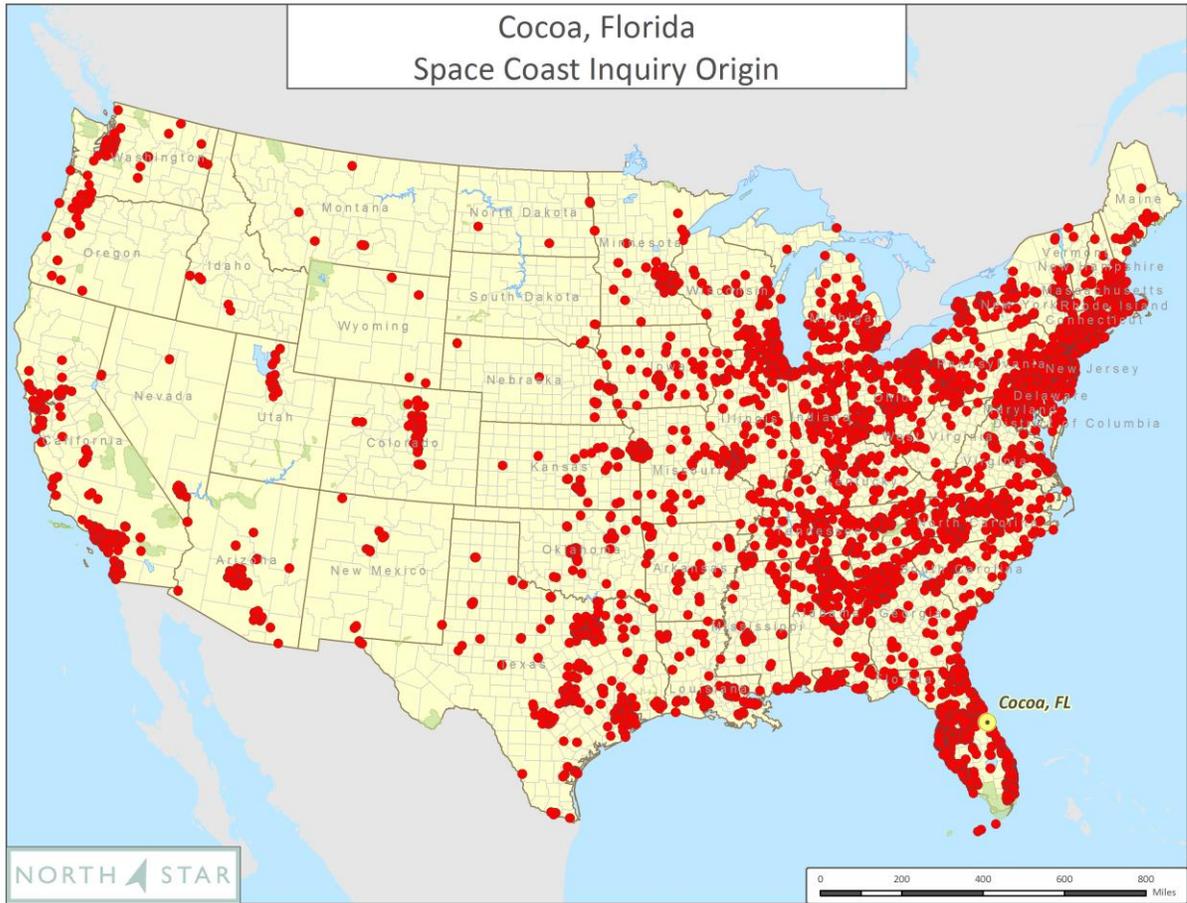
1. Florida	16.6%
2. Texas	6.6%
3. New York	6.5%
4. Pennsylvania	5.6%
5. Ohio	4.8%

TOP 10 INQUIRY CBSAs OF ORIGIN:

The highest ranking CBSA of origin is New York-N. New Jersey-Long Island, NY/NJ/PA

1. New York-N. New Jersey-Long Island, NY/NJ/PA	5.4%
2. Miami-Ft. Lauderdale-Miami Beach, FL	3.6%
3. Atlanta-Sandy Springs-Marietta, GA	2.6%
4. Chicago-Naperville-Joilet, IL/IN/WI	2.8%
5. Tampa-St. Petersburg-Clearwater, FL	2.5%
6. Philadelphia-Camden-Wilmington, PA/NJ/DE/MD	2.3%
7. Dallas-Fort Worth-Arlington, TX	1.4%
8. Orlando-Kissimmee, FL	2.0%
9. Houston-Sugar Land-Baytown, TX	1.8%
10. Pittsburgh, PA	1.7%

INQUIRY ORIGIN DOT-DENSITY MAP:



Only three of the top 10 Inquiry CBSAs are from the State of Florida.

	Inquiry Profile	
1	New York-N. New Jersey-Long Island, NY/NJ/PA	5.4%
2	Miami-Ft. Lauderdale-Miami Beach, FL	3.6%
3	Atlanta-Sandy Springs-Marietta, GA	2.6%
4	Chicago-Naperville-Joilet, IL/IN/WI	2.8%
5	Tampa-St. Petersburg-Clearwater, FL	2.5%
6	Philadelphia-Camden-Wilmington, PA/NJ/DE/MD	2.3%
7	Dallas-Fort Worth-Arlington, TX	1.4%
8	Orlando-Kissimmee, FL	2.0%
9	Houston-Sugar Land-Baytown, TX	1.8%
10	Pittsburgh, PA	1.7%

Observations

- Inquiries to the Space Coast area come mostly from very large CBSA markets. This suggests that individuals from these CBSAs are aware of the Space Coast area, and could be interested in traveling to Cocoa.
- Only three of the top 10 Inquiry CBSA markets are from Florida, implying that, either there is stiff competition in the Florida area and inquirers are searching elsewhere, or Space Coast area is lacking effective promotion and marketing to encourage visitors from within the state.

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.

Understanding your customers (residents and visitors), knowing customers’ shopping patterns, assessing the media preferences of customers, cross-selling to customers, and successfully retaining existing customers for a lifetime are just some activities that are supported by mining customer files. Some of these marketing activities include:

- Customer profiling
- Media targeting
- Direct mail
- Site analysis.

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 the Cocoa residents and inquiries.

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.)
- 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 or follow the link to the Tapestry Handbook.

<http://www.esri.com/library/brochures/pdfs/tapestry-segmentation.pdf>

COMMUNITY TAPESTRY SEGMENT BREAKDOWN BY LIFEMODE GROUP

The following chart lists all 65 Tapestry Segments under their respective LifeMode Group. The percentages listed are representative of the entire United States and not your community. As you read about your own community's Segments in the following pages, use the below table as a guide when matching those Segments with their corresponding LifeMode Groups.

SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
L1. High Society	12.7%
01 Top Rung	0.7%
02 Suburban Splendor	1.7%
03 Connoisseurs	1.4%
04 Boomburbs	2.2%
05 Wealthy Seaboard Suburbs	1.4%
06 Sophisticated Squires	2.7%
07 Exurbanites	2.5%
L2. Upscale Avenues	13.8%
09 Urban Chic	1.3%
10 Pleasant-Ville	1.7%
11 Pacific Heights	0.6%
13 In Style	2.5%
16 Enterprising Professionals	1.7%
17 Green Acres	3.2%
18 Cozy and Comfortable	2.8%
L3. Metropolis	5.3%
20 City Lights	1.0%
22 Metropolitans	1.2%
45 City Strivers	0.7%
51 Metro City Edge	0.9%
54 Urban Rows	0.3%
62 Modest Income Homes	1.0%
L4. Solo Acts	6.8%
08 Laptops and Lattes	1.0%
23 Trendsetters	1.1%
27 Metro Renters	1.3%
36 Old and Newcomers	2.0%
39 Young and Restless	1.4%
L5. Senior Styles	12.4%
14 Prosperous Empty Nesters	1.8%
15 Silver and Gold	1.0%
29 Rustbelt Retirees	2.1%
30 Retirement Communities	1.5%
43 The Elders	0.6%
49 Senior Sun Seekers	1.2%
50 Heartland Communities	2.2%
57 Simple Living	1.4%
65 Social Security Set	0.6%
L6. Scholars & Patriots	1.4%
40 Military Proximity	0.2%
55 College Towns	0.8%
63 Dorms to Diplomas	0.4%
L7. High Hopes	4.1%
28 Aspiring Young Families	2.4%
48 Great Expectations	1.7%

SEGMENT BREAKDOWN BY LIFEMODE GROUP	% of U.S. Pop.
L8. Global Roots	8.2%
35 International Marketplace	1.3%
38 Industrious Urban Fringe	1.5%
44 Urban Melting Pot	0.7%
47 Las Casas	0.8%
52 Inner City Tenants	1.5%
58 NeWest Residents	0.9%
60 City Dimensions	0.9%
61 High Rise Renters	0.7%
L9. Family Portrait	7.8%
12 Up and Coming Families	3.4%
19 Milk and Cookies	2.0%
21 Urban Villages	0.8%
59 Southwestern Families	1.0%
64 City Commons	0.7%
L10. Traditional Living	8.8%
24 Main Street, USA	2.6%
32 Rustbelt Traditions	2.8%
33 Midlife Junction	2.5%
34 Family Foundations	0.9%
L11. Factories & Farms	9.5%
25 Salt of the Earth	2.8%
37 Prairie Living	1.0%
42 Southern Satellites	2.7%
53 Home Town	1.5%
56 Rural Bypasses	1.5%
L12. American Quilt	9.3%
26 Midland Crowd	3.7%
31 Rural Resort Dwellers	1.6%
41 Crossroads	1.5%
46 Rooted Rural	2.4%

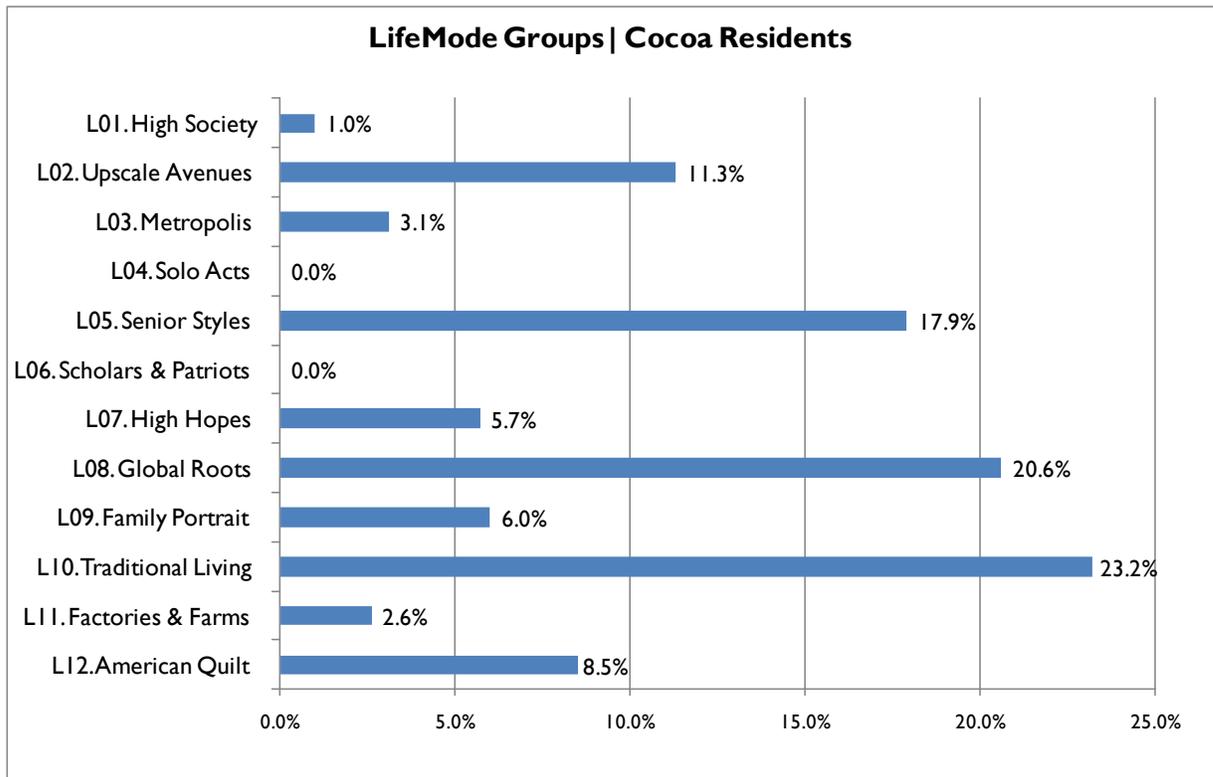


COMMUNITY TAPESTRY WHO REPORT | LIFEMODE GROUPS

The charts below highlight some of the key findings about the Cocoa Resident Profile, Inquiry Profile, and Regional Profile as they relate to LifeMode Groups. 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 that North Star provided for more in-depth information on each LifeMode Group. The indexing system you will see referenced below has the U.S. average sitting at 100. Therefore, any index above 100 indicates that Cocoa is delivering above the U.S. average in that LifeMode or Tapestry Segment.

Below you can see how Cocoa residents are divided into the 12 LifeMode Groups.



OBSERVATION: Cocoa's top LifeMode Groups showcase the diversity of the resident population, not only in ethnicity, but Lifestages and preferences.

Top Resident LifeMode Groups: The U.S. average sits at 100.

L10 Traditional Living (23.2%): Indexed 267 against the U.S. average

- What most consider middle America; hardworking, settled families.
- Earn a modest living and typically own single-family homes in more established communities.

- Median age is 37, which conveys residents' lifestage – older residents completing child rearing responsibilities and looking forward to retirement.
- They buy standard, four-door American cars, belong to veterans' clubs and fraternal organizations, take care of their homes and gardens, and rely on traditional media such as newspapers for their news.

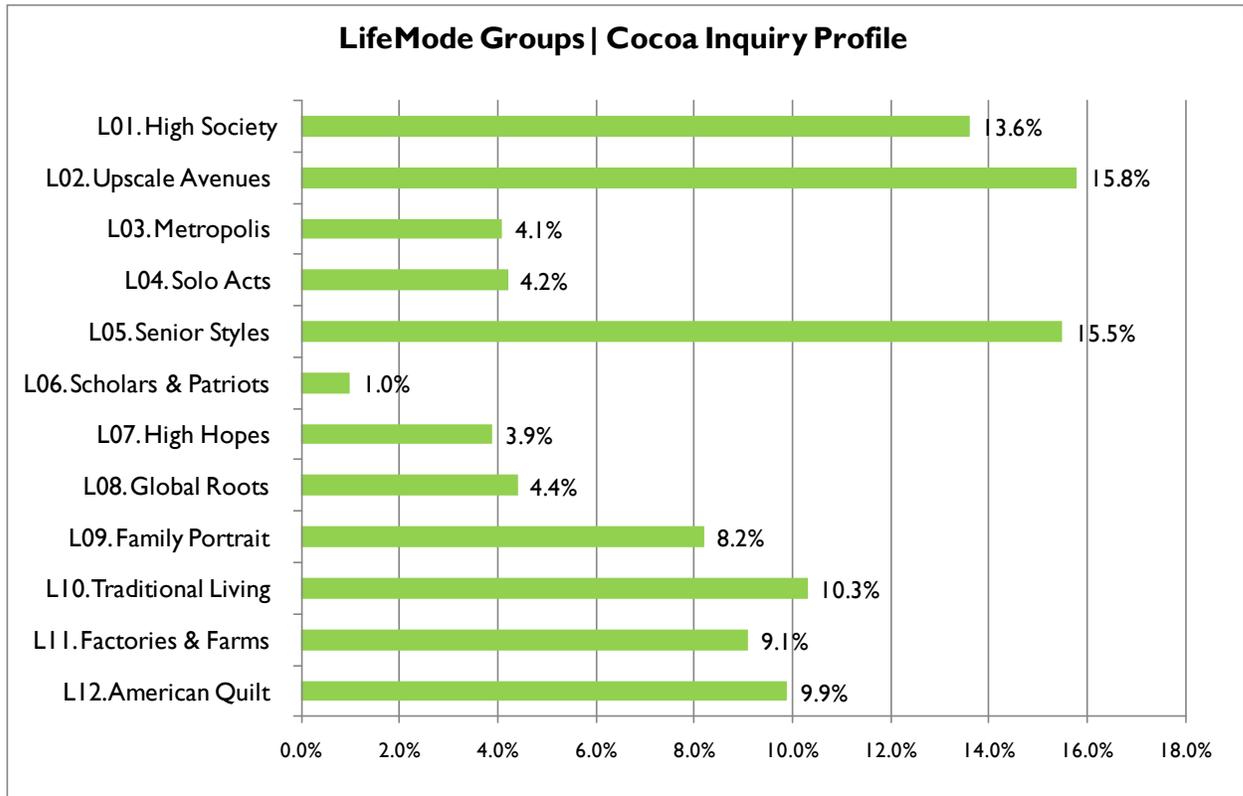
L08 Global Roots (20.6%): Indexed 251 against the U.S. average

- Ethnic diversity is the common thread among the eight segments in *Global Roots*.
- *Las Casas* and *NeWest Residents* represent a strong Hispanic influence in addition to a broad mix of cultural and racial diversity found in *Urban Melting Pot* and *International Marketplace*.
- Residents are young, earn modest incomes, and tend to rent in multiunit buildings.
- Their youth reflects recent immigration trends; half of all households have immigrated to the United States within the past ten years.
- Married couples, usually with children; single parents; and people who live alone are typical.
- Spending is high for baby products, children's clothing and toys.
- Residents are less likely than other groups to have home PCs but just as likely to use cell phones.

L05 Senior Styles (17.9%): Indexed 146 against the U.S. average

- More than 14.4 million households comprise Tapestry's largest summary group
- Incomes in this group cover a wide range, but the median is \$40,000
- Younger, more affluent seniors, freed of child rearing responsibilities, are traveling and relocating to warmer climates
- Less affluent, settled seniors are looking forward to retirement and remaining in their homes.
- Residents in some of the older, less privileged segments live alone and collect Social Security and other benefits. Their choice of housing depends on their income. This group may reside in single-family homes, retirement homes, or highrises.
- Golf is their favorite sport; they play and watch golf on TV. They read the newspaper daily and prefer to watch news shows on television.
- Although their use of the Internet is nearly average, they are more likely to shop through QVC than online.

The following chart examines the LifeMode breakout of your Inquiry Profile.



OBSERVATION: Cocoa's Inquiry Profile shows a higher level of affluence when compared to the resident profile.

Top Inquiry LifeMode Groups: The U.S. average sits at 100.

L02 Upscale Avenues (15.8%): Indexed 114 against the U.S. average

- Many are well educated with above average earnings and are successful from years of hard work.
- Median household income is \$65,000+ and median net worth is \$153,000+.
- Prosperous domesticity also characterizes the lifestyle in Upscale Avenues.
- They invest in their homes; the owners work on landscaping and home remodeling projects, and the renters buy new furnishings and appliances.
- They play golf, lift weights, go bicycling, and take domestic vacations.
- Although they are partial to new cars, they also save and invest their earnings.

L05 Senior Styles (15.5%): Indexed 125 against the U.S. average

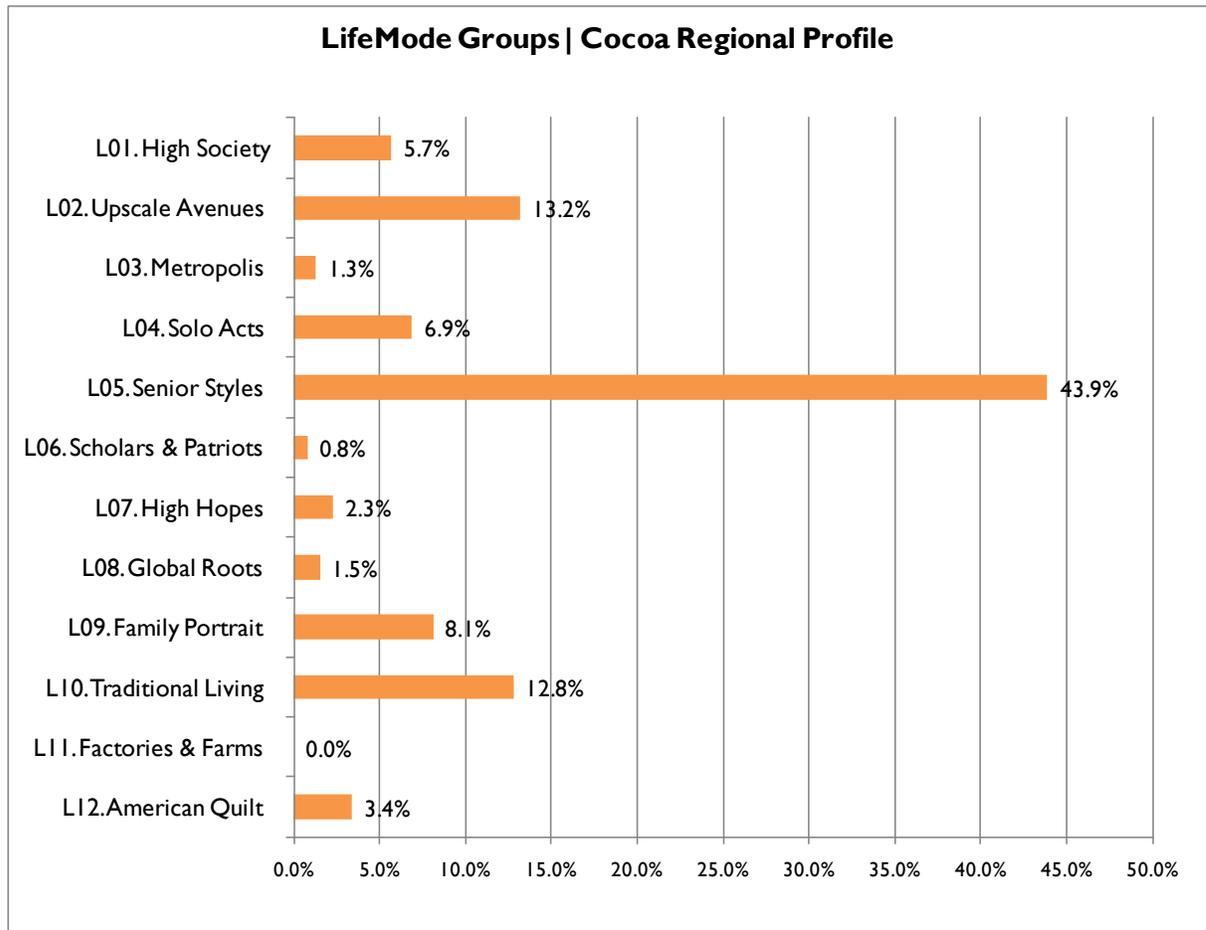
- See page 51 for description

L01 High Society (13.6%): Indexed 108 against the U.S. average

- The markets in High Society are affluent and well educated.
- 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 value approaches \$290,000.
- Residents of High Society are affluent and active—financially, civically, and physically. They participate in a wide variety of public activities and sports and travel extensively.
- Try the Internet or radio instead of television to reach these markets.

The following chart examines the LifeMode breakout of your Brevard County Regional Profile.



OBSERVATION: The Regional Profile showcases the most unified LifeMode group and identifies a target market for Cocoa.

Top Regional LifeMode Groups: The U.S. average sits at 100.

L05 Senior Styles (43.9): Indexed 358 against the U.S. average

- See page 51 for description

L02 Upscale Avenues (13.2%): Indexed 95 against the U.S. average

- See page 52 for description

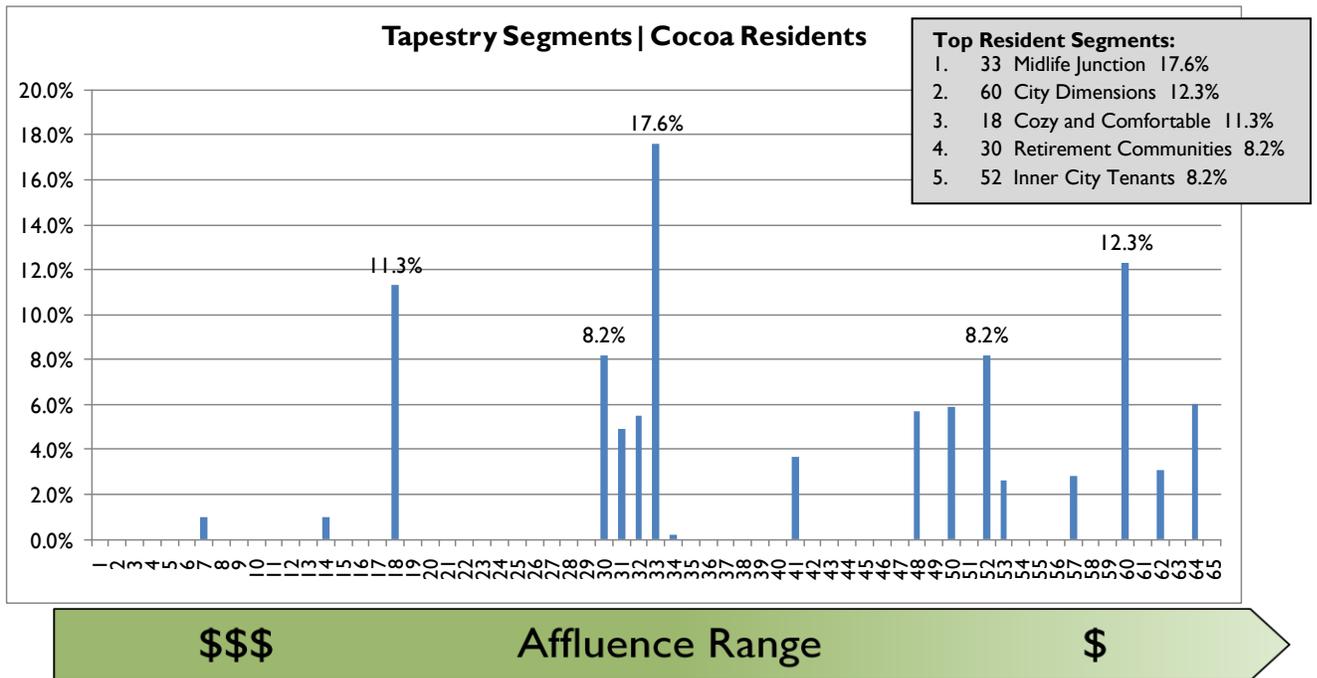
L10 Traditional Living (12.8%): Indexed 148 against the U.S. average

- See page 50 for description

COMMUNITY TAPESTRY WHO REPORT | COMMUNITY TAPESTRY SEGMENTS

Community Tapestry Segments are the most distinct level of segmentation within the Tapestry System, dividing members of a population into 65 clusters based on sociographic and demographic composition. Tapestry Segments take into consideration things like income, occupation, educational attainment, ethnic origin, household composition, marital/living arrangements, patterns of migration, mobility, communication and lifestyle and media patterns.

The chart below illustrates delivery within all the Segments for Cocoa residents. The Tapestry Segments are organized by level of affluence – Segment 1 is the most affluent Segment and 65 is the least affluent Segment.



OBSERVATION: The Segment Breakout shown below illustrates Cocoa Residents are less affluent and skew to the right of the chart.

Top Resident Segments: National Average index sits at 100.

33 Midlife Junction (17.6%): Indexed 713 against the U.S. average

- Phasing out of their child rearing years, these residents are approaching retirement.
- The median age is 40 and the median HHI is \$43,000.
- They live quiet, settled lives (typically in the suburbs) and spend their money carefully, shopping at bargain stores such as Wal-Mart, Kmart, and JCPenney.
- They enjoy dining out, watching TV, tending to their gardens, reading newspapers and books, and using the Internet to communicate with friends and family.

60 City Dimensions (12.3%): Indexed 1424 against the U.S. average

- This segment is characterized by diversity in household type and ethnicity.
- Primarily young and single with a median age of 28.7.
- The median HHI is \$26,000.
- They are frequent viewers of cable television and most homes own more than one television.
- These residents are avid watchers of sports but rarely participants.
- Prefer to shop at discount stores and many of the homes do not have amenities such as central air conditioning.
- Prefer purchasing used domestic cars to foreign made cars. For entertainment, they enjoy dining out, going dancing and attending music performances.

18 Cozy and Comfortable (11.3%): Indexed 402 against the U.S. average

- Middle-aged, married couples settled in single-family homes in older neighborhoods.
- Median age is 40.4 and median HHI is \$61,000.
- Located mainly in suburban areas in the Midwest and Northeast.
- Prefer mutual funds and consult financial planners. Home improvement jobs, including lawn care, are important to the Cozy and Comfortable segment.
- Leisure time includes golf.
- While most of them own computers, owning the latest technology is not a high ranking priority. Television is much more important and many households own four or more TVs.

30 Retirement Communities (8.2%): Indexed 562 against the U.S. average

- Single-person households and married-couple families with no children.
- Median age is 50.3 years and median HHI is \$44,400.
- They spend their time playing golf, horseback riding, gambling in Atlantic City or playing a musical instrument.
- They love to spend time with their grandchildren and spoil them.
- They usually have some home remodeling project in the works. Watch syndicated TV shows such as Home Improvement, Access Hollywood and The Oprah Winfrey Show.
- Good health is a priority for the Retirement Communities population so they see their internists regularly, use Weight Watchers, use a stationary bike and take dietary supplements.

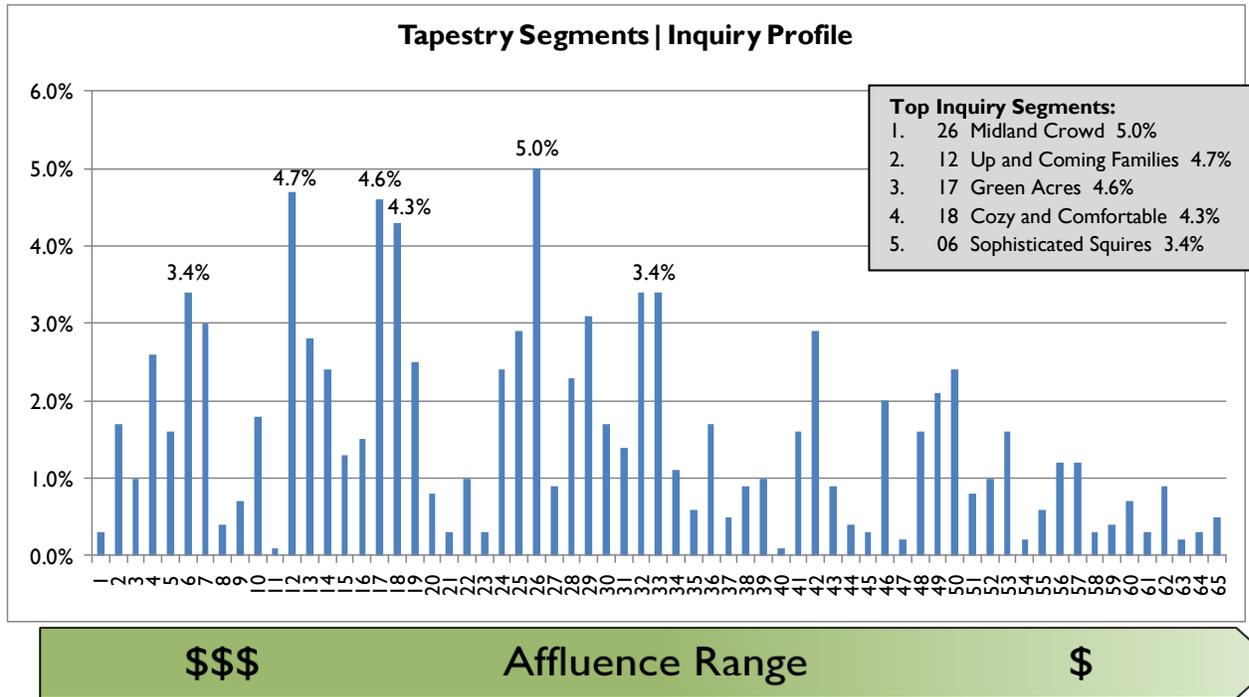
52 Inner City Tenants (8.2%): Indexed 545 against the U.S. average

- A microcosm of urban diversity with a population of white, black, Hispanic and Asian cultures.
- Median age is 27.8 years and median HHI is \$30,000.
- Single parents and single persons make up two-thirds of this market.
- They frequently eat at fast-food restaurants and prefer eat to prepare frozen and canned foods.

- Internet is not widely available so many of them surf the internet at work or at the library.
- Inner City Tenants enjoy reading, playing cards and board games.
- The younger residents enjoy the nightlife: visiting bars, nightclubs and going dancing.



COMMUNITY TAPESTRY WHO REPORT | INQUIRY PROFILE TAPESTRY SEGMENTS:



OBSERVATION: Typical of an Inquiry Profile, the larger population generally represents a greater assortment of lifestyles and lifestages.

Top Inquiry Segments: National Average index sits at 100.

26 Midland Crowd (5.0%): Indexed 133 against the U.S. average

- Largest market with nearly 4% of the US population.
- Majority in married-couple families, half with children and half without.
- Median age is 36 years and median HHI is \$47,000.
- Rural location and traditional lifestyle fuels their do-it-yourself attitude when it comes to taking care of homes and vehicles.
- A Chevrolet or Ford truck is the vehicle of choice.
- High demand for children’s products. Very high TV viewership of NASCAR, fishing programs and CMT.
- Politically conservative; devoted pet lovers; domestic travelers; and dependent on fast-food, cell phones and the internet.

12 Up and Coming Families (4.7%): Indexed 138 against the U.S. average

- Young, affluent families with small children; own new single-family homes.
- 65% have attended college.
- Median age is < 32 and median HHI \$67,000.
- Fast food is a staple in the family diet. Leisure includes attending ball games, going to the zoo, etc.
- If these families travel, they only do so domestically.

- Since many are first time homeowners, they still purchase household basics.
- Up and Coming Families are starting or expanding their families so they purchase baby equipment, toys, etc.

17 Green Acres (4.6%): Indexed 143 against the U.S. average

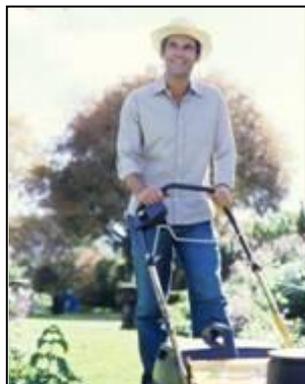
- Married couples with and without children, the median age is 39 and the median HHI is \$61,000+.
- A little bit country, these residents live in pastoral settings of developing suburban fringe areas.
- Most own two or more vehicles (four door sedans or trucks) in addition to their lawn or garden tractors.
- They are interested in home improvement, gardening, motorcycles, hunting, and hiking.
- Favorite channels include HGTV, ESPN, and the Speed Channel.

18 Cozy and Comfortable (4.3%): Indexed 152 against the U.S. average

- See page 56 for description

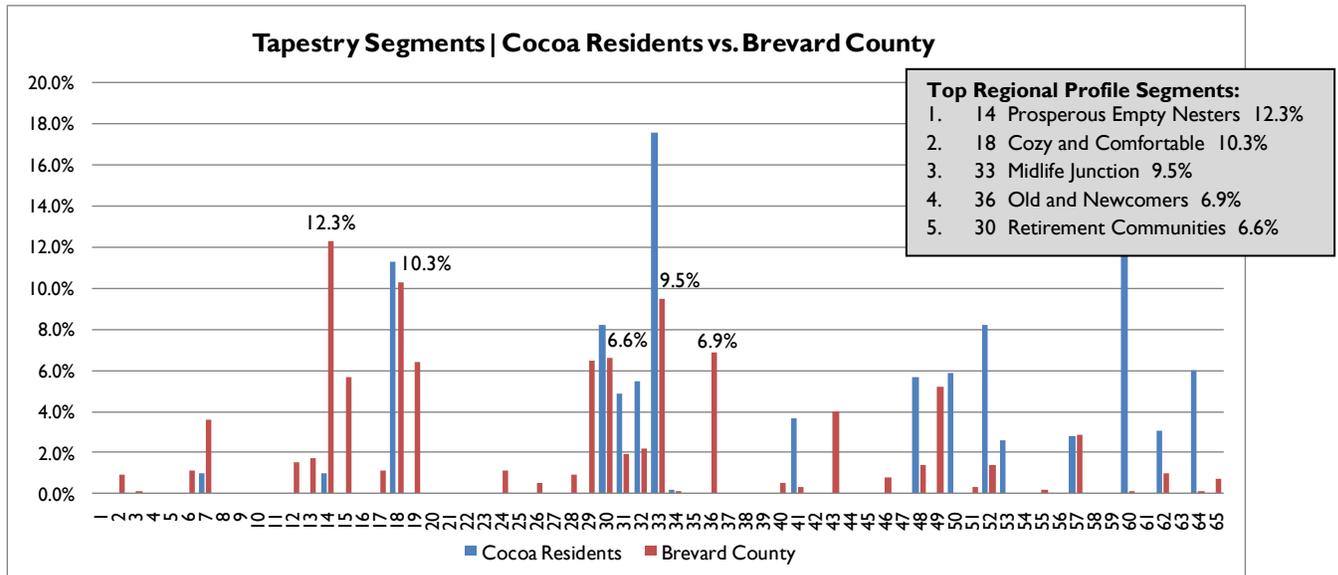
06 Sophisticated Squires (3.4%): Indexed 125 against the U.S. average

- Enjoy cultured country living in newer home developments on the fringe of urbanized areas.
- Mostly married-couple families; approximately 40% have children varying in age from toddler to over 18 years.
- Median age is 37 and median HHI is \$79,000.
- Sophisticated Squires drive SUV's and Minivan's. Cargo space is essential for the avid golfers and for DIY projects.
- Very health conscious; many own treadmills, join Weight Watchers, or take dietary supplements.
- They own all their own tools and supplies to complete lawn and household projects.
- Sophisticated Squires shop at suburban classics such as L.L. Bean, Lands' End and Eddie Bauer.



COMMUNITY TAPESTRY WHO REPORT | REGIONAL PROFILE TAPESTRY SEGMENTS:

Below is a chart that compares the Resident Profile's Segments with those from Brevard County (Regional Profile).



OBSERVATION: The Segment Breakout shown below illustrates Cocoa Regional Profile are more affluent and concentrated in a few Segments.

Top Regional Tapestry Segments: An index of 100 represents the U.S. average

14 Prosperous Empty Nesters (12.3%): Indexed 670 against the U.S. average

- Married couples with no children living at home; more that half of this segment is aged 55 years or older.
- Enjoying the segue from child rearing to retirement.
- Median age is 46 years and median HHI is \$64,000.
- Empty nesters are concentrated on the eastern seaboard and over 75% live in homes built before 1980.
- Empty nesters are active physically and financially. Concern for physical health leads them to play golf, ride bicycles and work out regularly.
- They show active interest in their homes and communities. Remodeling and lawn care are part of home maintenance. Civic participation is high; enjoy traveling at home and abroad; read extensively, including two or more daily newspapers.

18 Cozy and Comfortable (10.3%): Indexed 367 against the U.S. average

- See page 56 for description

33 Midlife Junction (9.5%): Indexed 384 against the U.S. average

- See page 55 for description

36 Old and Newcomers (6.9%): Indexed 354 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 choices.

30 Retirement Communities (6.6%): Indexed 453 against the U.S. average

- See page 56 for description



RESIDENT AND REGIONAL PROFILE SEGMENT COMPARISON

Three out of 10 Segments are shared between the Resident and Regional Profile.

Residents		Brevard County	
33 Midlife Junction	17.6%	14 Prosperous Empty Nesters	12.3%
60 City Dimensions	12.3%	18 Cozy and Comfortable	10.3%
18 Cozy and Comfortable	11.3%	33 Midlife Junction	9.5%
30 Retirement Communities	8.2%	36 Old and Newcomers	6.9%
52 Inner City Tenants	8.2%	30 Retirement Communities	6.6%
64 City Commons	6.0%	29 Rustbelt Retirees	6.5%
50 Heartland Communities	5.9%	19 Milk and Cookies	6.4%
48 Great Expectations	5.7%	15 Silver and Gold	5.7%
31 Rural Resort Dwellers	4.9%	49 Senior Sun Seekers	2.9%
32 Rustbelt Traditions	5.5%	43 The Elders	4.0%

Observations

- Only three Segments are shared between the Resident and Regional Profiles which would suggest that the Cocoa Residents are quite different than the Regional Profile (consisting the Brevard County area).
- Cocoa Residents are less affluent than the Brevard County Residents as a whole.

COMMUNITY TAPESTRY WHAT REPORT | UNDERSTANDING THE WHAT REPORT

The Cocoa Resident, Inquiry, and Regional What Reports can be found in their entirety on the BrandPrint CD. The information below (and on the following pages) can be used as a guide to help you more fully understand the What Reports. When used correctly, this report will help you gain a much deeper understanding of the resident and regional 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 Cocoa.

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 Cocoa Resident What Report and can help you understand this indexing system.

As an example, your residents index 284 in eating at Church's Chicken within the last six months. This means your residents are 2.8 more likely to eat at Church's Chicken than the U.S. average.

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 Church's Chicken example: If Cocoa currently has a Church's Chicken operating within its city limits, you are satisfying your residents' desire to eat at this drive-in restaurant. However, if for some reason Cocoa is without a Church's Chicken, you can use this information to entice Church's Chicken to open a location within the city limits. Businesses will be more likely to partner with Cocoa if they are given data to support such a decision.



Restaurants	Index
Fast food/drive-in last 6 mo: Church's Fr. Chicken	284
Fast food/drive-in last 6 mo: Checkers	219
Fast food/drive-in last 6 mo: Dairy Queen	125
Fast food/drive-in last 6 mo: Chick-fil-A	67
Fast food/drive-in last 6 mo: Starbucks	58

COMMUNITY TAPESTRY WHAT REPORT | RESIDENT:

Below you will find a summary of the What Report for Cocoa residents. The following page contains selected charts that highlight some of your residents' key preferences. For all of the results from the Tapestry What Reports, refer to the Final BrandPrint CD.

Summary of Resident What Report:

Wide ranges of income levels and lifestyles make for a mish-mash of preferences:

- **Shopping:** Likely to have ordered from Avon in the past 12 months and to shop at department stores such as Kmart. Residents are less likely to shop at clothing stores like Banana Republic and the Gap as well being unlikely to shop at club stores such as Costco.
- **Watch:** Residents of Cocoa are likely to watch syndicated television shows like Divorce court as well as being heavy viewers of daytime television. It is less likely that residents watch shows like Boston Legal or own a satellite dish.
- **Restaurants:** Residents are likely to dine at fast food/drive in restaurants like Church's Fried Chicken or Checker's, although places like Starbucks and Chick-fil-A are frequented much less.
- **Internet:** Residents typically use the internet less than once a week and typically do not receive their internet through wireless. Many of Cocoa's residents tend to use the internet outside of the home.



Example charts from the Resident What Report:

Shopping	Index
Ordered last 12 mo from: Avon	162
Dept/clothing/variety store/3 mo: Kmart	131
Dept/clothing/variety store/3 mo: The Gap	60
Dept/clothing/variety store/3 mo: Banana Republic	53
Warehouse/club store/6 mo: Costco	34



Watch	Index
Watch Syndicated TV (M-F): Divorce Court	338
Watched last week: BET (Black Entertainment TV)	285
Heavy viewer of daytime TV	208
Watch TV aired once/wk: Boston Legal	74
HH has satellite dish	67



Restaurants	Index
Fast food/drive-in last 6 mo: Church's Fr. Chicken	284
Fast food/drive-in last 6 mo: Checkers	219
Fast food/drive-in last 6 mo: Dairy Queen	125
Fast food/drive-in last 6 mo: Chick-fil-A	67
Fast food/drive-in last 6 mo: Starbucks	58



Internet	Index
Use Internet less than once a week	150
Used Internet/30 days: not home/work/school/library	126
Used Internet in last 30 days: at home	75
Use Internet 5 or more times per day	63
Connection to Internet from home: wireless	42



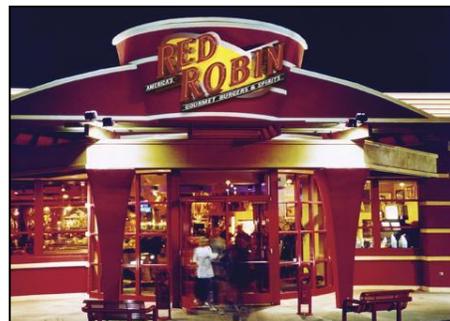
COMMUNITY TAPESTRY WHAT REPORT | INQUIRY PROFILE:

Below you will find a summary of the What Report for the Inquiry Profile. The following page contains selected charts that highlight some of the inquiries' key preferences. For all of the results from the Tapestry What Reports, refer to the Final BrandPrint CD.

Summary of Inquiry What Report:

Because the Inquiry set is so diverse, habits vary wildly in range:

- **Shopping:** Likely to purchase at wholesale discount stores such as Costco, likely to shop at discount shopping stores such as Kohls.
- **Watch:** Likely to watch Black Entertainment Television (BET) or daytime TV, shows such as The People's Court are popular amongst inquirers.
- **Restaurants:** Family restaurants such as Perkin's or Red Robin are popular amongst Inquirers, also fast food restaurants like Sonic are also popular.
- **Internet:** Likely to use the internet at school/library in the last 30 days, also likely to purchase flowers or airline tickets online in the last 12 months
- **Read:** Airline magazines as well as hunting and fishing magazines index high as popular topics to read.



Shopping	Index
Warehouse/club store/6 mo: BJ's Wholesale Club	136
Ordered last 12 mo from: L.L. Bean	133
Dept/clothing/variety store/3 mo: Kohl's	132
Dept/clothing/variety store/3 mo: Dillard's	128
Warehouse/club store/6 mo: Costco	126



Watch	Index
Watched last week: BET (Black Entertainment TV)	145
Watch Syndicated TV (M-F): Divorce Court	145
Watched last week: CMT (Country Music Television)	138
Watch Syndicated TV (M-F): Judge Joe Brown	128
Watch Syndicated TV (M-F): People's Court	128

CMT
Get country.

Restaurants	Index
Fam rest/steak hse last 6 mo: Perkins	147
Fast food/drive-in last 6 mo: Church's Fr. Chicken	145
Fam rest/steak hse last 6 mo: Red Robin	130
Fam rest/steak hse last 6 mo: Big Boy	125
Fast food/drive-in last 6 mo: Sonic Drive-In	125



Internet	Index
Used Internet in last 30 days: at school/library	140
Internet last 30 days: traded/tracked investments	133
Ordered on Internet/12 mo: flowers	132
Spent on Internet orders last 12 months: \$500+	126
Ordered on Internet/12 mo: airline ticket	125



Below is a comparison of the Resident and Inquiry Profiles.

Residents

Watch	Index
Watch Syndicated TV (M-F): Divorce Court	338
Watched last week: BET (Black Entertainment TV)	285
Heavy viewer of daytime TV	208
Watch TV aired once/wk: Boston Legal	74
HH has satellite dish	67

Internet	Index
Use Internet less than once a week	150
Used Internet/30 days: not home/work/school/library	126
Used Internet in last 30 days: at home	75
Use Internet 5 or more times per day	63
Connection to Internet from home: wireless	42

Inquiry Profile

Watch	Index
Watched last week: BET (Black Entertainment TV)	145
Watch Syndicated TV (M-F): Divorce Court	145
Watched last week: CMT (Country Music Television)	138
Watch Syndicated TV (M-F): Judge Joe Brown	128
Watch Syndicated TV (M-F): People's Court	128

Internet	Index
Used Internet in last 30 days: at school/library	140
Internet last 30 days: traded/tracked investments	133
Ordered on Internet/12 mo: flowers	132
Spent on Internet orders last 12 months: \$500+	126
Ordered on Internet/12 mo: airline ticket	125

Observations

- As seen from the two charts, the Resident profile and Inquiry profile share many habits and preferences although in different proportions. For example, watching BET and Divorce Court.

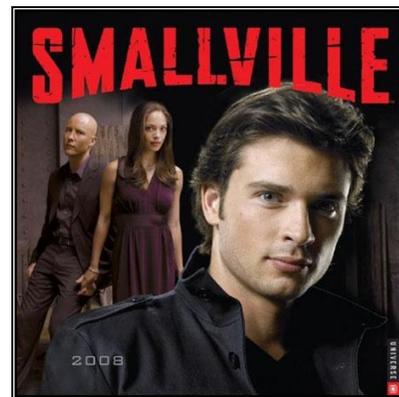
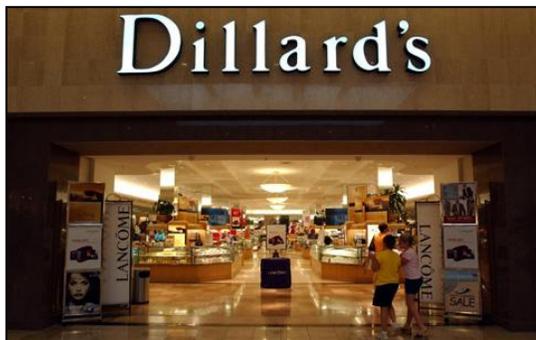
COMMUNITY TAPESTRY WHAT REPORT | REGIONAL PROFILE:

Below you will find a summary of the What Report for the Regional Profile. The following page contains selected charts that highlight some of the region's key preferences. For all of the results from the Tapestry What Reports, refer to the Final BrandPrint CD.

Summary of Regional What Report:

Because the Regional Profile set is so diverse, habits vary wildly in range:

- **Shopping:** Likely to have ordered from QVC in the past 12 months and to have shopped at department and clothing stores like Dillard's. Less likely to have shopped at office supply stores like FedEx Kinko's in the past 12 months.
- **Watch:** Very likely to have watched the Golf Channel within the last week. Also, likely to watch shows on TV that air once/week like Inside Edition - Weekend, Smallville, or Boston Legal.
- **Restaurants:** Very likely to eat at family restaurants such as Perkin's or Big Boy. Also, likely to eat at fast food/drive-in restaurants like Fuddruckers. Unlikely, however to dine at fast food/dine-in restaurants like Carl's Jr.
- **Internet:** Likely to have visited a chat room within the last 30 days and generally use the internet around 2-4 times per day.



Shopping	Index
Ordered last 12 mo from: QVC	164
Dept/clothing/variety store/3 mo: Dillard's	159
Ordered last 12 mo from: L.L. Bean	156
Office/computer supply store/12 mo: FedEx Kinko's	69
Dept/clothing/variety store/3 mo: Banana Republic	66



Watch	Index
Watched last week: Golf Channel	229
Watch TV aired once/wk: Inside Edition - Weekend	199
Watch TV aired once/wk: Smallville	179
Watch TV aired once/wk: Boston Legal	177
Watch TV aired once/wk: Medium	161



Restaurant	Index
Fam rest/steak hse last 6 mo: Perkins	273
Fast food/drive-in last 6 mo: Fuddruckers	219
Fam rest/steak hse last 6 mo: Big Boy	166
Fam rest/steak hse last 6 mo: Friendly's	160
Fast food/drive-in last 6 mo: Carl's Jr.	63



Internet	Index
Internet last 30 days: visited chat room	180
Used Internet in last 30 days: at school/library	158
Internet last 30 days: traded/tracked investments	157
Use Internet once a day	133
Use Internet 2-4 times per day	129



ESRI ECONOMIC OPPORTUNITY ANALYSIS

Purpose

The Economic Opportunity Analysis is conducted by the Environmental Systems Research Institute, Inc. (ESRI) – a national leader in business information systems and analysis. The information associated with this analysis, including data on Cocoa and select competitive markets, enable data driven decision making and provide supporting evidence for attracting investment into the community. The analysis consists of four main reports and several sub-reports as described below.

Methodology & Results

The complete results from the Economic Opportunity Analysis can be found on the BrandPrint CD and should be passed on to economic development entities in the area. All files on the CD include reports for Cocoa and selected competitors including:

- Merritt Island
- Cocoa Beach
- Melbourne
- Titusville
- Rockledge

NOTE: The complete results from the Economic Opportunity Analysis can be found on the BrandPrint CD and should be passed on to economic development entities in the area.

A brief explanation of each report included in the analysis is provided below.

MARKET PROFILE

The Market Profile Report offers **ECONOMIC BACKGROUND INFORMATION** on Cocoa, providing an overview of key demographic attributes and consumer spending patterns. This set of data should be used in the evaluation process for site selection, market analysis and general trend evaluation. A Graphic Market Profile – with graphic representations of the demographic data – is also included.

- **Lists Cocoa’s economic statistics, demographic statistics and background**
 - Population by individuals, households, families
 - Housing by type, size, year moved in, housing units, home value
 - Age, Income, Ethnicity
 - Employment information by industry and occupation including commute info
- **Lists changes over time (2000, 2010, 2015 projected)**
 - Households by income
 - Population by age, sex, race, employment status
- **Lists consumer spending data**
 - Total, average and spending potential index (SPI) for 14 categories

BUSINESS SUMMARY

The Business Summary offers information on **SUPPLY** in Cocoa, providing a breakdown of the total number of businesses and employees per industry within 30 different sectors of the marketplace. It also provides a comparison of daytime versus residential population for the given area.

- **Lists numbers of businesses and employees in Cocoa**
 - By industry sector
- **Uses Bureau of Labor Statistics “Infogroup Business Database”**
 - Includes business white and yellow pages, annual reports, SEC information, government data, business magazines, newsletters, newspapers
 - Infogroup does annual telephone verifications with each business

RETAIL GOODS AND SERVICES EXPENDITURES

The Retail Goods and Services Expenditures Report offers information on **DEMAND** in Cocoa. Focusing on consumer spending patterns of Cocoa’s residents, it looks at the spending potential index, average amount spent, and total amount spent in 12 categories and 74 sub-categories. It details total and average amount per household spent on retail goods and services such as food, apparel, travel and insurance.

A spending potential index (SPI) is used to compare the amount spent in the area under study to the U.S. average.

- **Lists Demographic Summary of Cocoa Residents**
 - Population, families, age, income, ethnicity
 - Top Tapestry Segments

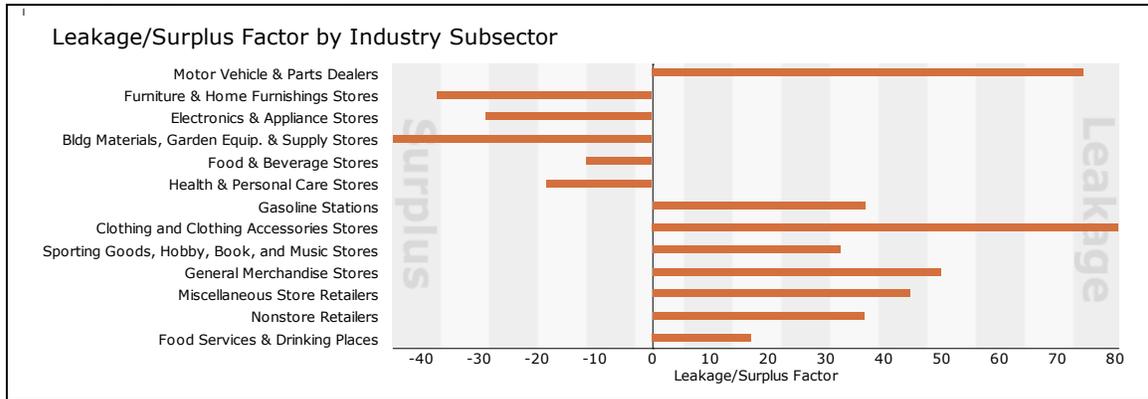
- **Lists Consumer expenditures**
 - By average amount spent per household annually
 - By Spending Potential Index (SPI), which compares average expenditures for a product locally to the average amount spent nationally
- **Combines Consumer Expenditure Surveys (CEX) with Bureau of Labor Statistics data**

RETAIL MARKETPLACE PROFILE

The Retail MarketPlace Profile offers information on **SURPLUS AND LEAKAGE**, or comparisons between existing supply and demand in Cocoa. It provides an industry summary, leakage/surplus factor for each industry group and sub-sector, and total supply and demand for each industry sub-sector.

- **Compares demand (retail potential by household) with supply (retail sales to consumers)**
 - Leakage (green, positive) means retail opportunity is leaking outside Cocoa, or Cocoa residents are buying what they need outside of the community (+100 = total leakage)
 - Surplus (red, negative) means Cocoa has a surplus of supply which draws customers in from outside the community (-100 = total surplus)
- **Businesses are classified by primary type of economic activity and organized by North American Industry Classification System (NAICS) code**
 - NAICS, created by the U.S. Census Bureau

Summary Surplus and Leakage Chart



Observation: Cocoa has significant surplus in most categories; however, there are two categories that Cocoa is experiencing leakage. *Electronic and Appliance Stores* as well as *Clothing and Clothing Accessories Stores* present an opportunity for Cocoa to attract retailers in these categories to capture additional tax revenue for the community.

PERCEPTION STUDY

Purpose

The purpose of the Perception Study is to gain an in-depth understanding of the brand perceptions of Cocoa among stakeholders within the city and regional and state-level tourism and economic development professionals. What do these constituents of the Cocoa brand have to say about the area as a place to live, visit and conduct business?

Methodology & Results

North Star conducted perception interviews via telephone and email with tourism and economic development professionals (past business prospects and regional economic development professionals) provided to North Star by the Cocoa brand driver. Questions were phrased to gather qualitative information. A summary is outlined below. The quotes chosen below are representative of the types of responses heard during interviews. Answers are also presented next to a summary of answers heard from inside the community during the In-Market visit.

Describe Cocoa:

- *“I like the village area – I think it’s a great draw. If you’re a boater and want to be on the water the new construction high-rise right on the water, I thought that was a great place for that.”*
- *“I think of their Cocoa Village, I think that is a gem for them. Also, they have challenged demographics. Basically they are one of the poorer communities in the county.”*
- *“Cocoa is two separate areas Cocoa Village and everything else.”*
- *“Quaint. Only downside is the hours of operation.”*
- *“Cocoa Beach, I know that’s a separate community, but that’s a place that I’ve been and it’s what comes to mind.”*



	Outside	Inside
Main assets	<p>Cocoa Village Water provider Waterfront Water access Eco-system Location</p>	<p>Location: convenient to beach, convenient to Orlando and Orlando airport Water/Indian River/marina Riverfront Park / Amphitheater Historic Cocoa Village Small town feel BCC and UCF-Cocoa</p>
Challenges	<p>Not a lot of distinctions Lack of business Run down Need more industrial areas Poverty High crime Rough area</p>	<p>Blighted areas and entryways Negative reputation Name confusion with Cocoa Beach Lack of jobs/industry Divided citizenry</p>

	Outside	Inside
Makes Cocoa different	<p>Population sizes Cocoa Village Special events Location Big business opportunities Poverty as a forefront</p>	<p>Cocoa Village Diverse economy Location Lack of recognition/no identity</p>
Competition	<p>Titusville Melbourne Orlando Lake Nona Other areas in Brevard County</p>	<p>Melbourne Palm Bay Viera Orlando Titusville Gainesville</p>

	Outside	Inside
Opportunities	<p>Cocoa Village: A place to gather, special events, sense of community, focal point, special events, holidays. Good housing Location Proximity Eco-system Going green Indian River Access to the beach Best water in the state</p>	<p>Riverfront and Marina Cocoa Village Tourism opportunities Location passenger rail/Amtrak train station Cleaning up signage, blight Focusing on a personal touch to business</p>

We asked stakeholders “Which of the following do you feel is most important to the Cocoa Experience?” with the following answer choices:

- A. Superior location and access in Brevard County
- B. Cocoa Village
- C. Affordability – or –
- D. Authentic small-town feel.

“Cocoa Village” was by far the top answer (Only outsider perspectives):

- “Cocoa is a third the size of Titusville but has a more urban (big city) feel, so I would say the Village is a differentiator.”
- “I would say the Village because I think Titusville has a better location as far as coming from the West. “
- “The Village is a good identity for them. Everyone understands what that is. I don’t think they can beat other communities in some of these other categories.”

Best-suited Businesses:

- *“Anything that brings jobs! I like that there are a lot of small businesses. Boutiques, interesting restaurants. Small companies. People just don’t know that there is that area on the west side that is available for development or on the cusp.”*
- *“I don’t know –high tech might suit well; could also do some more basic manufacturing as well.”*
- *“Heavy industry and commercial would be a great fit for Cocoa. Because of that image whether it’s true or not.”*
- *“Something around the space technology aeronautics, at least in my mind within the state of Florida, that’s the hot spot for that sort of activity.”*

**In your opinion, how important is the Cocoa Village/downtown area to Cocoa?
What does it mean to prospective businesses?**

- *“The Village is Vital – if it wasn’t there I would never go to Cocoa. It has a more urban feel in Cocoa even though it is much smaller. I would love to have something like it. It gives you something to show prospective businesses for festivals, shops, restaurants, right on the river, it has that old town, old riverfront charm that a Florida town needs”*
- *“On a scale of one to ten it’s a ten – I think they’ve done a marvelous job with it. I wish we had it here. I would use it as a place to gather, special events, provides a sense of community. I think people look for a focal point in the community where they can go and gather”*
- *“Everyone loves the village because it’s there and it opens on the water. But after 6, nothing happens.”*

CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)

Purpose

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

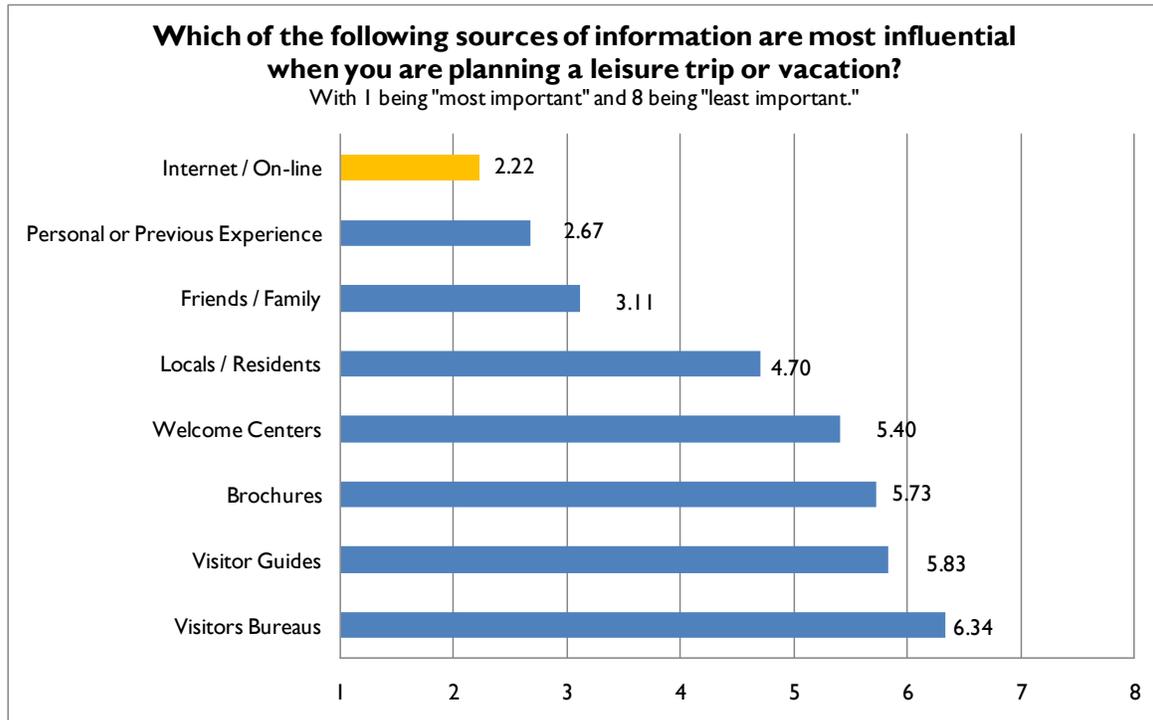
- Overall top-of-mind perceptions of Cocoa and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Strengths and weaknesses of Cocoa identified within community attributes
- Consumer suggestions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

Methodology & Results

A total of 215 surveys were gathered. An internet survey was conducted among residents within Brevard County (excluding Cocoa), Orange County, Osceola County and Seminole County.

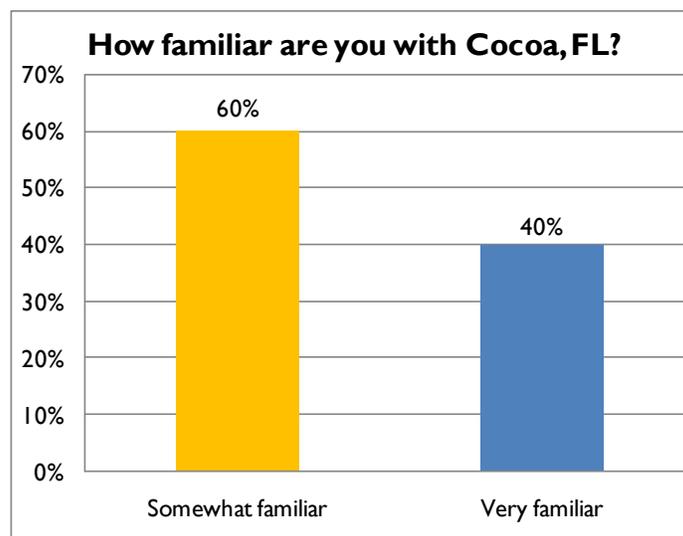
Note: To View All Open-Ended Responses, Please See [Appendix D](#).

Trip planning: Respondents ranked the Internet as most influential when planning a vacation.

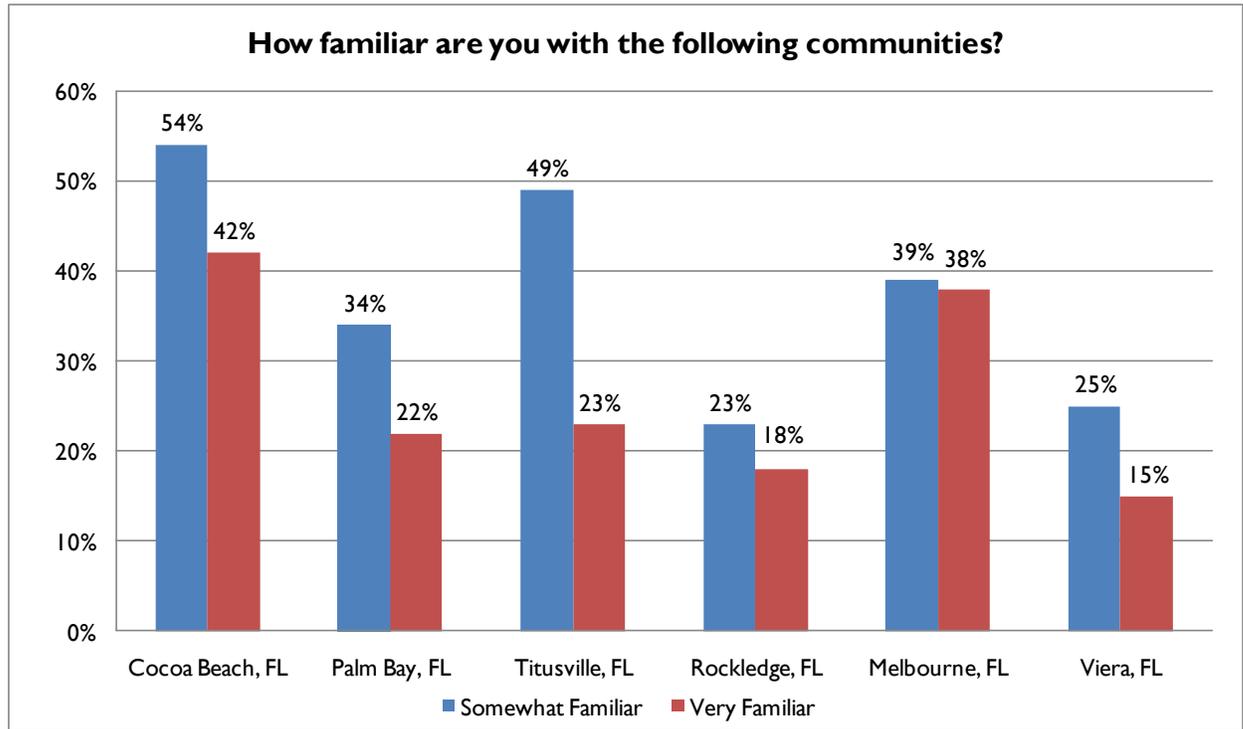


How familiar are you with Cocoa, FL?

- **This was the terminating question for the survey.**
- *To get 200 completes, the termination rate was 14%*
- *About 250 total before getting 215 completes*
- *This is a very low termination rate. This could indicate confusion among respondent between Cocoa, FL and Cocoa Beach.*
- *Of those not terminated: 60% of respondents were somewhat familiar, while 40% were very familiar.*



Awareness of similar communities: Respondents were most familiar with Cocoa Beach.



When you first think of Cocoa, FL what comes to mind?

- Beaches (60)
- NASA / Space Industry (8)
- Quaint Downtown / Shopping / Cocoa Village (6.)

When you first think of the following communities, what comes to mind?

Cocoa Beach, FL: Beaches / Ron Jon’s Surf Shop / Space Center – NASA

Palm Bay: Beaches / Nice, new homes / Shopping / Congested

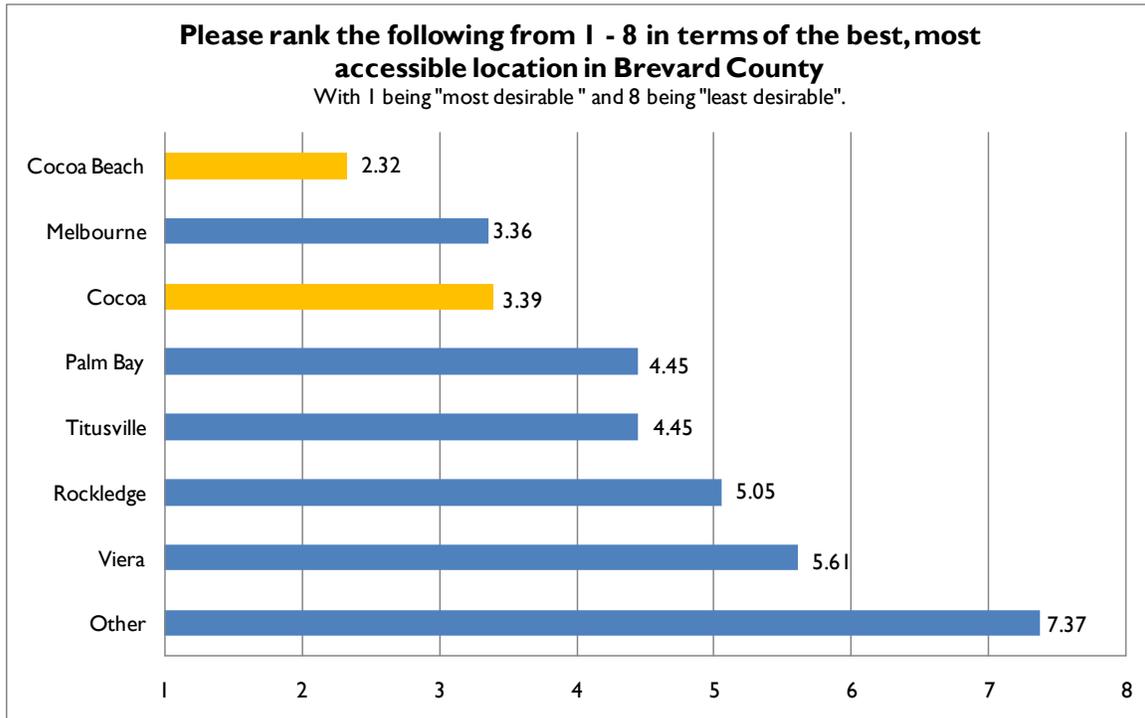
Titusville: Kennedy Space Center – NASA / Run down, decaying, poor / Shopping, restaurants

Rockledge: Nothing / Growing / Restaurants, Shopping

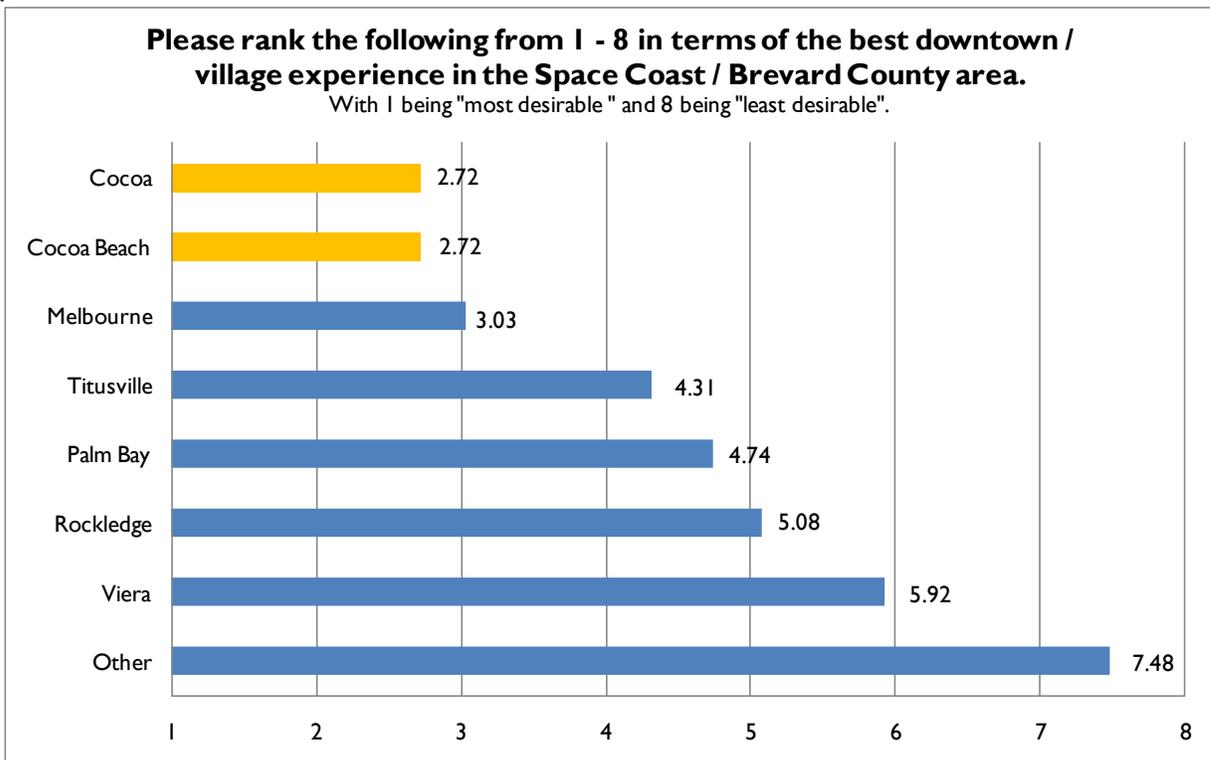
Melbourne: Beaches / Shopping, restaurants / Nice place

Viera: Shopping, restaurants / Sports activities and facilities / Government services (courthouse)

Accessibility: Because Cocoa Beach is a terminus, its top ranking indicates name confusion between it and the City of Cocoa.

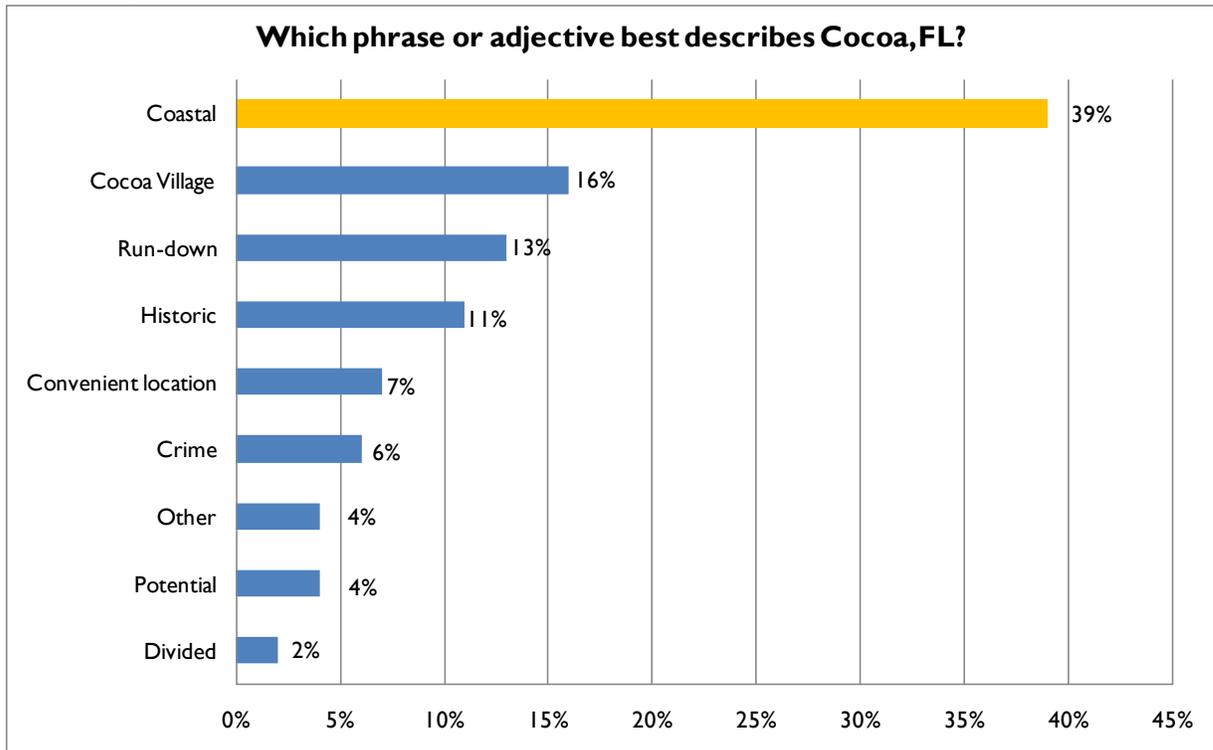


Best downtown area: As Cocoa Beach has no traditional downtown, its tie for first place with Cocoa indicates a name confusion issue.



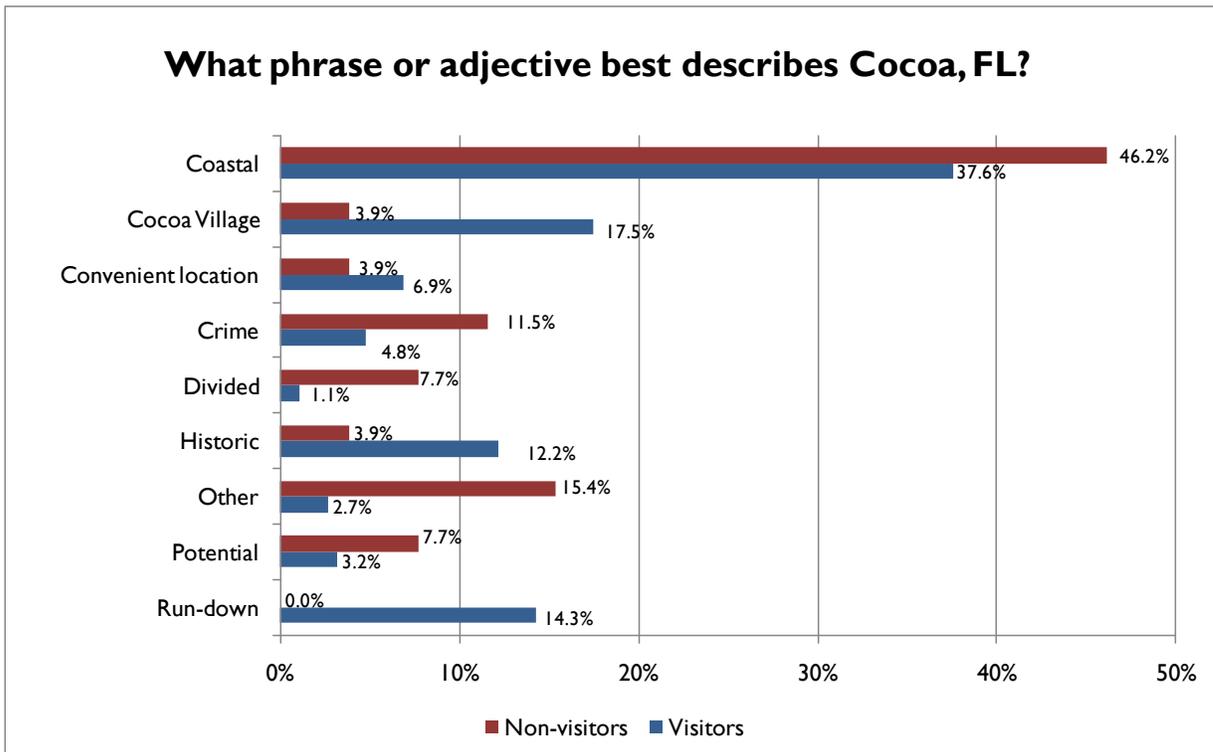
Other: Merrit Island, Cape Canaveral, Daytona, Orlando

Describing Cocoa, FL: Respondents chose “Coastal” as Cocoa’s best description.



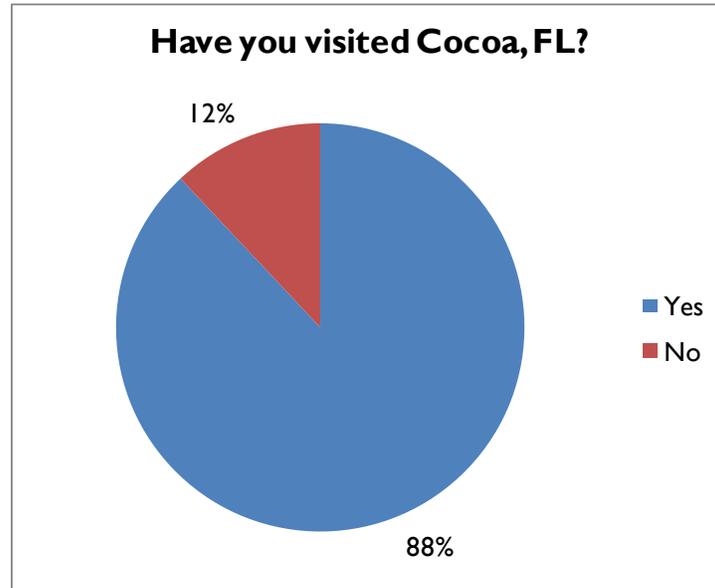
Other: Beautiful, attractive, don’t know, daytime activity only.

Describing Cocoa, FL: Visitors to the area are experiencing Cocoa Village and attribute it to Cocoa.

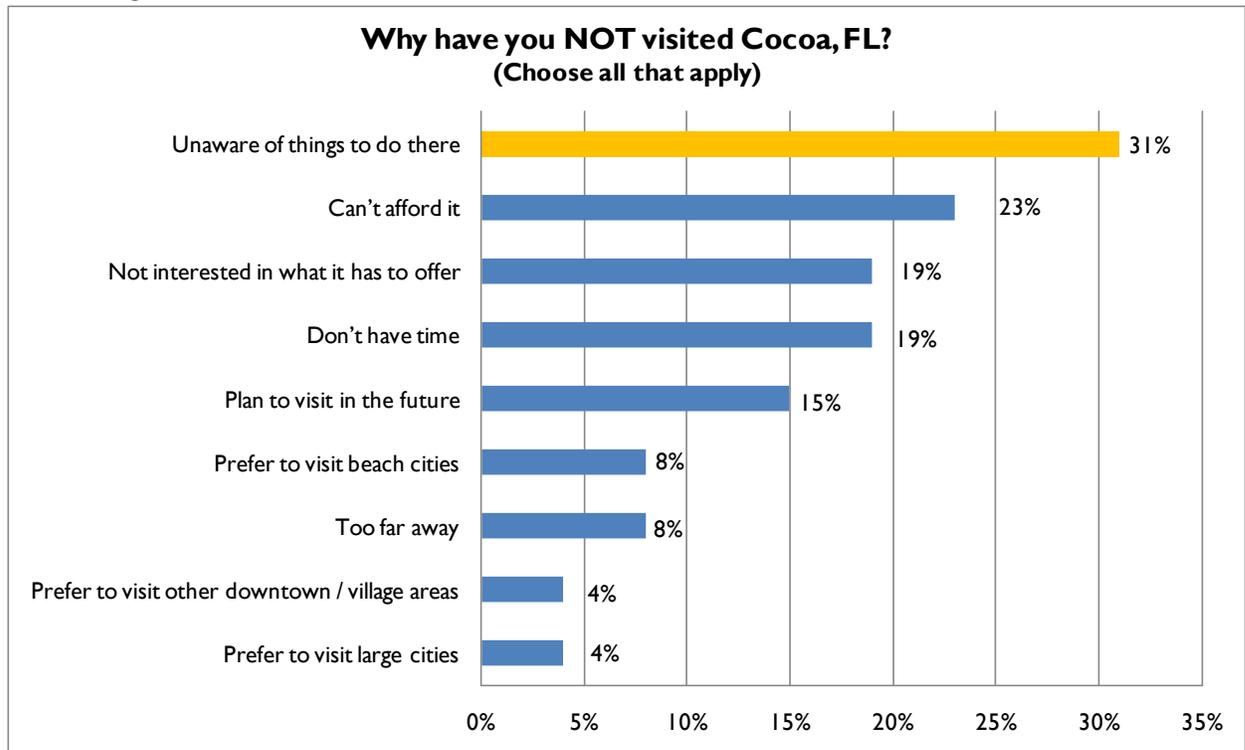


VISITATION QUESTIONS

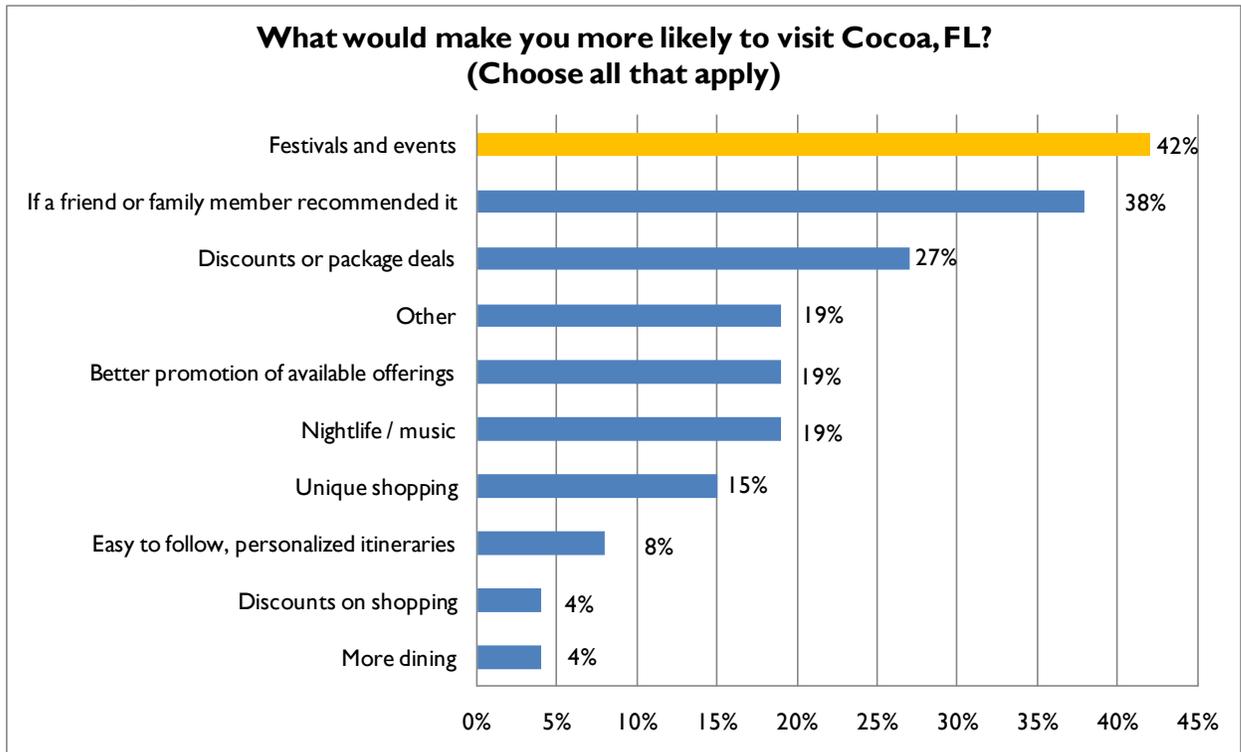
Visitation trends: The majority of respondents have visited Cocoa.



Non-visitors: Lack of awareness of activities in Cocoa was cited as the top reason for not visiting.

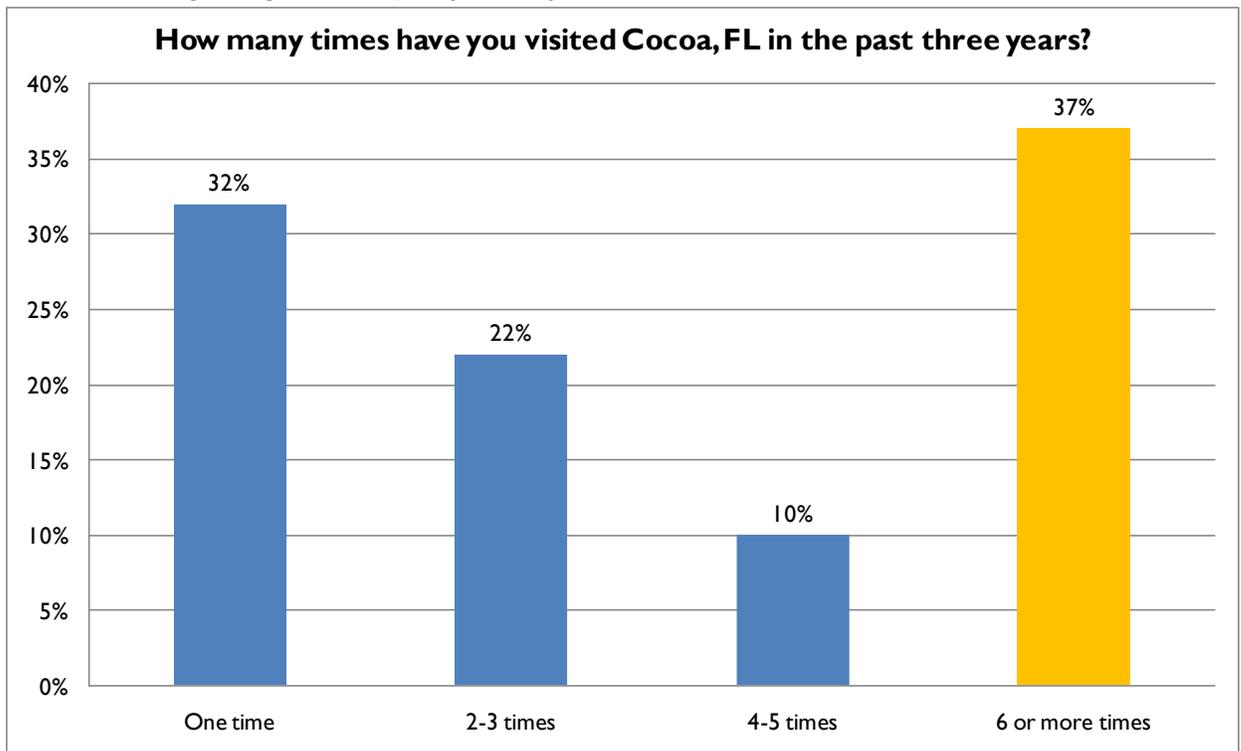


Attracting visitors: The addition of festivals and events would attract visitors.

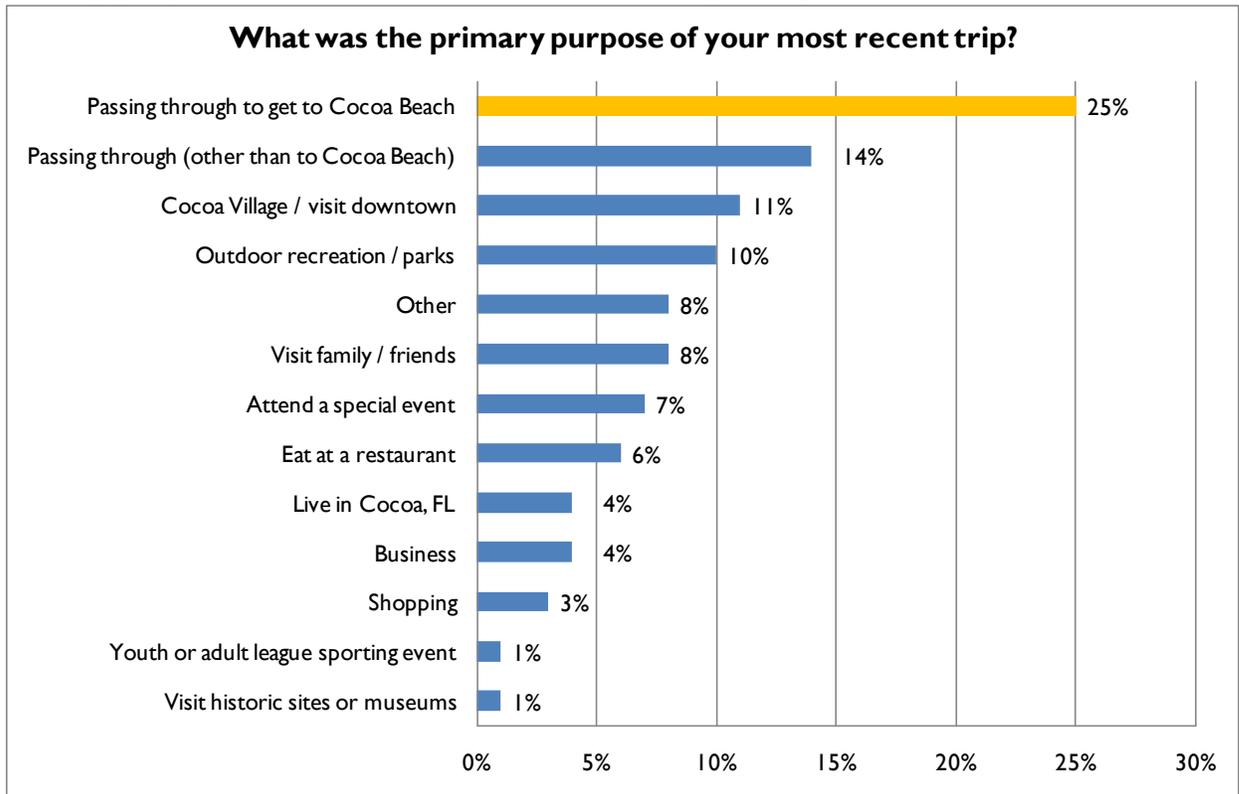


Other: Nothing in particular, money.

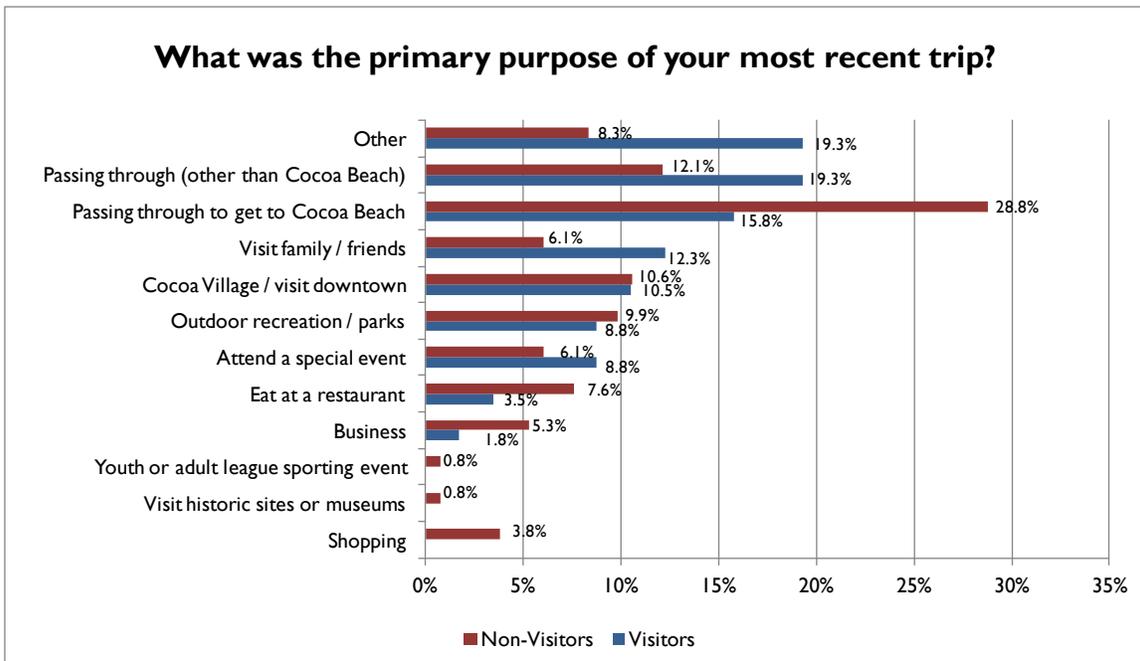
Visitation Frequency: The majority of respondents have visited more than once.



Primary purpose: Most visitors to Cocoa were passing through.

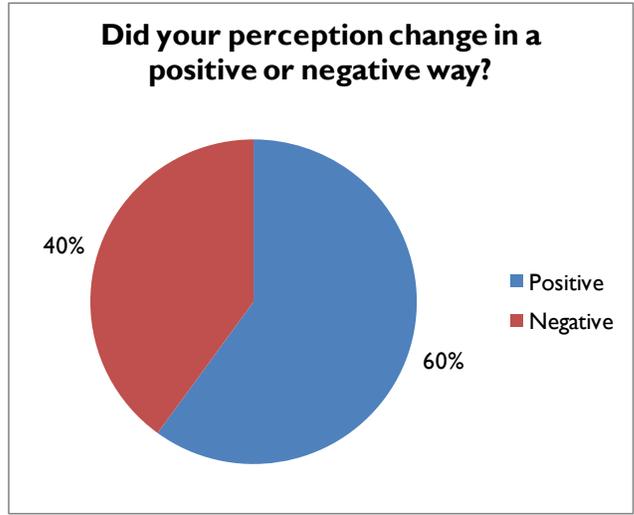
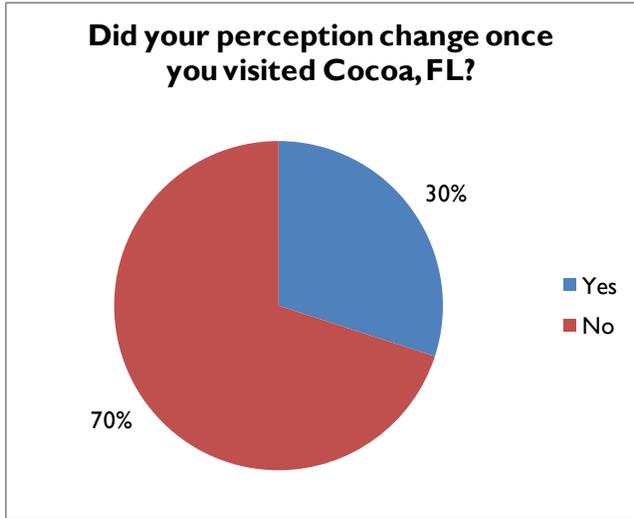


Other: I live in Cocoa, school, picnic at beach front park, play and dinner,



What was your perception of Cocoa before you visited?

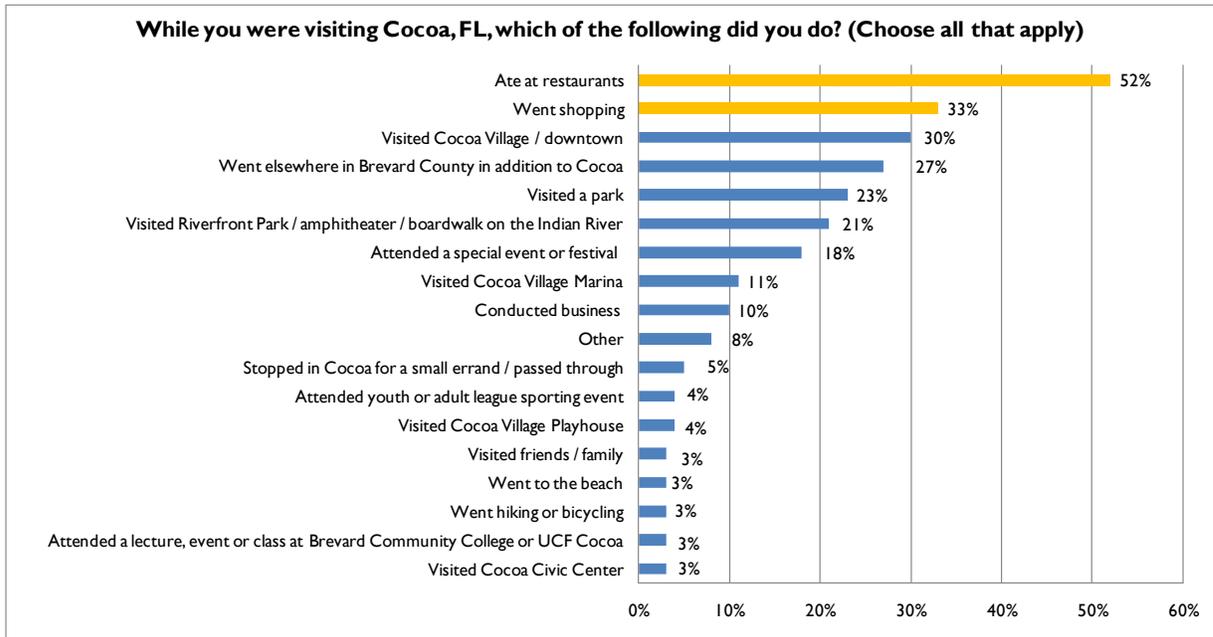
- Didn't know what to expect
- Beach town
- Coastal city.



What changed your perception?

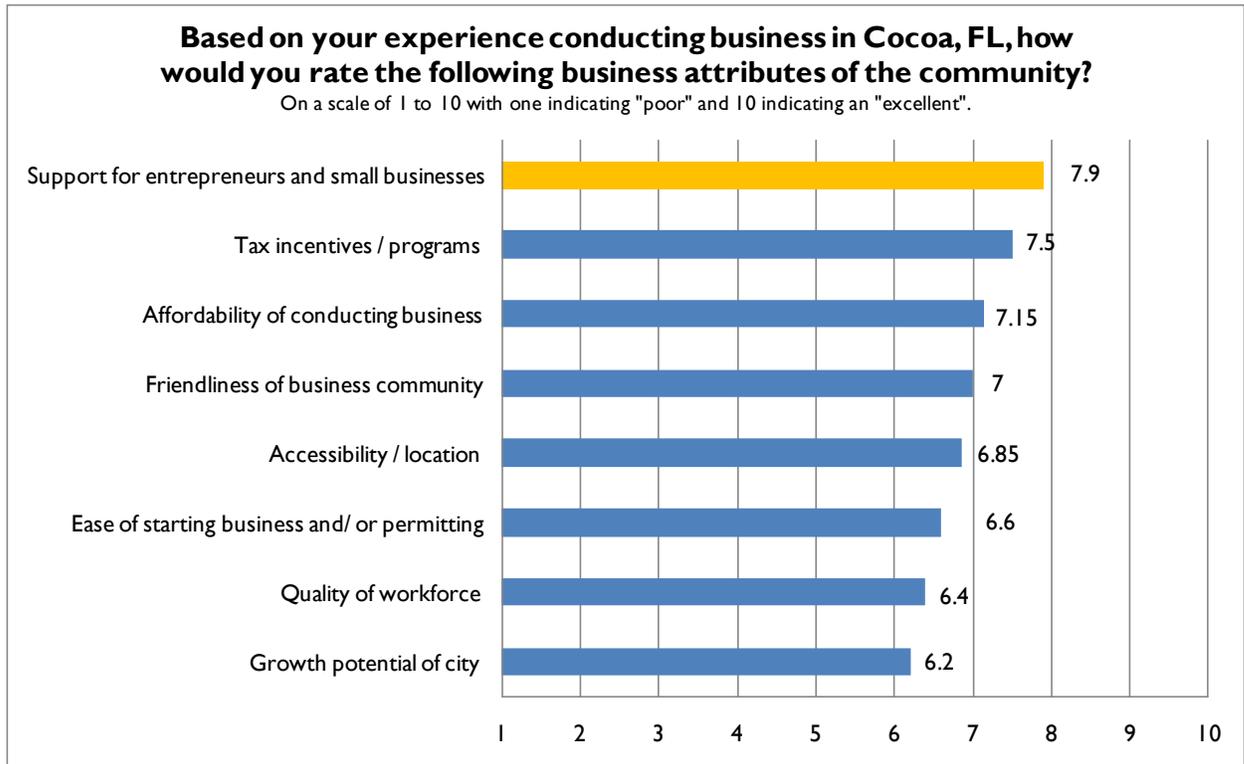
- Run down / Closed businesses/ Old homes
- Active crime / drug activity
- Cocoa Village.

Activities while in Cocoa: 88% of respondents either ate at a restaurant or went shopping.

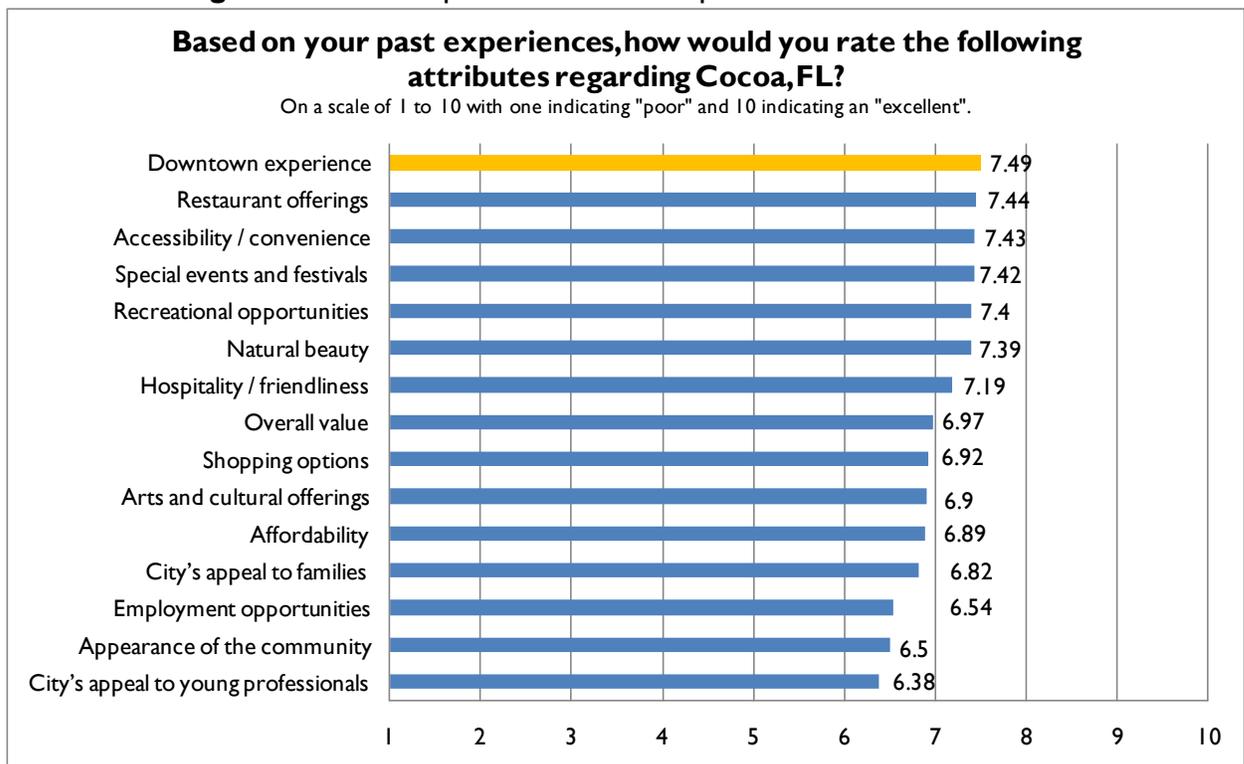


Other: Went to the beach, passed through, visited family.

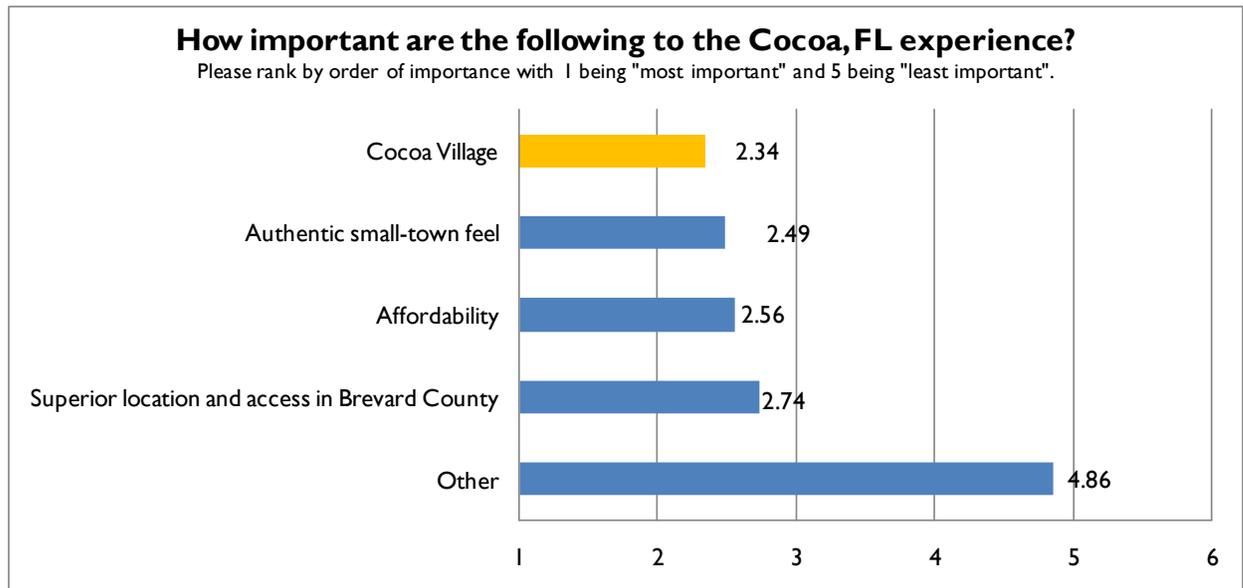
Business attribute ratings: Support for entrepreneurs and small businesses was the top rated answer.



Attribute Ratings: Downtown experience was the top rated attribute.



Important characteristics: Cocoa Village was rated most important to the Cocoa experience.



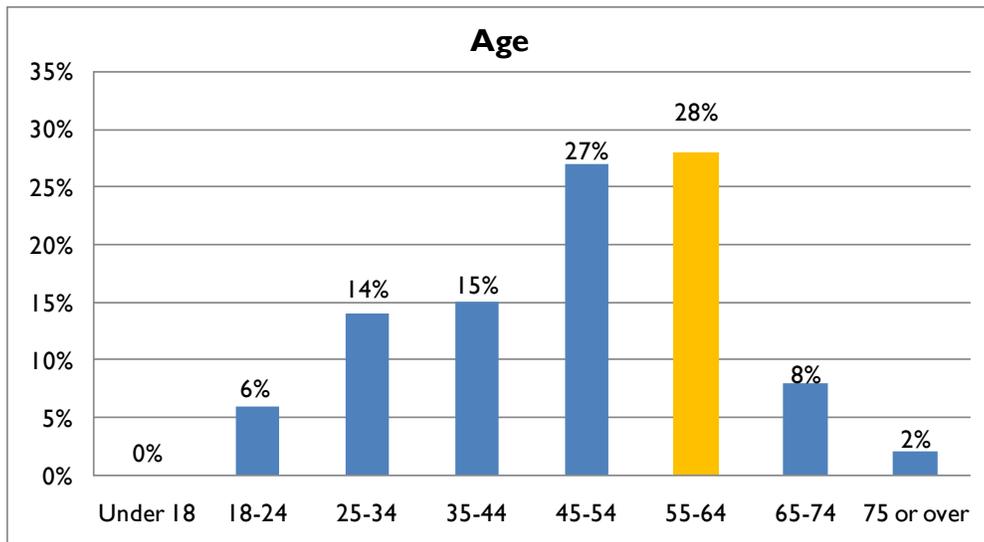
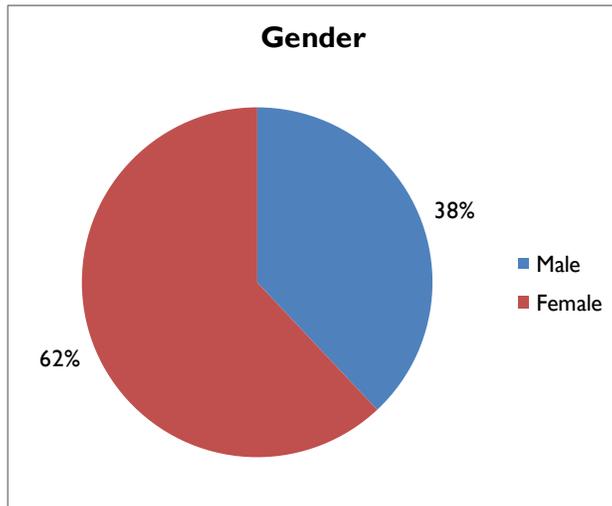
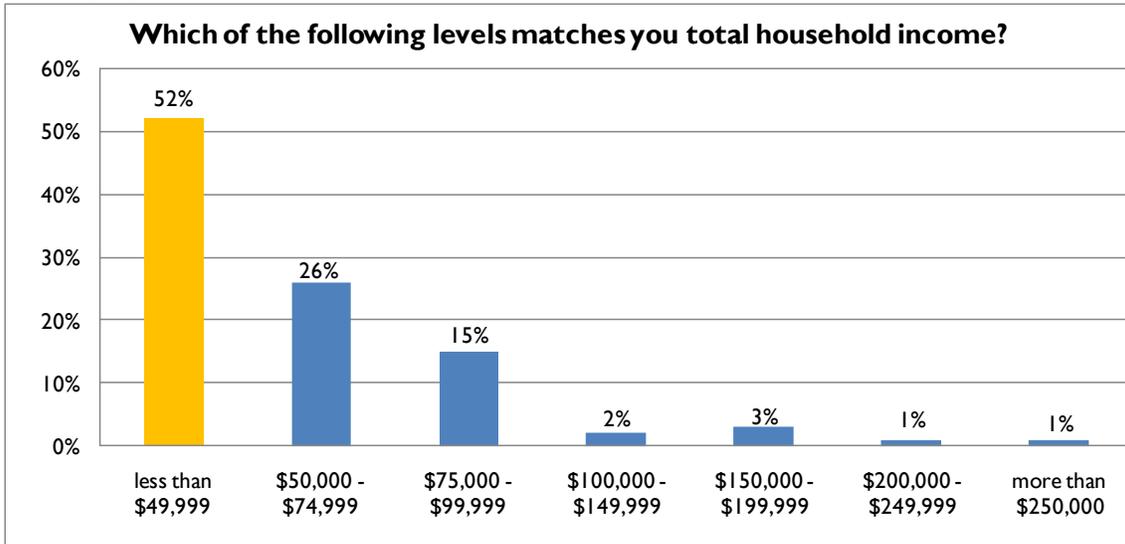
Other: Beaches, shopping, friendly / welcoming.

Observation: As you can see, there was no strong rank for first place among the given choices. This indicates a general lack of awareness of Cocoa’s basic assets.

In your opinion, how can Cocoa improve its reputation and increase awareness in Brevard County and across the Central Florida area?

- Don’t know
- Advertise positive features
 - “Advertise its positive points (events, natural beauty, shopping) on central Florida TV like New Smyrna Beach does.”
- Clean up the city
 - “Cleaning up the entire city as much as possible so upon entering it from any direction looks clean and welcoming.”

Demographics:



CAP STUDY INSIGHTS SUMMARY

- Visitors to Cocoa are noticing historical significance of the area, while also attributing Cocoa Village as a strong asset. However, visitors are also noticing some of the run-down, blighted areas.
- There seems to be a general perception problem among outsiders. Some respondents might have been confusing Cocoa Beach with Cocoa. Making a clear distinction between the two cities in your advertising and promotion efforts will help to educate outsiders of the differences of the two destinations.
- 31% of respondents did not visit Cocoa because they were unaware of what Cocoa has to offer visitors. Additionally, 39% of visitors to Cocoa said they were passing through, on their way to another destination. This presents an excellent opportunity to utilize the new brand and focus your attention on education of your assets, promoting and advertising, particularly along highway corridors.

COMPETITIVE ANALYSIS

Purpose

To better understand what Cocoa's competition is currently offering in terms of economic development and delivering the tourist experience.

Methodology & Results

North Star reviewed each of the following cities' communication materials to compile a short synopsis of their tourism and economic development 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.

ECONOMIC DEVELOPMENT:

- Melbourne
- Titusville
- Palm Bay
- Gainesville
- Orlando
- Rockledge

TOURISM:

- Cocoa Beach
- Orlando
- Daytona / Daytona Beach
- Melbourne
- Viera

COMPETITIVE ANALYSIS | ECONOMIC DEVELOPMENT

Melbourne

Superlatives:

- The Space Coast is known as a high-tech center of the Southeast.
- Melbourne metropolitan area has been ranked as one of the most affordable in the nation for homebuyers in a survey by the National Association of Home Builders.
- 1998 “Money” Magazine 'Best Places' survey rated Melbourne and Brevard County 7th among medium-sized Southern communities.
- Melbourne served as an official host City for the 1996 Olympic Torch Relay.



Positioning Lines:

- **City:**
 - “On Florida’s Space Coast”
- **Chamber:**
 - “Regional Chamber of East Central Florida”
 - “Business and Commerce, Benefits and Membership, Visiting and Relaxing”
- **Economic Development Corporation:**
 - “Planning and Economic Development.”



Major Employers:

- A major “high-tech” industrial park surrounds Melbourne International Airport, with companies such as Harris Corporation, Northrop-Grumman, Rockwell International, and D.B.A. Systems.
- Brevard Community College.



Economic Development Assets – What they are selling:

- *Melbourne's City Council has created three redevelopment districts.*
- The Historic Downtown Redevelopment has been in place for more than 2 decades
- The Babcock Street redevelopment district was created in 1997 to encourage rebirth of a traditional commercial corridor
- The City's third redevelopment district was established as the Olde Eau Gallie Riverfront in 2000



Marketing Message:

Strengths:

- Chamber of Commerce website is well maintained and clear. The City and Economic Development sites have a lot of valuable information to offer. Pictures on all three websites capture the area.

Weaknesses:

- Disjointed marketing strategy across City, Chamber, and Economic Development sites. Lacks continuity in what seems to be important to the area. The City and Economic Development websites are overcrowded with links and text and appear outdated. There are too many different links and websites where one gets lost looking for information.

Titusville

Superlatives:

- “A City with no limits; rich in tradition, peaceful lifestyles, and great opportunities.”
- The oldest community on the Indian River
- You can come to Titusville by boat, car, bus or air
- Parrish Medical Center is the first new hospital in North Brevard in over 40 years
- Within one mile of downtown is the Titusville Municipal Marina with a ships store, a large seawall for viewing manatee and other marine life.



Positioning Lines:

- **City:**
 - “Gateway to Nature and Space”
- **Chamber:**
 - “The place where space and nature meet...”
- **Economic Development Corporation:**
 - “A City with no limits; rich in tradition, peaceful lifestyles, and great opportunities.”



Major Employers:

- TWA
- McDonnell-Douglas
- Boeing
- North America
- Grumman
- Bendix.

Economic Development Assets – What they are selling:

- They have over 40 projects that are “Up-N-Coming” as of June 2010
- The CRA seeks to encourage “a vibrant mixed use district



that celebrates and reflects ecological and space heritage and culture.”

- Completed numerous projects such as: Riverview Place Realignment, Emma Parish Theater Street Lighting, Veteran’s Memorial, etc.

Marketing Message:

Strengths:

- City and Chamber had similar theme between nature and space. Chamber website is easily managed and organized. Economic Development and City websites have lots of valid information.

Weaknesses:

- The City and Economic Development websites appear outdated and confusing. The colors do not match with the Chamber’s theme. Economic Development has a separate link to another portal with no information on the site.

Palm Bay

Superlatives:

- Palm Bay is perfectly located on Florida’s east central coast, midway between Jacksonville and Miami.
- Ranked #1 Best Performing City in the United States for most successful at job creation and best economic performance in 2005
- Nation’s 27th hottest City for entrepreneurs in 2007.



Positioning Lines:

- **City:**
 - “A Perfect Place to Grow”
- **Chamber:**
 - “Greater Palm Bay Chamber of Commerce”
- **Economic Development Corporation:**
 - “A perfect place to live, work, and grow your business”
 - “The Technovation Destination of the Future.”

Major Employers:

- Harris Corporation
- Intersil
- DRS Optronics
- DRS Tactical
- Hi Tech Fabrications
- Suddath Van Lines.

Targeted Industry Sectors:

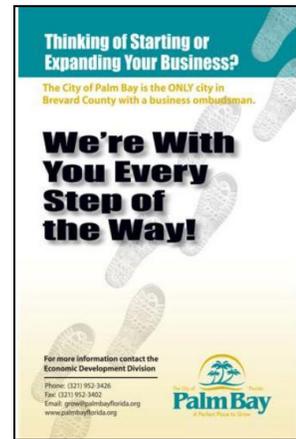
- Major Projects
- High Tech
- Education



- Industrial
- Office
- Service
- Residential
- Restaurant / Retail
- The Bayfront Community.

Economic Development Assets – What they are selling:

- Only City in Brevard County with a business ombudsman, who acts on behalf of existing or first time businesses in navigating the permitting process
- The engineering and technical talents offered here make opportunities limitless
- City of Palm Bay has building projects of all types.



Marketing Message:

Strengths:

- The City, Chamber, and Economic Development sites all have a similar blue color scheme. The Chamber site is clear and easy to read. The Economic Development site has pictures of current building projects.

Weaknesses:

- The City webpage has lots of information text and is confusing with a few broken links. There is not one central portal for all Economic Development. Links on the Economic Development site are under construction.

Gainesville

Superlatives:

- Gainesville is home to Florida's largest and oldest university
- Because of its beautiful landscape and urban "forest," Gainesville is one of the most attractive cities in Florida
- Gainesville named on the "10 Amazing Local Farmers Markets" list, Livability.com, Sept. 2010
- Gainesville ranked no. 1 "Top 10 College Towns: Great Cities for School & Life After Graduation" by Livability.com, Sept. 2010
- Gainesville named one of the "Best Places to Work Out" by Men's Health, March 2010
- Gatorade was invented at Shands Healthcare.



Positioning Lines:

- **City:**
 - "Every Path Starts With Passion"
- **Chamber:**
 - "The Smart Source for Gainesville Business"



- **Economic Development Corporation:**
 - “The Economic Development Division works to nurture and grow local enterprises, expand and diversify the existing economic base, and attract new business entities to the community.”

Major Employers:

- Ameriplan Eastern Division Tra
- University of Florida
- Modern Business Associates Inc.
- Shands Healthcare System.

Targeted Industry Sectors:

- Gainesville Technology Enterprise Center (GTEC)
- Medicine
- Research.



Economic Development Assets – What they are selling:

- Gainesville Community Redevelopment Agency is a mix of vision, creativity, and hard work
- News and Events and a City Spotlight section on first page of website to highlight things happening in the Gainesville community
- On City website it outlines how to start a business in Gainesville
- The Gainesville Technology Enterprise Center (GTEC) is a community organization providing early stage technology startup companies with tools, training and infrastructure to help them become self-sufficient, financially viable technology enterprises.
- Gainesville way of life is: Passion, Diversity, State of the Art Technology, Innovation and Energy, Arts and Culture, Conserving our Natural Resources, Protecting and Serving Citizens etc.

Marketing Message:

Strengths:

- Well-maintained websites, carry out their logo/general appearance to the Economic Development site, the Chamber and downtown development sites connect to each other through physical appearance. All sites are easy to read and understand.

Weaknesses:

- Chamber website is separate from City and Economic Development interface. Almost too many links it is not clear where things are located.

Orlando

Superlatives:

- The University of Central Florida, with more than 53,000 students, is now the third largest university in the United States
- Orlando is home to an emerging 'medical City' at Lake Nona with a new University of Central Florida College of Medicine
- *TechAmerica Foundation* says Florida remains 4th ranked cyberstate in terms of high tech employment and 3rd for its number of high tech business locations.
- Florida ranks #1 for aerospace start-ups and new branches and #8 for aerospace employment according to *BizMiner* in the August issue of *Business Xpansion Journal*.



Positioning Lines:

- **City:**
 - "City Beautiful"
- **Chamber:**
 - "Ideas to Results Central Florida Partnership"
- **Economic Development Corporation:**
 - "Putting Imagination to Work."



Major Employers:

- Walt Disney Co.
- Florida Hospital
- Publix Super Markets Inc.
- Universal Orlando
- Orlando Regional Healthcare.



Targeted Industry Sectors:

- Advanced Manufacturing
- Agritechology
- Digital Media
- Life Science and Biotechnology
- Optics and Photonics
- Software and Hardware.

Economic Development Assets – What they are selling:

- City Lights: A thriving downtown and bustling business district
- Creative class: home to the nations 3rd largest university and a diverse workforce of over 1 million
- Big Business: Tupperware brands, electronic arts, Darden restaurants, HD Supply, Lockheed Martin
- Global Access: 50 millions visitors a year perfected art of getting you from here to there



- High tech, high touch: leader in technology and innovation, #1 City for entrepreneurs
- Natural Assets: thousands of lakes, miles of trails, year round sunshine.

Marketing Message:

Strengths:

- Economic Development website is very clear, organized, easy to find where you want to go. All websites are consistent with quick links to facebook, twitter, and their blog. Positive rotating / changing pictures across all three sites.

Weaknesses:

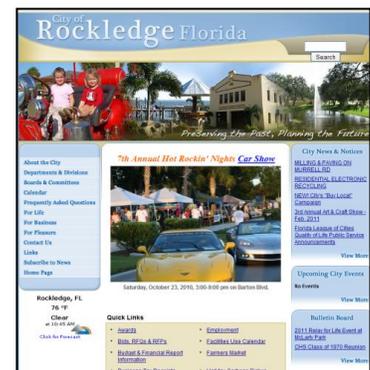
- All three websites are inconsistent with color scheme and theme. The Chamber and City website are very overcrowded with too many words on the screen to read and fully comprehend. Links on the City website do not give you much information.

Rockledge:



Superlatives:

- Oldest incorporated municipality in Brevard County
- Jimmie’s Restaurant was selected by the Rockledge Business Development Committee to receive the Business of the Quarter Award for the first quarter of 2010
- Hosted 27th Annual Night Out Against Crime: strengthens the neighborhood spirit and the police-community partnerships, as well as sends a strong message to the criminal element that our neighborhoods are organized and fighting back
- The City has just completed an \$8 million streetscape and infrastructure improvement project on Barton Boulevard, which is the commercial heart of the City
- The community is well known for its political stability.



Positioning Lines:

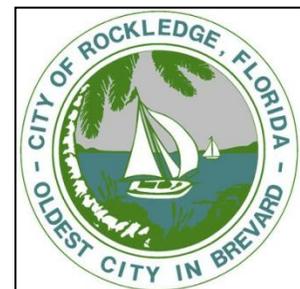
- **City:**
 - “Persevering the Past, Planning the Future”
- **Chamber:**
 - Not Apparent

Major Employers:

- Wuesthoff Health System, Hydro Aluminum, Brevard Achievement Center, Publix Grocery Stores, Renco Electronice, RMD Americas, Delta Group Electronics.

Targeted Industry Sectors:

- Manufacturing
- Professional and Business Services
- Education and Health Services



- Trade, Transportation, and Utilities
- Construction
- Leisure and Hospitality.



Economic Development Assets – What they are selling:

- *The Rockledge Plan:* Business Plan, Strategic Plan, Comprehensive Plan, Redevelopment Agency, Reaching Out to Community Shoppers
- Online RFP Submission
- *Community Redevelopment Agency:* For Business, For Pleasure, For Life - After finding it necessary to arrest the blighting conditions that threaten its commercial core, the City created 4 sub-districts that make up the whole Community Redevelopment Area: Florida Avenue, Barton Boulevard, Barnes Boulevard, US1.

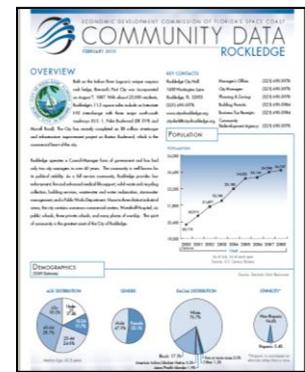
Marketing Message:

Strengths:

- Community Data page on a cohesive Space Coast Economic Development website
- Not too much text on the homepage makes it clear and clean
- Informative and working links.

Weaknesses:

- Tabs are hard to follow on homepage, could be organized better
- No awards for the City
- Boring design on homepage with lots of links.



ECONOMIC DEVELOPMENT SUMMARY:

What do these communities share in common?

- Most mention technology and engineering as a key industry
- Most (except Gainesville and to some extent, Orlando) had disjointed marketing strategies across their City, Chamber, and Economic Development websites
- Most had a blue color or undertone that made reference to the nearby water using pictures or images of boats and palm trees
- Several were in the process of redevelopment areas throughout the City
- Most websites had sections that were unclear and overpopulated with text
- Some mentioned the space coast and aerospace industries as major employers.



COMPETITIVE ANALYSIS | TOURISM

Cocoa Beach

Positioning Line:

- Not Apparent.

Tourism Assets – What they are selling:

- *Play:* Jet Ski Rentals, Eco-Safari Golf, Comedy Club
- *Dining:* Grills, Surf Bar, Deli, Asian Bistro
- *Shop:* Surfing, Ron Jon, Antiques, Seafood, Tourist Souvenirs
- *Events:* Jazz Lunch, Paws at the Pier, Movies in the Park, Fall Festival, Picnics
- *Wildlife:* Flamingos and Dolphins
- *Space:* Near Cape Canaveral to see shuttle take-offs.

Marketing Messaging:

- Color scheme is teal with blue hues to showcase the ocean and beach
- On the homepage of the website there are rotating pictures of nature, water, people shopping and eating, cruise lines, and a space shuttle (which are their assets)
- Ads from local businesses feature prominently on the website and visitors guide which show they believe in strengthening the local economy.

Strengths:

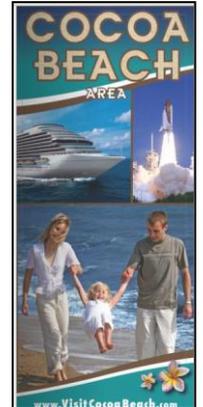
- The website and visitors guide both have a blue color scheme and show the beach with pictures or sand which exemplifies their biggest asset: the beach
- The site and guide are organized in the same format with a teal backdrop and it is easy to understand what they have to offer from entertainment, dining, shopping, and events.
- The website has a live beach cam so surfers or visitors can see current conditions
- Website mentions how the beach was not affected by the oil spill to tell visitors their beach is still open and free of oil.

Weaknesses:

- The website and visitors guide do not have a consistent theme throughout
- The text on the website is wordy and hard to follow so you lose interest quickly in the reading
- The Cocoa Beach logo is not the same on the website and visitors guide.

Summary:

- The website and visitors guide showcase their assets and the beach; however, there is no consistent theme throughout the website or visitors guide.



Orlando

Visitors Bureau Positioning Line:

“Limited Time. Maximum Value.”



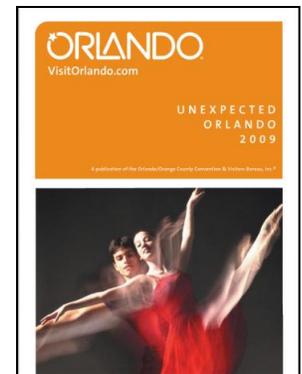
Tourism Assets – What they are selling:

- **Dining:** Magical dining with Disney characters, fine dining, diverse cuisines
- **Entertainment:** Universal Studios, Disney, Sea World, Cirque du Soleil, Blue Man Group, Epcot
- **Location:** close by to other cities and in central Florida
- **Fun:** Smile Search, Bright Colors, Thrill Rides
- **Vacation:** Hotels and Vacation Rentals, Places to Stay, Discount Tickets, Universal Hotels, Many Pet Friendly Hotels, Find a Trip Planner or a Travel Agent, Win a Trip
- **Shopping:** specialty stores, designer boutiques, Shop with ease and get savings that make you smile.



Marketing Messaging:

- Fun, area attractions, and adventure is the underlying theme
- Vacation here and get a good deal with a lot of information on where to stay, eat, and have fun with a discount
- Plan your vacation with us: find a travel agent, trip planner, apply for the free trip planning kit, win a free trip, and check out trip advisor.



Strengths:

- Cohesive and consistent logo and theme throughout website and visitors guide
- Great marketing with trip planning capabilities through the website
- Capture the fun image with smiles, bright colors, animals, and attractions.

Weaknesses:

- Lots of text and colors could detract from the main point of the site and lose the viewer
- Marketing only to kids and families – need to show what they have to offer for seniors and singles.

Summary:

- Orlando epitomizes fun by emphasizing theme parks, smiles, bright colors; however, they only market to families with children.



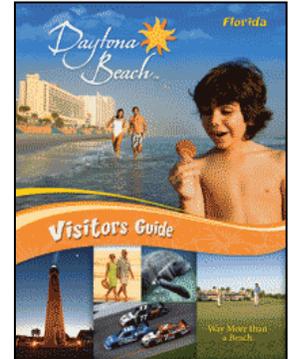
Daytona / Daytona Beach



Visitors Bureau Positioning Line:
“Way More Than A Beach.”

Tourism Assets – What they are selling:

- **Events:** Festival Season, Wings and Waves Air Show, Bikeoberfest
- **Beach:** Beach Locations, Beach Camera, Current Conditions, Sea Turtle Season, Beach Guidelines
- **Attractions:** Motorsports Action, Aquatic Adventures, Surfing, Historical Sites, Bike Rentals, Fun For All Ages
- **Lodging:** Find Your Hotel Section on Website, Hotels, Campgrounds/RV Parks, Small Inns, Bed and Breakfasts, Vacation Homes and Rental Condos.



Marketing Messaging:

- Sunshine is prevalent in Daytona Beach demonstrated through the yellow and orange color scheme
- Events and festivals feature prominently
- Variety of accommodations are touted

Strengths:

- Consistent yellow color scheme throughout the website and visitors guide
- Ability to book accommodations online on the website
- Festivals are well marketed
- Sun Saver Daytona Coupon Book.



Weaknesses:

- Homepage focuses too much on festivals and not enough about the actual City
- The font of the logo is hard to read and does not match what they are selling.

Summary:

- Fun in the sun and festivals galore encompass Daytona’s message; however, their true target markets are unclear.

Melbourne

Positioning Line:

“Central Florida’s Space Coast Paradise.”



Tourism Assets – What they are selling:

- *Bask in the sunshine on our 33 miles of unspoiled beaches by daylight or take a romantic moonlit walk while enjoying an evening’s tropical breeze.*
- *Outdoor Recreation:* golf, fishing, boating, swimming, surfing, camping and more
- *Historic Downtown Melbourne:* festivals, accommodations, history, arts and entertainment, crafts and antiques, fashion, gifts and specialty shops, health and beauty, dining and nightlife
- *Entertainment:* amusement, attractions, cultural, marinas, nature, boat tours, beach parks, fishing, golf courses, sports
- *Festivals:* Friday Fest on Main Street, Fall Festival, Trick or Treat Walk, Jazz Friday, Boo at the Zoo.



Marketing Messaging:

- Green color scheme for nature and outdoor recreation
- Shopping and discounts
- Local photographs: nature, space, water, adventure, zoo, fishing, Camp Holly.

Strengths:

- Historic Downtown Melbourne has its own website with a video ad to check out the website
- Organized by accommodations, entertainment, dining, shopping, and events
- Video about things to do in Melbourne from the regional Chamber of Melbourne.

Weaknesses:

- Do not have one cohesive brand – information for visitors is scattered amongst several separate websites.

Summary:

- Historic Downtown Melbourne is the place to be in Melbourne for events and shopping; however, there is no single website containing all information pertinent to visitors.

Viera

Positioning Line:

“Being home is good... in Viera...even better”

Welcome to the new town of Viera, located in Brevard County, on the Space Coast

Tourism Assets – What they are selling:

- **Homes:** featured neighborhoods, commercial properties, builders, agents, and a search capability to look for homes in Viera
- **Shops:** Art and Culture, Local Cuisine, SuperTarget, The Avenue Viera: outdoor shopping center, The Shoppes: a mall, Wal-Mart SuperCenter
- **Recreation:** Brevard Zoo, Community Parks, Duran Golf Club, Nature on Display, Ritch Grissom Wetlands, Space Coast Stadium, VEGC: golf course. Viera GeoCaching: worldwide game using a GPS, Viera Regional Park
- **Master Planned Community:** “It would be built with faith, integrity, and thoughtful stewardship of the land – a community that would exceed the quality of life values sought by its new residents.”



Marketing Messaging:

- Brand new and refreshing place to live with new amenities, shops, and entertainment... better than before
- Move here to live in new neighborhoods with engaged citizens and search for homes in new communities or re-sales on their website
- Engaged entertainment from the shops, the zoo, sports, regional parks, and more
- Everything in Viera is even better.

Strengths:

- The website is clear, clean, and up to date
- Search for homes capability in the Viera area is available on the website
- Tabs are organized under Homes, Shops, Recreation, Business, Healthcare, and Education.

Weaknesses:

- Some broken links to websites that are “coming soon”

Summary:

- Viera is an up and coming neighborhood to establish a new life with an even better attitude; however, specific information about area attractions is limited. Viera is mainly a competitor for Cocoa in terms of shopping and resident recruitment.

TOURISM SUMMARY:

What do these communities share in common?

- Most communities draw attention to fun and entertainment assets.
- Most emphasize fun in the sun and the proximity to water with yellow, orange, or blue color schemes
- Tourism-focused messaging varies for these communities from the very sophisticated (Orlando) to those just getting started (Viera).
- Some, but not all, use consistent color schemes and logos between their website and visitors guide.



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 Cocoa’s goals.

Cocoa’s primary goals include:

- **Economic Development:** Retention and expansion of the city’s business community, new residents, annexation, and promotion of the city to potential businesses, new businesses, tourists, and the county’s economic development organization.
- **City:** A message that residents and businesses will buy into and project outward.

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 Cocoa 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 stakeholders, visitors and perspective businesses alike.

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 COCOA

Conclusions based on research

“Names are an important key to what a society values. Anthropologists recognize naming as one of the chief methods for imposing order on perception.” - *David S. Slawson, American Author*

“Words have meaning and names have power.” - *Author Unknown*

“If names are not correct, language will not be in accordance with the truth of things.” – *Confucius*

Cities and towns all over the world share the same or very similar names.

North Star is from Nashville. But is that the Nashville in Indiana? Tennessee? Illinois? Michigan? Arkansas? North Carolina?

And typically, one of the cities sharing the name owns a more significant share of name recognition.

Nashville brings to mind Nashville, TN before Nashville, Arkansas. Columbus brings to mind Columbus, Ohio before Columbus, Indiana. And Santa Fe conjures up images of Santa Fe, Mexico before Santa Fe, California. What do you think of when you hear the name Las Vegas... New Mexico?

That challenge is exacerbated when cities of the same or similar names are in close geographic proximity to each other.

Such is the case with Cocoa and Cocoa Beach.

Both in Florida. Both on the Space Coast. Located just 8 miles from each other.

Known as the perfect beach town, Cocoa Beach already occupies prime perception real estate in the consumer’s mind. So much so, that lesser-known Cocoa is often just tucked into that pre-existing pigeonhole.

“I didn’t realize that Cocoa and Cocoa Beach are two separate areas. I thought they were the same town when I first moved to the area 5 years ago. Making it more confusing, Cocoa is two separate areas . . . Cocoa Village and everything else.”

- *Perception Interview*

“How do I describe Cocoa to someone who has never heard of it? Well, they instantly think of Cocoa Beach and sometimes I don’t fight it too hard. I might say I’m from Merritt Island or I might say I’m from east of Orlando. I might use the Space Center as a locator. But if I say Cocoa, people say, ‘where’s that’ or ‘do you mean Cocoa Beach.’”

- *Perception Interview*

But Cocoa offers visitors an entirely different experience from Cocoa Beach (or from any other Brevard County destination for that matter).

It also offers residents an entirely different living experience. And businesses entirely different opportunities.

The key is to balance the Cocoa identity so that it leverages the positive name association with Cocoa Beach but also distinguishes your community as something very unique, very special.

So what makes Cocoa really special? Not just when compared to Cocoa Beach but when compared to other communities in the region?

What is unique from the perspective of residents? Businesses? Visitors?

RESIDENTS

AFFORDABILITY

- One-third of Community Survey respondents cited Cocoa’s affordable cost of living as a prime reason they’ve chosen Cocoa as their home.
- “I tell people Cocoa is a very affordable location with all of the amenities you’d expect from a coastal community.”

CONVENIENT LOCATION

- Community Survey and Vision Survey respondents agreed that Cocoa’s convenience was one of its best assets.
- “I say it has great location. Close to the beach, attractions and Kennedy Space Center.”
- “Nobody else comes close to the access we have to interstate 95, 528, 520, and Orlando.”

FRIENDLY ATMOSPHERE, CLOSE COMMUNITY FEEL

- Being a part of a smaller, friendly community was also important to residents.
- “It’s a tight knit community where generations of families have been raised. Many who are born here, never leave.”

HISTORIC COCOA VILLAGE

- Repeatedly mentioned in interviews, the Vision Survey and the Community Survey as a main perk of life in Cocoa.
- “If I was forced to move, it would be Historic Cocoa Village I would miss. It is a link to our past and is the heart of our close-knit feel as a community.”
- “For residents and businesses, if you want more of them, you need to clean up blight as you come into town, and put a real focus on the Village.”

BUSINESSES

LOCATION AND ACCESSIBILITY

- Cocoa’s prime location near all types of transportation – highway, rail, port and air – is seen as superior to other communities in Brevard County, as evidenced by the CAP Study and many interviews.
- “Cocoa has a great location. I find it easy to find workers for my company. I am in a triangle zone of the worker base around me that is always looking for work so that is an asset.”
- “What does Cocoa offer that no one else does? Central location. Brevard is roughly 77 miles long, and very thin. Cocoa is located perfectly near the center of the county, and also near the center of the east beaches and west interstate.”

SUPPORT AND PROGRAMS

- The highest-rated business attributes for Cocoa on the CAP Study were ‘Support for small businesses’ and ‘tax incentives and programs.’
- “Cocoa is always on the list because they are able to give personal touch to customers.”

AFFORDABILITY

- Also ranked highly by outsiders on the CAP Study, many interviews also praised Cocoa’s affordable virtues.
- “Businesses consider Cocoa because it is affordable. Low labor costs, low taxes, available land, easy commutes, low cost of living.”

QUALITY OF LIFE, ANCHORED BY HISTORIC COCOA VILLAGE

- When asking purely about business attributes, Cocoa Village still found its way into the conversation.
- “Businesses are attracted by Cocoa Village because it signifies our potential and shows that we are a vibrant community.”
- “Businesses are always interested in quality of life and Cocoa has that. There’s Wal-Mart if you need that; there are easy commutes, a great Riverfront Park and a great place to have a date or take the family – Cocoa Village.”

VISITORS

PROXIMITY TO BEACHES

- Cocoa's location is mentioned as an asset regardless of which consumer group is being considered, but for visitors, the conversation leans towards proximity to Cocoa Beach.
- "Cocoa Beach is marketed as Orlando's closest beach and it is. And you have to go through Cocoa to get to it. That represents tremendous traffic opportunity for Cocoa to capture those visitors."

SPECIAL EVENTS

- Special events such as the Cocoa Village Art & Craft Fairs and concerts at the pavilion have brought repeat visitors to the city while raising its profile.
- "The arts and crafts fairs are tremendously important. Everyone in the community benefits during those weekends – not just people in the Village."

RIVER ASSETS

- The marina, Riverfront Park, and water views all entice and engage Cocoa visitors.
- "People want to be near the water, and now we have that for them - Indian River, Riverfront Park, Cocoa Marina."

HISTORIC COCOA VILLAGE

- Cocoa Village is seen as the number one tourism attraction for the city, and also one of tremendous opportunity.
- "We have a destination – shopping, dining, ambiance in the Village. This has now been cemented by the addition of Riverfront Park."
- "Our village is authentic and that is a selling point to visitors. It shows our history and people want to experience the organic nowadays, not the manufactured."
- "Here is a city that has a fabulous downtown village and you have cruise lines coming in to Port Canaveral doing excursions. This should be the number one priority for the city. Exposing people to their assets and making the experience memorable."

Regardless of which of these groups are talking about Cocoa and what attracted them here, one asset remained a constant motivator.

COCOA VILLAGE

Of course, we know Cocoa Village is an important focal point for the community. Research showed time and again how important this asset is to the city.

“The focal point of Cocoa is downtown historic Cocoa Village.” – *Stakeholder interview*

“Greatest opportunity? Improved marketing of Cocoa Village. Face it, it’s Cocoa’s biggest asset, and there are those in the City who don’t give it its due. It is truly Cocoa’s “gem”, and it could be the biggest “gem” in all of Brevard County with a little city backing.”

– *Vision Survey response*

“At the risk of beating a dead horse, Cocoa’s one true asset is the Village.”

– *Perception Study interview*

But it isn’t just its physical presence that makes an impression for the city. It is what it stands for in the minds of those who encounter it.

“Cocoa Village does not try to compete with the malls, but rather it offers a unique **coastal atmosphere** and shopping experience that you cannot get at the mall. It’s **uniqueness** is its strength.”

“The Village provides a **quaint**, tree-lined street with a **variety** of stores just suitable for an afternoon of specialty shopping, **unusual** food establishments suitable for any taste.”

“Cocoa Village is **thriving** and **unique**. It just needs to be kept that way.”

“Cocoa is a **charming** village on the shores of the Intracoastal waterway...[it] is out of the tourist mainstream but close to the beach, and close to its own **history**.”

– *Stakeholder and Perception interviews*

Coastal atmosphere, unique, quaint, unusual, variety, thriving, charming, historic.

These are very positive descriptors used for the City.

Cocoa **Village** enjoys a positive, authentic and clear reputation whereas **Cocoa** can be muddled with negative crime perceptions and Cocoa Beach name confusion.

By just the addition of a single word, the city suddenly can communicate so much more.

“As writers, if we want our readers to have positive experiences when they read our documents, we have to do more than just leave out the negative words. It is not enough

to simply strike ‘complain,’ ‘you forgot,’ ‘you failed,’ ‘cannot,’ and ‘will not.’ Deleting negatives cannot create a positive feeling. **Positive** feelings come from words with **positive associations.**”

- Lynn Gaertner-Johnston, Author, business writing expert and founder of Syntax Training.

And positive associations abound with the term “village” when it comes to Cocoa!

“Village” sends a message that this is a place that:

- Values history and thus, experience
- Gathers as a community, and wants you to be a part of it
- Is welcoming - with light-adorned trees along its streets sending a message of an open invitation to all
- Is artistic, and thus both thoughtful and adventurous
- Values balance, for work, play and family
- Is supportive of business, particularly entrepreneurs
- Is interactive, by supporting venues and walkways for citizens to engage with each other
- **Has a core, a heart**

“We are a city at the edge of a flowing river, which beckons all ages of humanity to its core center – Cocoa Village”

- Vision Survey Response

This city center gives the community at large its character, its emotion, its call to action. Regardless of whether someone is seeking residence, business opportunities or planning a visit, Cocoa Village fits into the equation. It is the emotional pull of belonging to something greater, to finding your purpose in life in a community environment that is as authentic and original as you are.

So what does this asset mean? Let’s explore the basic definition.

Village (noun): a small community or group of dwellings and/or places of commercial activity; a community that shares a location and/or characteristics; *Location, with a purpose.*

Historically, settlements have always been chosen for their proximity to resources and Cocoa was no different. The Indian River and location near the ocean made Cocoa a powerhouse for river trading, fishing and orange grove farming. Today, the economic drivers may have changed but the “location with a purpose” has not.

The river, Port Canaveral, the railroad, Highways 520, 528, I-95, and US-1, and superior access to Orlando International Airport in Brevard County. Such connectivity gives purpose to the Cocoa of the future.

But without a strong recognizable impression, the location advantage and village character could easily be lost in name confusion and negative perceptions.

“It is our describable outside that defines us, willy-nilly, to others, that may save us, or destroy us, in the world; it may be our shield against chaos, our mask against exposure; but whatever it is, the move we make in the place we live has to signify our intent and meaning.”

- Eudora Welty

So how will Cocoa communicate its intent and meaning to others moving forward?

Obviously, Cocoa Village is not the only positive asset for your community. But, by connecting to it, and allowing the rest of the community to connect to it, you can enhance that asset.

It is a way to start the conversation so you can then get the message of your other assets to your intended audiences.

Using the cache of Cocoa Beach’s name recognition is great because it has a positive association, but you need to differentiate from that. By using the idea of a village as a descriptor, it instantly differentiates you from the negative and erroneous perceptions that currently dominate.

(“Don’t you mean Cocoa Beach” or “Isn’t Cocoa the crime-ridden part of the beach?”)

Think back to our original example, Nashville, TN. Obviously Nashville is so much more than country music, but those marketing the city to potential businesses and visitors understand that you can’t ignore the honky-tonks and the Grand Ole Opry. It is just the start of the conversation. The same is true for Cocoa’s gem – Historic Cocoa Village.

BRAND PLATFORM

- Target Audience: For those looking for a diverse, coastal and connected lifestyle
- Frame of Reference: Cocoa is located between Orlando and the Atlantic, with quadramodal access
- Point of Difference: where a thriving, authentic village atmosphere gives character to the most advantageous location in Brevard County
- Benefit: so opportunity is always within reach, real and deep.

BRAND PLATFORM RATIONALE:

For those looking for a diverse, coastal and connected lifestyle

- Cocoa has a diverse economic base fueled by a diverse population – as evidenced in the resident Tapestry profile.
- Cocoa has developed the Indian River waterfront with the addition of Riverfront Park, the amphitheater and boardwalk so that it now takes advantage of the coastal location.
- The Waterfront Master Plan in development will continue to fuel Cocoa's ownership of its river "coast."
- For Cocoa, being on the coast for does not mean being a terminus. Because it is positioned along the river and as the gateway to the county for those coming from the west, it instead enjoys an ease of connectivity other communities envy.
- From roadways to railroads, close proximity to Port Canaveral and the beaches, to the best access in the county to Orlando's airport, Cocoa makes it easy to be connected.

Cocoa is located between Orlando and the Atlantic, with quadramodal access

- Proximity to Orlando (and more specifically, its position near Orlando International Airport) was often mentioned as a top asset.
- The access and connectivity to four types of transportation – road, rail, sea and air – is a unique identifier and adds another level of support to Cocoa's Point of Difference as having an advantageous location.

where a thriving, authentic village atmosphere gives character to the most advantageous location in Brevard County

- The Insights section has laid out the rationale regarding the use of village.
- Beyond that, it was quite striking from North Star’s point of view to have that asset come up in every piece of research – question after question. (*What is the greatest asset, opportunity, what drives tourism, what appeals to businesses, etc.*)
- Other communities in Brevard County may tout location, but Cocoa has the connectivity to prove it.
- Quote from an outsider in the Perception Study, “Viera has a reputation as having a good location over Melbourne, but they have more population so that is why. Cocoa is really the better location. Brevard County is the longest stretch of beach and Cocoa is right in the middle of it all.”

so opportunity is always within reach, real and deep.

- The benefit of great location is that everything you need is within reach.
- The benefit of being a part of something real and getting to plant your roots in a community that has a true sense of place makes your experience (and successes) deep and rich.
- Deep is also a nice reference to the water that borders you, and the water service asset you have.

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 Cocoa’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
- A Brand Identity is developed
- Brand Action Ideas are developed.

CREATIVE EXPRESSIONS OF THE BRAND

A Word about the Creative Expressions of the Brand

You are about to see several creative expressions that will help bring the Cocoa 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.

How you choose to use these elements is up to you! You may choose to reproduce the work exactly as shown, or take the recommended look in a different direction. Whatever you choose to do, we encourage you to turn the ideas outlined here into reality and connect your residents, visitors and businesses to the Cocoa brand.

All creative files are included in the attached Final BrandPrint CD. Also, the Cocoa Graphic Standards Guide is attached as the final **Appendix E** to this report. In addition, North Star has included two copies of the Cocoa Final Logo CD for distribution to vendors or anyone requesting a copy of your logo.

The creative concept developed by North Star is based on the approved brand platform positioning Cocoa a community that is like a village – both figuratively and literally – in that its physical village is just one expression of the collaborative spirit at work throughout the city’s boundaries.

It’s a blend of authenticity, wrapped up in a place where the community invites you in. In Cocoa, people work together to find unexpected solutions to the toughest problems, and then later come back together to celebrate the outcome. It is a community that not only works together, but does so with a lot of charm and style.

The concept draws inspiration from the idea that a “village” is more than a collection of people. It’s a way of collaborating, cooperating and contributing – to common goals. It’s about creativity, and creative problem-solving. Visuals take cues from the village idea – patchwork images of diverse faces, textured type treatments, and vibrant, saturated colors. All of these images combine in a warm, vivacious yet authentic expression of Cocoa’s collaborative and creative powers.

Note: *North Star ran a search for Cocoa’s recommended strapline on the United States Patent and Trademark Office’s Trademark Electronic Search System (TESS). We also searched variations of the line and all searches found no relevant live or dead results.*

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

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

CREDO COPY:

Cooperate. Collaborate. Contribute.

You can feel it in the rhythms radiating from the concerts at the amphitheater at Riverfront Park. You can taste its succulent flavors in the seafood dish influenced by a riverside, and worldly Village location. You can see its beaming layers, and a glimpse of history, by peering through the old Brevard Hotel window at City Hall.

When you experience Cocoa, you feel a connection to something deeper, an inner peace and an outer harmony, when your voice lifts up in concert with a village of voices around you.

Though this eclectic, riverside community is the perfect convergence of waterways, highways, airways, and resources, it's also blessed with something truly unique: its people.

And it's these people—a unique and lively assembly of every walk of life—that give it an advantage. Differences in background, heritage and philosophies are the deep-rooted beginnings of each success. This is a community that believes that it does in fact, “*take a village.*” But it also takes vision and focus—not to mention empathy.

There exists here a harmonious blend of authenticity, wrapped up in a place where the community invites you in. In Cocoa, people work together to find unexpected solutions to the toughest problems, and then later come back together to celebrate the outcome. It is a community that not only works together, but does so with a lot of charm and style.

It's a place that focuses on the greater good. It's an atmosphere that encourages progressive attitudes. It's a community with the ultimate preferred climate: one of unabashed collaborative spirit. A literal and figurative village of diverse people working to make the next day even better than the last. And it's working...by working together.

Cocoa, FL.

Let's work. Together.

DESCRIPTIVE VOCABULARY:

Active	Cooperate	Mix
Advantage	Deep	Natural
Attitude	Diverse	Opportunity
Authentic	Dynamic	Profound
Blend	Eclectic	Reach
Charm	Energy	Real
Coastal	Genuine	Resources
Collaborate	Group	Riverside
Collective	Harmony	Synchronized
Combine	Inviting	Synergy
Connect	Joint	Thriving
Contribute	Lively	Together
Converge	Meaningful	Village

RECOMMENDED STRAPLINE AND LOGOS



Let's Work. Together.



Let's Work. Together.



COMMUNITY-FOCUSED AD

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Let's Play. Together.



CocoaTogether.com



BUSINESS-FOCUSED AD

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Let's Grow. Together.



llaborative



CocoaTogether.com



ECONOMIC DEVELOPMENT FOLDER



Collaborative
COCO operate



CocoaTogether.com



Collection



CocoaTogether.com



operate





LET'S PLAY TOGETHER.

December 2011



Together we are better

Volunteers build 10 new homes



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Cocoa's Movies in the Park

Next movie, Friday, December 16, 2011



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Village Wonderland Christmas

December 10th - 29th



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New Interactive Map

Cocoa recreation map launches

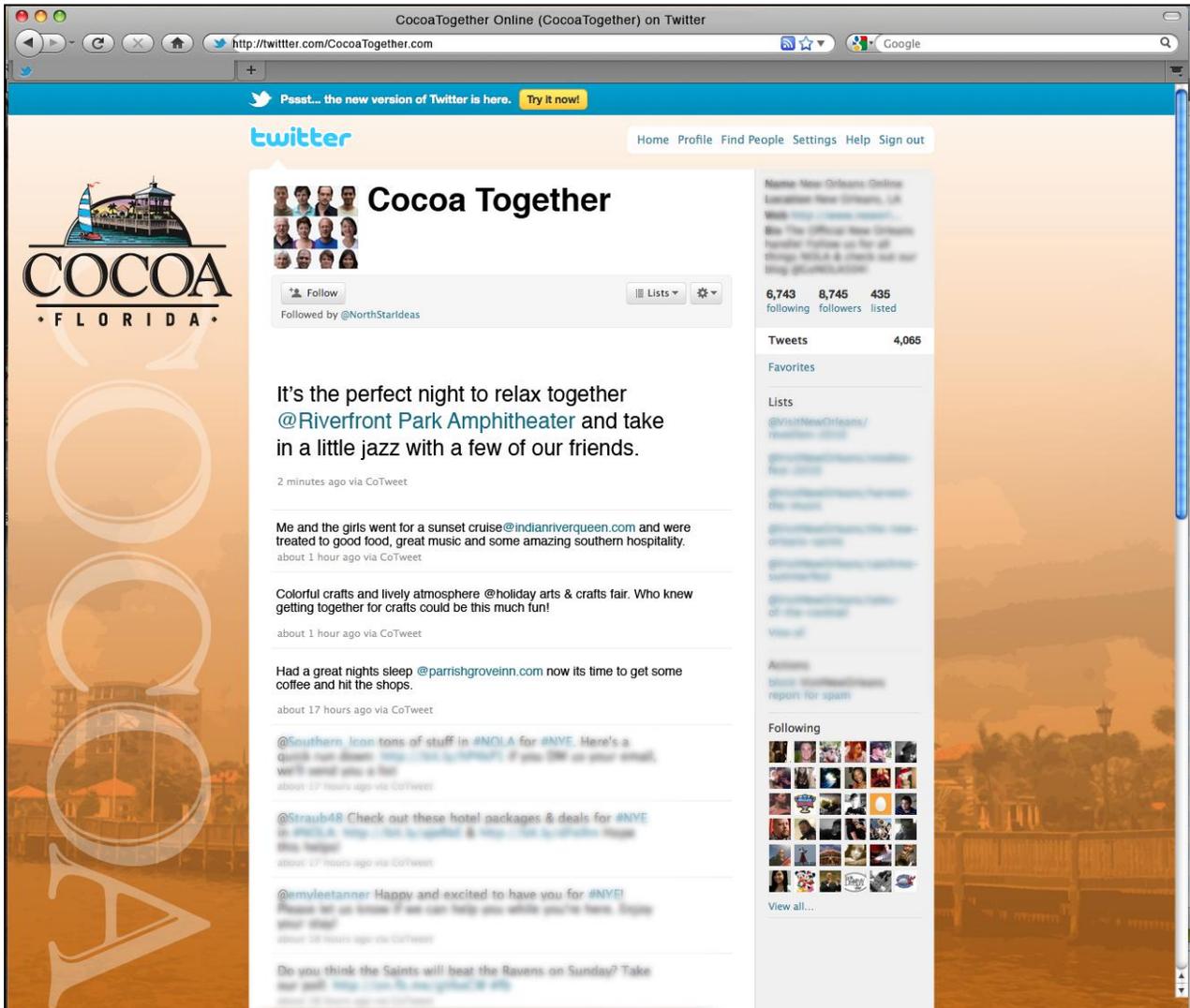


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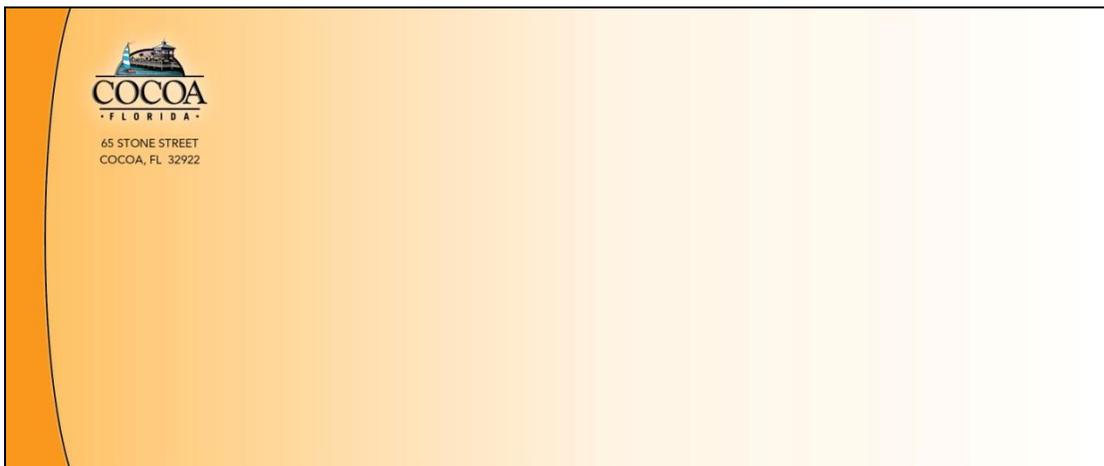
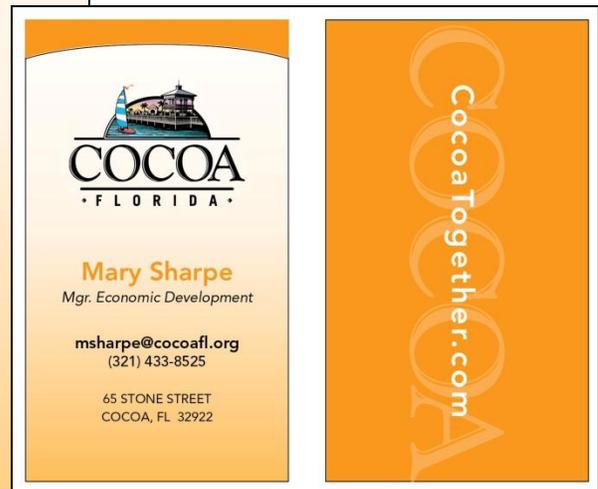
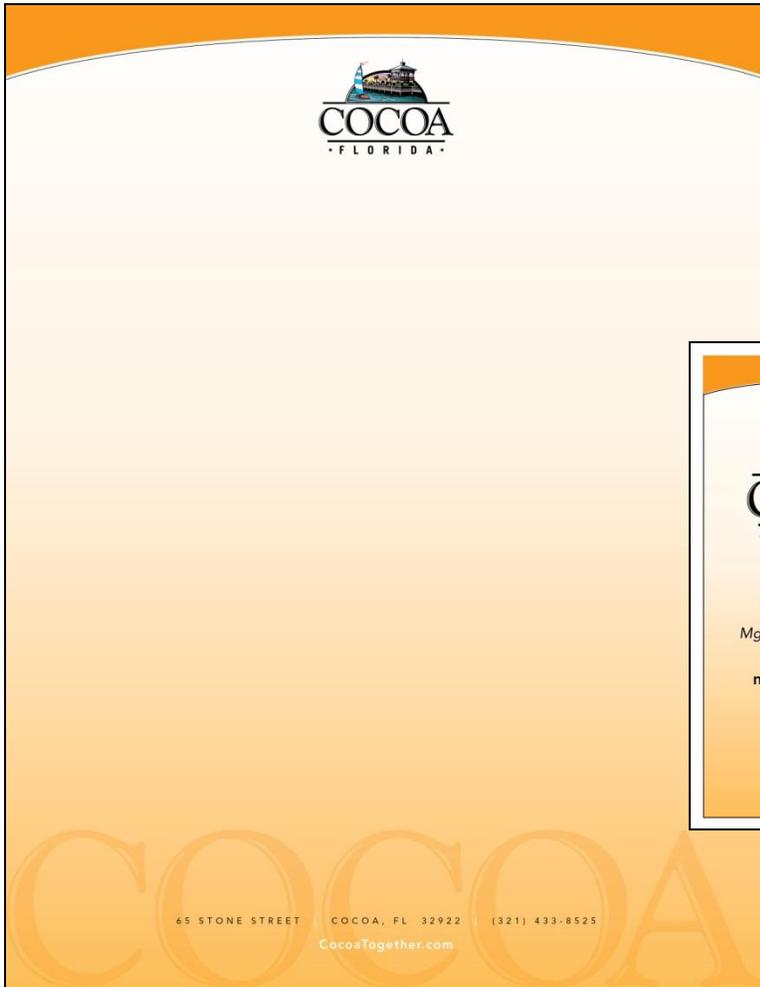
WEBSITE



TWITTER PAGE DESIGN



STATIONERY



WATER TOWER



VEHICLE WRAP



MERCHANDISE – CANVAS BAG



MERCHANDISE – WATER BOTTLE



WATER FOUNTAIN



MERCHANDISE – TOOL KIT



Brand Action Ideas

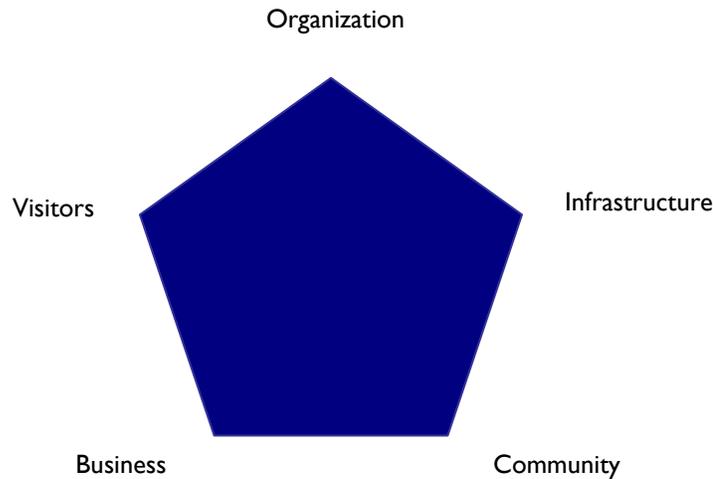
Putting your brand to work from launch to longevity

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 strap lines 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 is about demonstrating how Cocoa is a literal and figurative village. Where a harmonious blend of authenticity is wrapped up in a place where the community invites you in. In Cocoa, people work together to find unexpected solutions to the toughest problems, and then later come back together to celebrate the outcome. It is a community that not only works together, but does so with a lot of charm and style.

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 to convert the "players" and the community of Cocoa into brand ambassadors through education and information sharing. While numerous other brand marketing and communication initiatives can take place concurrently, this incubation period is primarily devoted to strategies that reinforce and demonstrate the value of a strong Cocoa brand. Once everyone is on board the brand team, there is no end to the powerful things you can do with your brand. We have seen it happen in other communities across the country and we are excited about seeing it happen in Cocoa.

Strategies and Tactics

North Star recommends that the strategies and tactics associated with brand implementation generally fall into five distinct categories (below).



BRAND IMPLEMENTATION CATEGORIES

Within these categories, North Star has developed standardized and customized brand action ideas to address specific Cocoa concerns.

Organization

Brands cannot grow and thrive if no one takes responsibility for them. Successful implementation of the Cocoa 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.

Infrastructure

This strategy addresses the unique opportunity Cocoa has to use your infrastructure as a three-dimensional medium for showcasing the brand to residents, businesses and visitors. 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, downtown, riverside, building facades, signage, lighting, airwaves, the sky . . . even the backs of your citizens.

Community

Community 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. 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.

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, attracting cruise visitors, transportation, lodging, retail, conventions, meeting planners and more.

Business

There is a direct relationship between the success of your community brand and the businesses that call Cocoa 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.

BRAND IMPLEMENTATION SCHEDULE

North Star divides its brand action ideas into two implementation schedules:

- **MUST-DO Year 1 ideas** to get your brand going. This is a list of 10 tasks that should be accomplished in the first year after brand development to ensure the brand maintains momentum. Many of these tasks fall into the “organization” category on the pentagon above and are designed to evoke the cooperation that will propel your brand forward.
- **Year 2 ideas.** Once you’ve accomplished the MUST-DO ideas, you can dedicate time and resources to some of the tactics on this list. Some are very specific; others are broad in scope. They are designed to give your brand the richness, texture and three-dimensionality it needs to be fully integrated.

YEAR I

(Must do ideas in order of importance)

1) Assign a brand manager

Bottom line: your brand will go nowhere if no one takes responsibility for it. In fact, the most important contribution the City of Cocoa can make to the ongoing success of your brand is appointing/hiring a brand leader to champion the process.

This brand manager can be:

- A brand manager whose sole job is to implement the brand. Hired from inside or out.
- An existing position such as marketing manager or PIO who will take on brand management tasks as part of an existing position. (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.)
- The individual or department currently assigned to manage the brand development process. Mary Sharpe and Cocoa’s Office of Economic Development would be an ideal choice for brand leader because of the department’s involvement in the branding initiative to this point. In addition, Cocoa’s new brand (specifically the default strap line, “Let’s work. Together.”), is naturally oriented towards economic development, so the department’s involvement in the brand will be key whether or not it is the spearheading agency.
- A volunteer with marketing experience and passion.

We will provide you a job description for brand manager (See **Appendix G**).

If hiring, this will give you a framework within to make your decision. If appointing or assigning, the job responsibilities will give you a feeling for the tasks this individual should manage. And remember, avoid brand management by committee. The brand will fall through the cracks.

2) Create a brand PowerPoint

The branding process is complex. For most people it takes multiple presentations to understand branding’s process, purpose and plan. You can’t expect residents, businesses and stakeholders in Cocoa to grasp the potential for your brand without a carefully considered presentation. The presentation is what you will use over and over to recruit help, support and funding. Hire professionals, use color and graphics, use intriguing and inspirational language (the brand narrative should help!) and follow the content recommendations below. Important points:

Use the brand 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?
- 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?
- Focus on planned initiatives that take the brand beyond just a logo and line.
- Finally, provide your audience with a list of ways they can participate in and benefit from the new brand.

Once you have developed this PowerPoint, distribute it to the brand manager, brand drivers (City and Economic Development) and members of the Market Cocoa Partnership (for more on this, see Tactic 7, p. 146). Charge these individuals with meeting one-on-one with leaders from Cocoa as well as other stakeholders to reinforce and answer questions about the brand (using the presentation). Meet with the merchants and management of downtown Cocoa; Riverfront Park promoters and developers; largest employers and representatives from major industries; business parks and development areas including Grissom Ridge Industrial Park, Brevard Commerce Park, Beachline Business Park, Brevard Crossings; SR 524 development and the Cocoa Waterfront Master Plan; Brevard Community College, Cocoa Village Playhouse; community redevelopment areas including Diamond Square and US I Corridor; Florida Solar Energy Center; newspaper editors; church leaders; the board of education; 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.



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

<http://northstarideas.blogspot.com/2010/03/lima-allen-county-branding-video.html>

3) Work as a team

Regardless of your day-to-day tasks, the ultimate goal of every organization involved with the Cocoa brand is to improve the future of this wonderful place you call home. Maximum efficacy for your brand will occur only if you combine budgets, manpower, passion and purpose across all involved organizations in the public sector. But don't forget the brand hierarchy. The brand manager should always manage the process, calling and leading meetings and assigning (with input) responsibilities.

Initially, we recommend bringing all involved public sector organizations together on a quarterly basis. This approach may be met with resistance at first, but some North Star clients say that teamwork across the public sector is one of the most valuable outcomes of the brand over time. A great ice breaking task for your first meeting is to make a comprehensive list of initiatives, activities and programs currently in place. How can the brand be integrated into these initiatives? In the programming? Their marketing? Their names?

These programs should then be prioritized and a schedule developed for incorporating the brand philosophies and graphics into signage and information/marketing pieces. Start by looking at the printing schedules for brochures and information pieces, as well as sign production schedules.

Types of initiatives that could work because they demonstrate all the ways that Cocoa works together:

- Recycling
- Leisure services
- Senior services
- Water
- Historical preservation
- Communities redevelopment
- Outdoor recreation
- Reading
- Fitness
- Neighborhood revitalization
- Charitable outreach
- Arts programs
- Downtown revitalization
- Education

For example, partner with the school system to develop a series of pole banners for school parking lots or buildings that read, “Let’s Learn. Together.” “Let’s Play. Together.” “Let’s Create. Together.” Or create a partnership with Brevard Community College, the USF School of Architecture and the Florida Solar Energy Center for green-friendly redevelopment. All of the key partners are in Cocoa or nearby. As you focus on redevelopment seek grants and partnerships focused on green friendly building.

<http://www.arch.usf.edu/home>

<http://www.fsec.ucf.edu/en/index.php>

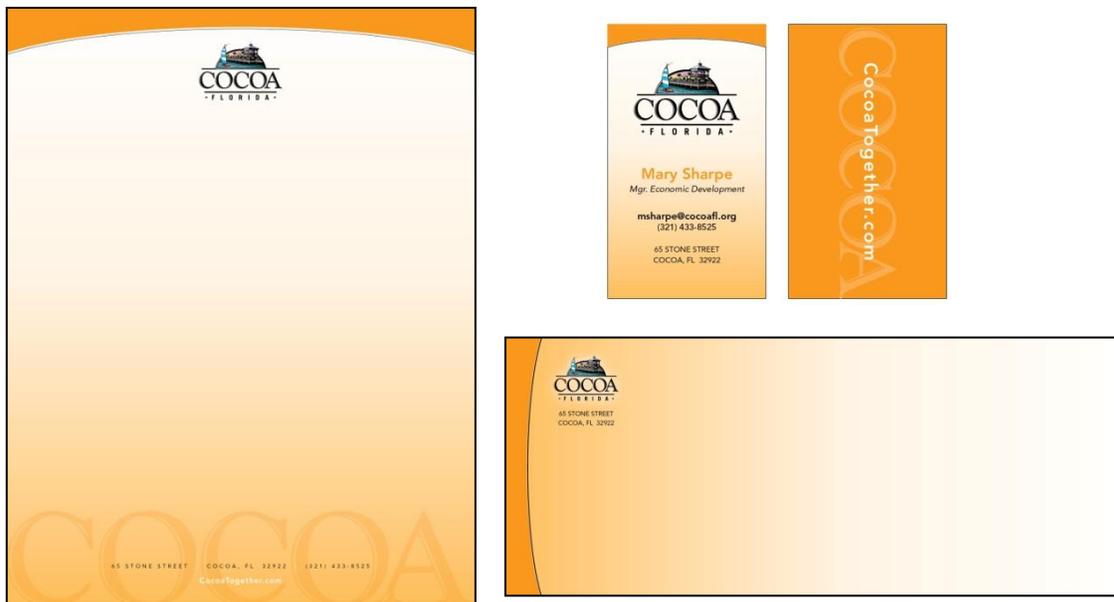
<http://www.brevardcc.edu/>



Branded banners on a school in Shawnee, Kansas.

4) Brand your stationery

It’s obvious, but vitally important. Every letter, every envelope, every business card, every memo and every invoice that is issued by the City of Cocoa should reflect the brand’s graphic identity. Give all involved organizations a designated number of weeks/months to use up existing stocks of stationery. Require reprinting to occur in the spirit of the brand. Another quick peek at your new look.



5) Identify easiest consumer touch points and brand them

Every time you and your employees interact with the public, it's an opportunity to build the brand (see suggested list of obvious "touch points" below). Some of these touch points are easy and should be branded immediately. For example, answering the phone. Change any recorded outgoing message as well as the language that employees use when they answer the phone. "You've reached Cocoa, Let's Work Together." Or, make your hold music the uplifting song, "Let's Work Together" by Dwight Yoakum or another artist. (Make sure to follow protocol for copyright.) One of our clients went so far as to write and record a jingle based on their brand that plays whenever callers to their offices are on hold!

Some touch points, such as utility bill stuffers, will take a little more time and cooperation among organizations. Some of the more critical touch points (i.e., stationery) have been addressed in more detail elsewhere in these action ideas.

Review and augment the following list of touch points during your first public sector brand team meeting. Divide the list into four categories: 1) Easy, do immediately; 2) Moderate difficulty, implement within the first year; 3) Difficult, revisit later (designate a time).

- Employees
- Employee identification (nametags, ID badges)
- Telephone
- Services
- Web site (portal and public sector organizations)
- Voice mails
- E-mails
- Word of mouth
- Letterhead
- Publications
- Packaging
- Signage
- Business forms
- Newsletters
- Products
- Proposals
- Collateral
- Experiences
- Environmental applications
- Public relations, press releases
- Public affairs
- Annual report (almanac themed)
- Utility bill stuffers
- Marketing and advertising
- Sales promotions
- Networking
- Direct mail
- Trade shows
- Exhibits
- Maps
- Presentations
- Speeches
- Vehicles
- Social media
- Billboards
- Posters
- Buttons/Pins
- Gifts
- Brand extension
- Marketing partner resources
- Sponsors
- Community development
- Tours
- Local, state, national websites/communications
- Private sector partner websites

Important Note: *Some of these touch points will require little more than a change in the logo and line they bear (i.e., public service vehicles). Others will require much more than switching out the logo. For example, economic development recruitment pieces should be written entirely within the framework of the brand promoting the idea of success through collaboration and cooperation. Community outreach programs should be developed that support the idea of helping citizens realize that Cocoa is a place where people work together for the greater good.*

6) Revamp low-hanging signage.

Realizing that this is a top priority, Cocoa has already contracted for a new wayfinding system that integrates the brand. Stretching unified signage through the entryways, corridors, downtown, attractions, historical venues, major crossroads, developments and industrial areas of your community will do a great deal to elevate the aesthetic, image and presence of Cocoa as a whole. And Cocoa's family of logos is custom made for entryway signage that reflects the purpose of various corridors into the city as well as improves aesthetics. As you consider signage, also consider additional elements like landscaping.

While your permanent wayfinding plan is being developed, create signage visibility for the brand via pole banners and signage on Cocoa's government buildings. Branded pole banners allow you to craft a consistent and unified brand message throughout all your different areas more cost effectively.

Because they are so cost-effective and flexible, we like to include some detail on other ways to use the brand on pole banners. Some issues to take into consideration:

- Overall visual feel and look, i.e., what kind of design guidelines will be needed to achieve a coordinated, attractive overall visual?
- Meshing brand banners and outside event/organization banners
- Optimal banner coverage: geographically and quantitatively
- Use of pole banners to achieve other communication objectives.
Some questions to ask:
 - Would Cocoa like to require or encourage banner signage in redevelopment areas?
 - What about historic/iconic venues?
- 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 the City? 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 or organizations to promote their interests under the banner of your new brand.

- Partner with major events including sports tournaments, Mardi Gras, Holiday on Ice, Movies in the Park, craft fairs, Farmers Market, Halloween, Tree Lighting and Boat Parade, July 4th, New Year’s celebration, etc. to promote their interests under the banner of your new brand.



Branded city banners in St. Louis used in conjunction with banners for the Final Four basketball tournament



Double branded banners ensure maximum exposure and impact.

7) Engage the private sector

The resources and manpower to accomplish the goals of the Cocoa brand will be increased exponentially by marshalling the power of your private sector. Establish a Market Cocoa Partnership including all involved public sector organizations as well as large and small businesses, arts organizations, health care organizations, colleges and universities, retailers, developers, museums, media and even individuals. Open up membership to anyone who is

interested and willing to contribute – time and funding – to the idea of marketing Cocoa for future growth and success. Hold regular meetings under the guidance of the brand manager. We even have a charter to give you that seals member commitments in writing (See **Appendix H**).



Members of the Market Gainesville Partnership signing a brand charter

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. Most importantly (and this is key!) this group can solicit funds for brand implementation from its members (typically the bigger the member, the bigger the financial support). Ultimately partnerships with private sector companies and organizations will be the primary funding source that drives the brand.

Big Idea! Have each member of the Market Cocoa Partnership bring a print-out of their company or organization’s website homepage to the first meeting. Discuss ways to integrate ideas and language that support the brand strategy into these homepages. Use your brand narrative as a guide. How do the characteristics of cooperation, teamwork, family, friends and support translate to a doctor’s work, to banking, communications, transportation, retail, teaching, real estate, etc? Ask each member to craft branded language that works with the spirit of your brand and incorporate it into their website home page. If a major corporation or organization is not in attendance at the meeting, go through this exercise for them. Just by threading a consistent message about cooperation and working together through the messages of all the major players, you can establish a strong brand presence . . . absolutely free!

In subsequent meetings of the partnership discuss public sector initiatives and identify opportunities for cooperative efforts. Co-branded pole banners, downtown facades, signage, public art, events, merchandise, music, programming, products, etc. are just a small sampling of branded projects you can undertake in partnership with the Cocoa private sector. Also, develop a simple branding toolkit that partners can use to put the brand to work in their businesses. Include history and explanation of the brand, camera-ready art of the logo(s) and strap line, bumper stickers, window decals and a premium item such as a t-shirt or pin. Also include the brand narrative with an explanation of how businesses can incorporate that

language into their own marketing and signage. A guide for working with your businesses can be found in **Appendix I**.

For many communities, forming the partnership (along with other Year 1 activities) can take the better part of a year.

8) Brand your Cocoa website, mobi site and social media

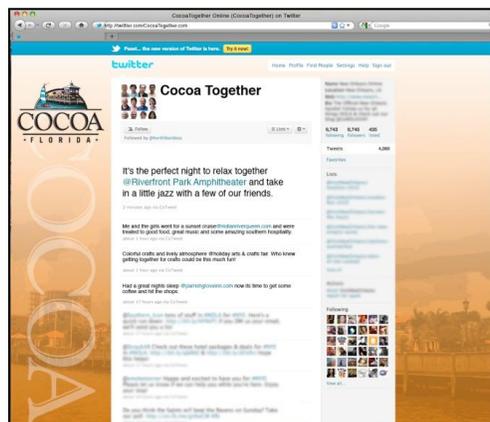
The first place most people will go to learn more about your community – for whatever reason – is the Cocoa website. They will use social media to share ideas and opinions about Cocoa. And visitors on the go will turn to your mobi site on their smart phones to find out what is happening in the Village. Therefore it is absolutely critical that your brand’s graphic identity and messaging be integrated into all digital media.



A few ideas:

- Redesign your website to incorporate the logos and color palette of the brand.
- Have fun with different design elements from your brand. For example, subtly integrate the semi-circle shape in the logo into design.
- In addition to City Government also include links to Cocoa Village, Riverside Park, Economic Development, the County Chamber and news of the day. Or, you may want to organize your site using your customized logos.
- Make sure your site is consumer-focused.
- Review the content on your homepage and on all landing pages (economic development, tourism, city departments, etc.) with an eye toward integrating brand messaging wherever there is a natural fit. Use your brand narrative and brand vocabulary as a guide. Copy should focus on the idea that Cocoa is an eclectic riverside community where it all comes together . . . the people, the water, the transportation outlets, the resources, the efforts. And it’s that convergence of assets, attitudes and elements that results in the spirit of collaboration and cooperation which is the hallmark of Cocoa.
- Also, consider links to one or more of the following:
 - All members of the Market Cocoa Partnership

- Major events and attractions
 - Events, performances and activities at the Cocoa Village Playhouse
 - Game schedules for high school and youth league sports
 - Education sites particularly colleges and universities
 - An interactive map of all outdoor recreation including parks, golf courses, biking and hiking trails, etc.
 - Major business initiatives
 - Major employers
 - “Together We’re Better” volunteer opportunities
 - Online puzzles featuring the various iconic places in Cocoa.
<http://www.puzzlecreator.com/>
 - The Cocoa Together geo-cache site.
- The City should drive development of a retail-purposed mobi site for Cocoa Village in brand colors and featuring the Village logo customization. Critical information to include: hours of business, menus for restaurants, special events, special sales, GPS capabilities. Work in partnership with the merchants in the Village to promote the URL regionally. For example, promote it in Cocoa Beach hotels or hire a plane to fly over the beach at Cocoa Beach with the URL on a banner. Available URLs include CocoaStreet.com and CocoaGo.com. Meanwhile, merchants should include the URL in all their marketing and promotions including adding it to cash register receipts and business cards. Merchants must make sure that their own marketing (hours, etc.) is in synch with the information on the mobi site.
 - Make sure to integrate your brand into social media sites like Facebook, Twitter, Linked In and You Tube. By its very nature, social media supports the idea of digital connections and cooperation. The logo and line are the most obvious ways to do this. In addition consider content that supports your strategy. For example, consolidate all You Tube videos under the category of Cocoa Together and ask residents to submit more. Sponsor a photo contest via Facebook or Flickr called Cocoa Together. Another fun idea: ask residents to submit videos of different food items they mix with cocoa to create a unique flavor together. For Flickr, ask residents to submit photos in categories, “Let’s Play. Together.” and “Let’s Work. Together. For Twitter, include regular tweets about what is happening in the community.



9) Develop at least one item of branded merchandise.

Whether it's a lapel pin, t-shirt or stress ball, branded merchandise is a tangible, memorable way to keep the brand top-of-mind with residents, visitors and businesses. Below are some of North Star's favorite ideas. These should be a starting-off point for discussions with city staff and the Market Cocoa Partnership for even more ideas in the spirit of the "together" brand.

- Traditional wearables like t-shirts and ball caps are always great ways to spread a community branding message. They have the additional value of unifying groups (i.e., a group of volunteers, City ambassadors, City employees, etc.) into a branded entity. Consider both standard designs and something a little more fun such as a series of shirts that say things like, "Better Together" and "Plays Well With Others".
- Flip flops with the Cocoa URL on the bottom so that as visitors walk on the beach they leave the URL imprint in the sand. Partner with Ocean Potion on this venture and sell the flip flops at Ron Jons in Cocoa Beach.
- Updated reusable Cocoa water bottle
- Notepads and sticky notes reading "Let's think. Together."
- Branded office supplies - pens, highlighters, and binders.
- Puzzles of Cocoa icons – the Porcher house, City Hall, Cocoa Village, the marina, Diamond Square, the water tower, the bridge to Merritt Island, the logo, and even the patchwork of faces from Cocoa's creative deliverables
- Ladies scarves made of patchwork fabric – these could be sold at downtown shops
- Branded cocoa-related items like hot chocolate, chocolates, unsweetened cocoa.
- Aprons
- Private labeled everyday (inexpensive) household tools like hammers, screwdrivers, levels. Work with S. F. Travis Hardware in the Village to get them made and to serve as a retail source.
- Branded license plates help showcase your visual look on every car in the community.
- Branded welcome mats (great idea for new residents) in the half circle shape. Can feature the logo or just say "Welcome" or "Welcome to Cocoa".
- Reusable shopping bags are in keeping with your emphasis on sustainability. Help your residents and visitors go green with eco-friendly, reusable shopping bags imprinted with the Cocoa Village version of the logo and the line, "Let's Shop. Together." The bags could also feature pictures of all the merchants in Cocoa Village.



- Temporary tattoos of the logo
- Magnets of all the different logo versions
- Magnets of all the iconic buildings and places in Cocoa
- Branded work gloves with the line, “Let’s work. Together.”
- Branded gardening tools including gloves, spade, trowel, cultivator, transplanter and even carrier bag.



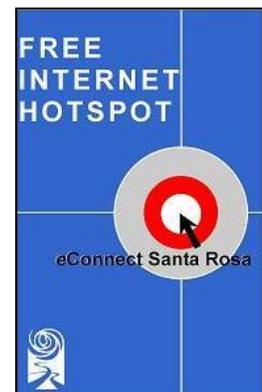
10) Infiltrate your infrastructure

Your infrastructure represents a unique, city-owned, three-dimensional palette for displaying your brand. Typical options include water towers, public vehicles, sidewalks, parks, building facades, signage, lighting, airwaves and the sky. Obviously, you can’t do it all. Within the first year, pick just one area of your infrastructure to proudly bear the brand. A couple of basic ideas include your water tower (a no-brainer but high-impact, particularly considering its iconic nature) and public vehicles. Other ideas:

- Use the semi-circle element from your logo to create one-of-a-kind crosswalks in Cocoa Village and Riverfront Park that shepherd walkers across intersections.
- Use the custom public safety logo to brand all public service vehicles including police cars, vans, parks and recreation vehicles, etc.



- Bus shelters are a practical, visible way to bring the brand home to your residents. Partner with local businesses to feature co-branding partnerships that help extend the brand into your business environment and reduce costs for the City. For example, show a picture of a really great meal with the line, “Let’s Dine. Together.” Include the logo for the restaurant and the logo for Cocoa Village (if that is where the restaurant is located).
- Make sure to capitalize on WiFi hot spots in Cocoa Village, parks and open spaces with simple signage reading “Let’s Connect. Together. Free Internet Hotspot”. Widespread WiFi represents the City’s commitment to connectedness and technology. Install weatherproof versions of signs in outdoor locations. 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 to the right from the City of Santa Rosa.



Big Idea! Cocoa's sparkling clean water is a hallmark for the city and should be integrated with the brand in some sort of fun but functional way. A couple of ideas:

- Place high-end water fountains throughout the community (concentrating on heavy foot traffic areas including retail development, parks, trails and public gathering places). In addition to providing thirsty citizens and visitors with Cocoa's great water, consider adding a function for converting still water to sparkling water in some of the highest profile areas. Water fountains are available that allow you to mix city tap water with carbon dioxide and then chill it to a pleasing temperature.
- Or, take a more artistic approach and commission local and regional artists to create a series of one-of-a-kind fountains throughout the community that truly offer the best of form and function. Unveil these fountains just as you would a more traditional public art trail.
- Regardless of the type of fountain, make sure to include branded signage such as "Let's drink in life. Together." with the utilities logo.
- Encourage conservation in conjunction with your fountains by giving away reusable water bottles printed with your logo and line (could be the same line as on the fountains or Cocoa's primary line). Give away bottles via your websites and in bill stuffers. In exchange for receiving the bottle, gather rich data to build your database. Encourage recipients to use the bottles at water fountains throughout town.
- Create a map of the water fountains for placement on your website, in utilities bill stuffers and even at bus shelters or other public places. This is particularly important if your fountains are also public art.
- A fun way to bring in the business community is to present each business with branded water cooler. Companies would be responsible for water refills, which would need to be the standard size.



Year 2

Okay, so now you have a brand leader and a branding team of public and private sector folks working together. You have branded your portal website, stationery, relevant signage and your outgoing message. You have identified and branded *at least* one element of your infrastructure. And you have two items of branded merchandise that you can give away or sell. That is a busy and successful first year!

Now comes the fun part. Carefully review the balance of the brand action ideas in this BrandPrint for some exciting, high-impact tactics that address organization, infrastructure, community, visitors and businesses.

During the second year of the brand, aim to get three or four of these initiatives underway. Work closely with your Market Cocoa Partnership to raise the funds to accomplish these ideas.

Organization

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.

Remember, proactive media and public relations is one of the most cost-effective ways to manager your community's reputation. Allowed to grow organically, your community's reputation in the media will be as focused, positive and relevant as the last "media-worthy" occurrence that garnered attention. Use the following mediums for distributing information about the brand:

- News releases, electronic and paper
- Fact sheets
- Media advisories
- Social media
- News conferences
- Fam tours
- Roundtables
- Briefings
- Special events

Take your show on the road

The Brand Manager or other passionate ambassadors of the brand should meet one-on-one with community stakeholders to reinforce and answer questions about the brand. (Use the brand PowerPoint presentation.) Meet with businesses, newspaper editors, church leaders, the board of education, manufacturers, developers, etc. Look for organizations whose goals support the ideas of convergence, cooperation and collaboration . . . with a little charm thrown in for good measure! These are Cocoa's ingrained strengths and the foundation of your brand. In your presentations focus on how embracing the philosophy of the brand can help promote Cocoa (for the good of all). The goal here is to create a strong support base for the brand amongst community leaders.

Customize the line for your powerhouses

Work cooperatively with all organizations to further use of your line as well as the spirit of collaboration. For example, in all Cocoa's promotion or informational materials for Brevard Community College integrate the line "Working together for a brighter future". Similarly, ask the Community College to incorporate that message into its own materials and literature, referring both to the synergistic relationship between the college and the City and between the college and its students. Tailor the other community partners as well. For example, "Cocoa and the Solar Energy Center . . . Working together for a sustainable future".

Develop a sleuth creative group

Assemble a group of some of Cocoa's most creative 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 the Cocoa story. Remember to include some young people from Brevard Community College in this group to gain a youthful perspective.

Welcome the group with a quick brand overview and an inventive, fun premium item. (One idea: premium puzzles of Cocoa icons or the logo, branded T-shirts, branded gardening/ work gloves, or a compressed t-shirt with a 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 such as Cocoa Collaborators, or Cocoa Cocreators.



Share a grant writer

If Cocoa does not already have the appropriate expertise on board to pursue grant funding for the brand and other initiatives, explore the idea of adding a grant writer (full or part-time) to the staff to assist with sourcing funds. To defray costs, other public sector organizations can contribute financially to this individual's salary. Government funds are available for a wide variety of well-crafted initiatives including:

- Historical preservation and promotion
- Arts and cultural attractions and programs
- Diversity promotion and training
- Sustainability.

Infrastructure

Identify opportunities

Successful brand implementation requires the best use of available resources. Cocoa 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. Water towers, corridors, city-owned vehicles, sidewalks, light posts and government buildings are good selections. You can also extend the brand through the time-honored tradition of painting the logo and line on the side of a warehouse or outbuilding.

Pursue cooperative public art

Works of art add value to the built environment. They can transform spaces with added meaning, interaction, beauty and context, creating memorable encounters for people in those places. So critical is public art to the cultural and fiscal health of a community, that redevelopment funds are often tied to the inclusion of such art. Use public art to help further the mission of Cocoa's brand message. A couple of ideas:

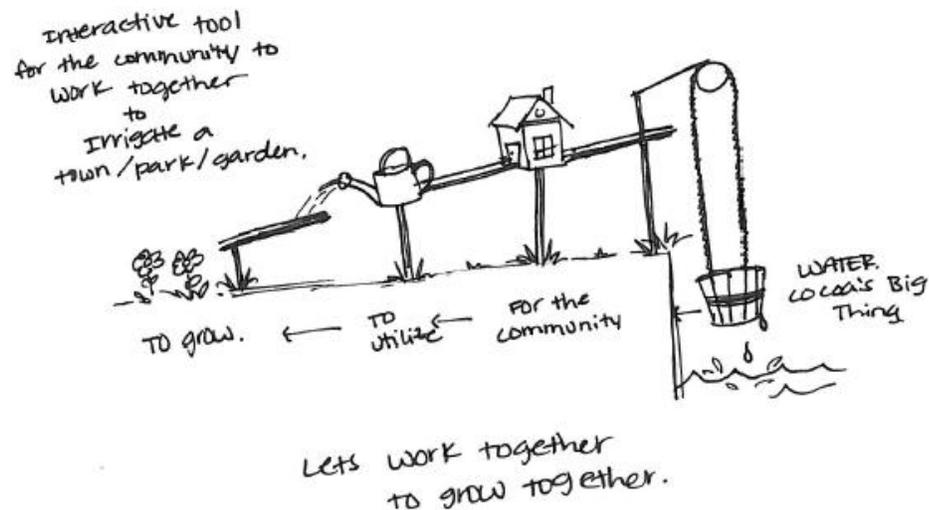


- Hold a “Collaborative Art” showing in Riverfront Park. The showing is open to any team (and teamwork is the key) who wants to contribute. Each team member must contribute something unique and different for the overall piece with the outcome being the sculpture in its entirety. All sculptures will be displayed in the park and on the website for a set period of time. Consider a gallery showing to kick off the event and in addition to your own social media efforts, seek additional media coverage for this unique event.

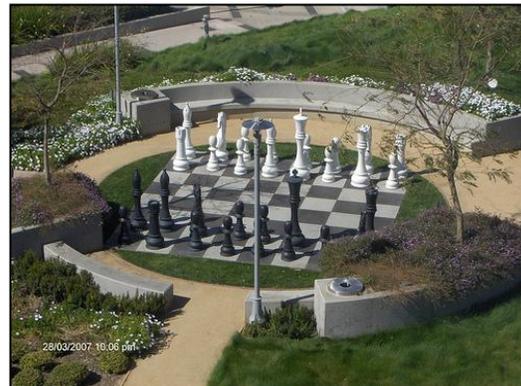


- Create a sculpture core and invite artists, residents, students and visitors to add to this so that it is constantly changing and evolving. Materials used can be as simple as twine, paint or everyday objects. (Will need to monitor additions.)

- A slightly different twist on the idea above is to ask participants to create a functional work of art where the different parts work together to accomplish a goal. See example below:



- Integrate interactive functional art into Riverfront Park. Examples include an oversized chess set or an oversized piano.



Recognize history

Cocoa is full of iconic buildings and places: Cocoa Village Playhouse, Florida Solar Energy Center, Riverfront Park and the marina, Travis Hardware and more. Create a history trail featuring historical buildings, museums and other attractions. To identify spots on the trail develop a high-end plaque with customized branded recognition. For example, the Travis Hardware plaque would read, “Travis Hardware and Cocoa . . . Working Together since 1885.” Plaques should be prominently displayed on buildings and sites. In conjunction with this historical signage create an interactive history trail for display on your website.

Make Cocoa Village and Riverfront Park centerpieces for the brand

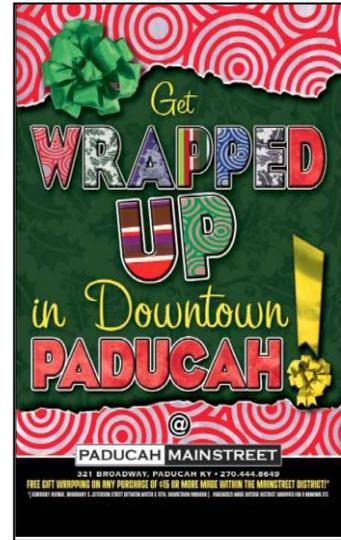
Research shows that Cocoa Village is one of the biggest contributors to the charm and quality of life of Cocoa. And in combination with Riverfront Park, it has all the makings of a unique

coastal destination. But in keeping with the soul of the brand, cooperation from merchants will be required to maximize the potential of this prime asset.

During the first year of brand integration start discussions with Main Street organizers and Cocoa Village merchants regarding how the brand can help them and vice versa (we've already discussed the mobi site). Following are some ideas for integrating the brand into the Village and Riverside Park. You may be able to accomplish some of these in Year 1, although the mobi site should take priority.

- Create pole banners for Cocoa Village and River Front Park using their illustrated logos.
- Have all merchants who operate downtown sign a cooperative agreement to operate their business during preset business hours. More people will gravitate to Cocoa Village if they know all the shops will be open. Celebrate these new, more consistent hours with a "Let's Open. Together." sidewalk sale. The Main Street Organization can help merchants with staffing issues by creating a pool of flex workers using high school or community college students, or even volunteers. Basic training would ensure that they could work at different stores, while store discounts could supplement hourly wages.
- Evaluate existing downtown events for opportunities to integrate the brand into activities, signage or promotions. For example, Craft Fairs can carry the headline "Let's Create. Together." Running stores can promote races or group runs with "Let's Run the Town Together". The Gallery Walk can feature group gallery tours and dining specials.
- Consider new events in keeping with the brand such as:
 - "Let's Taste the Village Together", a street fair featuring tasty tidbits from the many restaurants, bakeries and bars downtown.
 - Dinner and a show together packages. Restaurants offer discounts (or free appetizer) when patrons show a ticket stub from a local movie or live performance. OR pre-sell as a package which discounts both show and dinner.
 - Pajama Party early bird discounts. On a Saturday morning, discounts for everyone who comes out to shop in their pajamas. Include fun events as part of the promotion like a professional bird caller to walk around downtown teaching "early birdcalls", free mimosas in some stores and pastries in others. Live music in some venues.
 - Merry Midnight Madness. During the hectic Christmas season, choose a weekend evening where all merchants in town stay open until midnight to accommodate harassed Christmas shoppers. Create a festive atmosphere with music and refreshments. Cross promote with local restaurants – shoppers who show a receipt from Midnight Madness hours receive a free drink to help them unwind after shopping.

- During the holidays feature a “We’ll Wrap it Together” station where each wrapper performs a different task passing the gift on to the next wrapper once their job is complete. Wrappers can be students and volunteers and donations can benefit schools or charities. This has been done successfully in downtown Paducah, KY. (Visit www.paducahalliance.org for more information.)
- Help shoppers stretch their dollars over the holiday season (or during a slow time to encourage sales). During a specific time period (two weeks perhaps), have participating merchants give shoppers who make a purchase over \$20 a ticket. Then shoppers turn in their tickets for a drawing offering \$250 in merchandise from downtown shops. Couple the drawing with a special event downtown.
- For the annual downtown holiday tree lighting ask each merchant to contribute an oversized ornament representative of its specialty.
- Hold weekly Senior Community Strolls. Seniors walk the downtown areas for exercise. Set a weekly meeting spot. Each week seniors walk a different route around town, browse a different block and have coffee and snacks at a different restaurant. Retailers/restaurants provide senior discounts. Engage a local historian or architect as a volunteer to provide interesting tidbits of local lore as the group walks.
- Consider coordinating downtown restaurants into a “Together Dinner.” Choose 3-4 establishments to host interesting signature cocktails or a wine tasting, a second group to do appetizers, a third group to do a small plates main course and a final group to create fabulous desserts and coffee or after-dinner drinks/wine. Sell a ticket to the entire meal or to a specific course (at a reasonable price).
- Develop a special summer dining promotion to encourage dining. Ask restaurants to design a special menu that features a selection of three course meals for \$30 (appetizer or salad, entrée and dessert). Feature participating restaurants in special newspaper ads and e-blasts, offer menu samples at special events, and include locations in advertising for all special events and promotions. You might also want to produce a rack card with participating locations and contact information.
<http://www.devourdowntown.org/summer.html>
<http://www.devourdowntown.org/>
- Develop a frequent shopper’s card program to encourage shopping local. Loyalty cards are a common retail promotion tactic. Call it the “Save Together” card. A few options include:
 - As a gift card. A straight forward and convenient method of encouraging shopping in Cocoa.
 - As a resident discount card. Show your card and receive a discount at participating stores. Available to all local residents as a perk for living in Cocoa!



- As a loyalty card for frequent purchasers. Shoppers are awarded points for each purchase. Points can then be redeemed for services or discounted merchandise.
- Work cooperatively to develop a reusable shopping bag featuring the Cocoa Village logo. Work with the cruise ships docking in Port Canaveral to give away bags to those choosing a Cocoa Village excursion. Encourage cruise ship visitors to reuse the bag for laundry and other purposes once back on the boat.
- Prove that Cocoa is better together by assembling entertainment packages for residents and visitors that combine attractions such as a show at the Cocoa Village Playhouse and dinner, a massage and lunch, or an art gallery and wine tasting.
- Bring galleries together to sponsor public art that integrates the brand.
- Include graphic elements from the logo such as the half circle shape into the infrastructure such as crosswalks, sidewalks, in windows, in murals on the sides of walls and awnings. When new construction occurs look for ways to integrate the shape into the design, architecture and landscaping. Consider making integration of the shape one of the criteria for receiving a façade improvement grant.
- Source the Facebook pictures of people who “like” the Cocoa Village page to create a mural for a wall or building in the Village in the style of the ‘mutli’-faced quilt visual North Star recommends in your creative deliverables.
- Use empty storefronts to show the work of local artists or the artwork of students from any of the public schools and the community college. Call the exhibitions, “Let’s Make Art. Together. Or “We’re Drawn Together”. Invite friends and families of the student artists to a “gallery opening” and have Village restaurants serve finger food.
- You could also do the same with Scouting groups, the Boys and Girls club, Big Brothers, churches, etc.
- Set up bleachers in an open area where groups including church and school choirs can sing as part of the “Let’s Sing. Together” initiative.
- Encourage individual merchants to sponsor events and products that integrate the brand and bring groups of residents to the Village on a regular basis. For example, the running store could sponsor “Let’s Walk Together” group walks for seniors that culminate in coffee or breakfast downtown. A local pet store could feature a “We’re Better Together” contest, recognizing look-alike pets and their owners.
- Working with your wayfinding partner, create directional signage using the half circle from the logo.
- Use the Cocoa half circle to create custom bike racks in the brand colors that serve as functional public art. An added bonus, these memorable racks support Cocoa’s emphasis on crafting a sustainable future.

Crowdsource uses for empty buildings

Demonstrate the City's emphasis on working together by crowdsourcing uses for empty or abandoned buildings. A couple of approaches to consider: feature an empty building on your website and ask people what type of business, industry or organization they would like to see fill the space. Or, place sticky notes with the headline "I wish this was" on the sides of empty buildings in well-trafficked areas and ask people to write what their ideal for the space is.



American urban planner (as well as public installation artist and designer) Candy Chang had the idea of creating these sticky notes for people in New Orleans (which has needed some post-flood regeneration in recent years) to put on derelict buildings, or fences, or signs...or anything they want improved in their neighborhood. Stickers are distributed via display boxes with the sign "Free Stickers – pull out and leave on abandoned buildings and beyond."



Integrate shapes and logos into recreation

Work the half circle shape that is representative of your brand's logo into public playgrounds, fields, high school gyms, parks, etc. For example, consider developing a logo variation for schools, sports or outdoor recreation. Incorporate that logo into the half circle that is at the top of the key on most basketball courts. Skate board parks, the bottom of swimming pools and soccer and football fields are also excellent for logo placement.



Bring the brand to gardens

Work the symbol that is representative of your brand into public gardens and plantings outside government buildings and in parks. For example, a fabulous changing perennial garden could be shaped like the half circle in the Cocoa logo. It is this type of subtle visual reference to your brand's look and style that will give your brand depth and consistency.

Consider new channels

As you take inventory of infrastructure opportunities, think outside the box to relationships Cocoa has with cable, satellite and cellular providers. In exchange for what you provide them, request weekly time on their stations and frequencies to promote Cocoa events and attractions during a "Let's Play. Together." broadcast.

Community

Help them with their health

Health and wellness is essential to the vibrancy of any community. Active communities are important decision factors on where families want to live. Work with all local health organizations to develop a multi-tiered program called "Let's Get Fit. Together" that gets the community involved in walking, running cycling, etc. Use a similar program developed by Vicksburg, Mississippi called "Shape Up Vicksburg" as a guide.

<http://www.shapeupvicksburg.com/>

http://www.huffingtonpost.com/2010/08/06/cnn-hero-linda-fondren-ai_n_672573.html

Start by inviting the entire community to a weekly walk (or series of walks) sponsored by a particular health care facility or a walking/running store in Cocoa Village. As your walks become established, organize a weekly run and bike ride, again led by doctors and nurses with interest in those areas. Over time, participants may graduate from the walks and move up to the runs or rides. Or, they may choose to stay with the walks and go longer distances. As your communitywide walks, runs and rides gain momentum, integrate a series of preventative health and wellness lectures from Cocoa health professionals.

As part of the program, an annual race gives participants a chance to show off all they have gained. A race is also a tangible event that can inspire people to participate in the weekly walks/runs in order to meet the annual race goal. Consider making the race a fundraiser with all money raised going towards the medical bills of Cocoa residents who are unemployed and with no health insurance.

Finally, remember that community-driven health should be taken into account when looking at redevelopment efforts. Being bike friendly, for example, not only improves quality of life for your citizenry, it also can help draw vacationers from Cocoa Beach and those traveling the ICW and seeking rentals for the day. Check out the following to see how some cities have approached the challenge:

<http://www.activelivingbydesign.org>
<http://activelivingbydesign.org/communities/profiles/orlando-fl>
<http://activelivingbydesign.org/communities/profiles/chapel-hill-nc>

Hold events for residents

Bring Cocoa's residents together with a series of "We're Better Together" events and activities designed to create a stronger community. For example:

- Hold a series of community-wide cleanup days. Allow residents to nominate areas for clean-up via your website. If possible, give volunteers "We're Better Together" or "Let's Work. Together." t-shirts and ask that they wear them on clean-up day. Not only does it increase the professionalism of the effort, it helps identify the group and their good deeds as a City-driven initiative.
- Similarly, create a volunteer group for building houses for the underprivileged. Can partner with Habitat for Humanity or do Cocoa's own version.
- The brand is all about coming together. Create a Cocoa Co-champions civic award and branded cup where individuals and or organizations that come together for Cocoa's benefit are rewarded. Accept nominations for the award on your website and recognize winners there and in the media.
- Connect neighborhood cultures through Mardi Gras. Broaden the offering of the Mardi Gras event by allowing different parts of town and key organizations to participate with segments of the main parade as a build up to the main parade in the Village. For example, have a small morning parade around Joe Lee Smith Park that culminates in a breakfast and music event that celebrates the culture of the area with distinct foods, art and music of its residents. Another part of town near the ICW could host a small parade Friday night and a clambake or other food and music event to introduce people

to that part of town. These smaller parades then join the main parade Saturday for the large celebration. As Mardi Gras grows in scope as a way to feature different neighborhoods and parts of town, consider a website on the event where each parade/neighborhood focus can have a page(s) about its history and culture like Krewes in New Orleans.

<http://www.cocoavillage.com/mardigras>

<http://www.cocoavillage.com/mardigras>

<http://www.mardigrasneworleans.com/parades.html>

<http://www.kreweofzulu.com/history/>

<http://www.kreweofmuses.org/>

<http://www.kreweofiris.org/>

- Make sure that African American crafters are an important part of Cocoa Village's highly successful craft shows.

Build a community to remember

A community that has a reputation for coming together to do great things should boast a one-of-a-kind playground experience worthy of national recognition. The playground should be located in an easily accessible, central area. The playground design should be one of a kind featuring both indoor and outdoor structures. Explore the idea of treehouses, large-scale puzzles, mazes, unique climbing structures, splash fountains, etc. along with more traditional playground equipment. Have local and regional playground designers and artists collaborate on the design. Sponsor a work day where resident volunteers help construct the structure. Dedicate the park with a sign that reads "This playground was created and built together for the children of Cocoa."

Recruit ambassadors

Use the internet, newspaper, radio and special events such as the roll-out event to recruit enthusiastic residents to become "Cocoa Corp Ambassadors." This group would sign up online for an ongoing series of "Better Together" e-blasts designed to educate them on all the great things about the community and turn them into positive spokespeople for their town. In addition, hold special get-togethers and briefings to create unity and purpose within this group. Challenge ambassadors to "pass on" the positive vibe to other members of the community. Give all ambassadors a lapel pin or t-shirt. Instruct them on different tactics for spreading the spirit of collaboration and collective thinking about Cocoa.

This approach is often recommended by Richard Florida as a method for recruiting the creative class.

Pursue African American crafters

Make it a point to seek local and national crafters (African Americans) to participate in the annual fair. Consider taking a Village vacancy and organizing a local/regional craft cooperative gallery. This could be an ongoing project for the entrepreneur programs at Brevard Community College. The students should manage the cooperative and serve as consultants for artists/crafters in need of entrepreneurial support.

Educate residents

Develop a historical initiative to educate residents on your community's rich history and roots. Offer the program through schools, the library, senior centers, etc. Also offer the information on-line.

Another educational opportunity for your citizens is to conduct a quarterly Cocoa University. Hold a series of sessions covering Cocoa history, local government organization, municipal finances and other topics of interest. Again, place the information on-line for those who can't attend.

Give residents a chance to talk back

Collect feedback directly from aware residents to improve the area. This kind of interactivity with the citizenry is the essence of cooperative government. See the links below on how concerned citizens report broken street lights and other issues requiring city services. It allows the city to respond quickly and also follow up with concerned citizens.

<http://www.seeclickfix.com/>

<http://www.wsmv.com/category/213579/see-it-click-it-fix-it>

Along this same line, bring residents together for a series of brainstorming sessions designed to identify challenges and solutions to local problems.

Identify ways to congregate

Using the design from the print advertising, include a Let's Congregate or a Let's Get Together calendar on your website featuring all the places where people can congregate during the week including various church services, special events, school functions, retail events, etc. This would be similar to a community calendar with a branding twist.

Build a better Cocoa together

Seek a community partnership with Home Depot (whose line is Let's Build Something Together) with the sole purpose of building a better Cocoa. Create a display in the local store featuring items where a percentage of the purchase goes toward building a playground or series of playgrounds in some of the less advantaged parts of town. When the funds are raised, sponsor a "Build it Together" day when volunteers from across the community come to build one or more playground. Recognize Home Depot in playground signage and on your website. Additionally, reciprocate by encouraging residents to shop in Home Depot to help build a better Cocoa together. Once the playground(s) is built, partner to move on to another project. Make sure to seek media coverage of the "Let's Build a Better Cocoa Together" initiative.

Introduce the brand in schools

Cocoa has demonstrated what the town can accomplish when it works together by significantly improving the quality and reputation of local public schools. Integrate the philosophy of the brand more fully into the curriculum with these ideas:

- Establish a volunteer corps (Cocoa Corps) at Cocoa High School and allow each freshman class to identify (with school and city leaders) an area of town that it wants to adopt during its four-year tenure at the school. That class will stay with that same area

as it progresses through high school. The group can start with beautification efforts, but there should be opportunities to meet with business leaders and city planners on how to contribute to deeper (long-term, strategic) improvements in the area (community development, economic development, infrastructure). This is a great opportunity to teach about community and economic development and the important role that individuals have in the community at large. Obviously the whole school can help outside its class assignment, but each class has a distinct focus. There should be an annual event in April each year that celebrates the improvements by the seniors in their area of town.

- In 2012, encourage the yearbook staff at all the public schools to use the brand theme as the yearbook's theme. This still offers endless opportunity ("Let's Dream. Together.", "Let's Change the World. Together" "Let's Remember. Together." "Let's Celebrate. Together.")
- Sponsor banners at the local high school football, baseball and soccer fields that say "Let's Win. Together." Or, sponsor awards or scholarships that recognize the best team players, as opposed to the best players. Similarly, celebrate victories and championships with billboards that feature the faces of all the team members (similar to Cocoa's recommended creative executions) and some version of the line.
- Connect Brevard Community College (BCC) students with the Cocoa Corps in a mentoring role. Allow college students to become involved with a particular class and their chosen area of town. The college students can help mentor freshmen and sophomores as they get started with tackling community issues beyond beautification. BCC offers Community Involvement classes that require a certain number of volunteer hours outside of class. Participation with the Cocoa Corps should fulfill that requirement. Hopefully their volunteer service will continue even after the course requirements.
http://www.brevardcc.edu/index.cfm?mainframe=/cs/content/curriculum_opportunities.html&subnavframe=/cs/content/sub_nav.html
- Sponsor a "Collaborative Invention Convention" featuring the work of teams. Initially this contest should stay local, although eventually you could invite students from around the regions. Team entrants would be required to address a specific problem with an invention that is created with different contributions from each member. An explanation of the collaborative nature of the project is required with the entry. Winners could be selected in various categories and age groups.
- Or, the City could pose a specific problem to middle and high schoolers, asking them to form teams and submit creative solutions. Top entries present their ideas to the community in a forum and the winning team is given money to bring the solution to life. Such competitions promote creative thinking and tap into high level teamwork in Cocoa.
- Look for unique teaching opportunities as part of an innovative "Let's Learn. Together" program. For example, sponsor education at the Farmers Market about local produce including seasonality, healthy eating, and cooking. Teach children about sustainable energy with tours of the Solar Energy Center.
- Start a summer internship program that encourages community college students to stick around during the summer. Research indicates that the likelihood of a student staying after graduation goes up considerably if he or she has interned in the area.

Go viral with your theme song

During the first year we suggested that Cocoa pursue placing some version of the song, “Let’s Work Together” on the website homepage. Take that idea one step further by inviting groups of citizens to record their own version of the song. In your solicitation for entries encourage people to create different and totally unique approaches. Groups can include church and school choirs, Village merchants, running groups, neighborhoods, sporting teams, friends, co-workers . . . the more and the more diverse the better. Feature each version in its entirety on You Tube, but also create a spliced together version designed to show the depth, diversity and cooperation in Cocoa. Get the ball rolling by having City employees record the first version of the song.

Extend Let’s Learn. Together

Take advantage of the strong K-12 educational environment Cocoa has built together to create learning events and programs with appeal for everyone in the community.

- Set up a booth in the Farmers Market to educate visitors about fresh eating including which fruits and vegetables are in season, how to pick out good produce, healthy ways to cook the produce, etc. Hold classes at different times during the Farmers Market.
- Package up visits to the Solar Energy Center to learn about the benefits of solar energy. Help the center to set up tours of the facility for visitors and local or regional schools. Part of the tour would be emphasis on what a difference individuals can make when they work together to save energy.
- Sponsor a free lecture series at the Riverfront Park featuring professors from Brevard Community College.
- Sponsor day trips (via shuttle/cruises) to Cape Canaveral to encourage learning about outer space and space travel.

Visitors

Collaborate on transportation

Spearhead a campaign to raise funds for a trolley or double decker bus to take visitors and residents back and forth from Cocoa Beach and Cocoa Beach hotels to Cocoa Village and Riverfront Park. The Main Street organization, Village merchants, local developers and other vested parties can participate in the effort. As part of your fundraising effort, emphasize how the transportation could also help Cocoa residents get to jobs in Cocoa Beach. Make sure to use the brand colors to paint the trolley along with the line, “Let’s Take a Ride. Together!” Also consider including the URL for the Cocoa Village mobi site on signage or advertising in the trolley.

Focus on fun for families

Many families travel through Cocoa to get to Cocoa Beach. Encourage families to stop in Cocoa for an afternoon to enjoy an experience wholly unique to Riverfront Park and Cocoa Village. A few ideas:

- Offer pirate tours on the Indian Queen.

- Develop a one-of-a-kind playground in Riverfront Park (for more on this, see p. 161.) Promote kid friendly shops in Cocoa Village including toy stores and ice cream shops. Vendors can also sell ice cream in Riverfront Park.
- Include places in the marina where kids can purchase fish food from vending machines to feed the fish.
- Encourage class and family reunions to meet at the Cocoa Civic Center enticing groups with the great views of the riverfront park.
- During prime tourism months, feature storytellers, musicians, balloon artists, magicians, dog shows and other kid-friendly activities in both the Village and the Park.
- Read more about one initiative where a community worked together to imagine a playground. http://kaboom.org/about_kaboom/kaboom_news/imagining_together

Create an informational CD

Create a CD that includes interesting facts and history about the heritage, water access, attractions, events, festivals, sports tournaments, shopping, neighborhoods, natural beauty and outdoor recreation throughout Cocoa. Visitors can download the information off the website onto a CD or MP3 player. The tour allows visitors to learn more about your history on an individual basis as they are driving, biking, walking or hiking around town.

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 tournaments, at hotels and restaurants, etc. Use the database to send a customized email newsletter (Call it, “Let’s Play Together.”) about events, specials, festivals in Cocoa.

Take advantage of ICW travelers

For travelers on the intercoastal waterway, Cocoa Village represents a refreshing alternative to time spent on boats. While many ICW travelers already sing the praises of the Village, many more are unaware of its charms. A couple of ideas:

- Supply information to Navtronics and other GPS systems that identifies Cocoa Village and Riverfront Park and the different assets and attractions they offer (in categories such as gas, food, relaxation, parks, etc).
- On your website and in signage at the marina promote the easy walk to all the Village has to offer.
- Sell or giveaway reusable products such as water bottles and shopping bags that travelers can take with them to the next stop.
- Use your trolley to shuttle ICW visitors back and forth from Cocoa Beach to Cocoa Village.

Repackage and promote existing events with the brand in mind

Review your existing events, looking for ways to include the brand through messaging, activities, partnerships and content. Every event with City financing should include the brand logos on

signs and banners and promotional items. Whenever possible, ask event organizers to include brand language in event promotions. For example:

- Mardi Gras: “Let’s Party. Together.”
- Tree Lighting: Ask each of the merchants in the Village to contribute a unique, representative decoration to the tree.
- New’s Years Celebration: Let’s Ring in the New Year. Together!”
- Farmer’s Market: “Let’s Get Fresh. Together.”

Consider touting cocoa

Everything tastes better in Cocoa. Florida offers a few festivals connected to or featuring chocolate, but there is no festival celebrating cocoa as an ingredient in sweet and savory items. Develop a festival (it can start internally and eventually extend out to an external audience) that showcases cocoa in fun and unique ways. Call it “Cocoa + Cocoa . . . Better Together”. As you develop activities take care to be distinct from Cocoa Beach Food and Wine Festival. Some events to consider:

- Local chefs compete to create a dish where the primary ingredient is cocoa. Call it something like, “Top Cocoa”. Have a panel of judges (including at least one kid!). Distribute recipes to attendees.
- Local bartenders compete to create a drink where the primary ingredient is cocoa.
- Residents compete in their own “Top Cocoa” contest where the challenge is to combine a cup of cocoa with one other unique ingredient for a culinary delight. Encourage participants to use their imaginations.
- Hold a Cocoa Cocoa 5k jog through the Village.
- Have a crafts table where kids create art using Cocoa Puffs or paint and fire cocoa mugs.

Other new festivals with potential

Other festivals that support the essence of the brand include:

- Let’s Play Together music festival that invites regional artists and songwriters to jam together at the Riverfront Park amphitheatre.
- Cocoa Village Together festival where on a quarterly basis each merchant contributes some activity to a well-rounded event. Throughout the Village participants can sample food, drinks, wine and beer; see running demonstrations; enjoy a pet show; get a brief photography lesson or hear local artists speak.

Work with restaurants and bars

Work with your broad selection of local restaurants and bars on branded products and activities that appeal to visitors and residents. For example:

- Challenge local chefs to create signature Cocoa dishes that use cocoa as signature ingredient in some sort of specialty dish. Encourage originality! Designate worthy

dishes as Cocoa + Cocoa Together cuisine and develop a bug, icon or logo that restaurants can use on their menus and website to indicate this dish.

- Compile a community cookbook that includes both the local chef's cocoa cuisine as well as contributions from residents. Call it "Let's Eat Cocoa!"

Create an Etsy site

In conjunction with your craft fairs, create an Etsy channel for Cocoa. (See Etsy.com – a marketplace for all kinds of handmade/crafted goods. Like an eBay for arts & craft people.) Organize all items tagged with Cocoa as their location to the Cocoa channel. Promote the channel by linking it from the City and Cocoa Village websites and mobi sites. The most engaged crafters from your craft fairs and your Etsy channel will become evident over time. Once these engaged crafters are identified, consider approaching them to be Cocoa ambassadors, or part of the Cocoa Cocreators (creative thought group).

Business

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 a strong, unified brand to Cocoa'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 strap line. At every table, include tent cards with the brand narrative on one side and the logo and strap line on the other.
- Customize the brand Power Point 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 strap line.
- 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/city representation, downtown representatives, Brevard Community College, a top employer, the Market Cocoa Partnership, and leaders from various interest communities within Cocoa.
- 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. (Keep reading for some examples we came up with.) 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 the camera-ready logo, brand narrative, event and product ideas and information about 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 goals of the new brand. Attach the PowerPoint presentation for their use.

Launch a Made Together in Cocoa campaign

For the vast majority of people, 49 weeks out of the year are spent in the same place with the same friends, family, colleagues and neighbors. In most cases, this means that the residents would *prefer* to show some “local love” in their shopping and spending habits. For instance:

- 63% of consumers across 10 different countries would pay extra to support local merchants. 47% would pay extra for products 'made close to home'. (Source: Communispace, September 2010)
- A national survey of 1,800 independent businesses in the US found that 80% said public awareness of the value of choosing locally owned businesses had increased in the last year (16% said it had stayed the same). (Source: ABA, January 2010)
- 83% of US consumers choose to patronize a small, local independent business over a larger chain. (Source: WebVisible, May 2010)
- 41% of US consumers want their grocery stores to stock more locally grown foods, second only to those who want price savings (46%). (Source: National Grocers Association, February 2010)
- The number of farmers' markets in the US has more than doubled in the past 10 years. (Source: US Department of Agriculture, August 2010)
- Consumers have a basic desire for authenticity, community and exclusivity that can best be satisfied by local products and services. Locally produced goods offer better status stories and provide consumers a feeling of association with the producer. Think of the ongoing appeal of artisan products, consumer excitement when products are exclusively available in specific locales, the many new local information services, the celebration of local pride and the many ways that consumers can connect to fellow residents.

This “local love” trend represents a real opportunity to leverage the brand for businesses. For example,

- Create a “Made Together in Cocoa” program for all locally owned or operated businesses, retailers or individual that MAKE anything authentic, original and handcrafted.
- Products that are selected to represent “Made Together in Cocoa” receive a series of stickers or tags that creators can place on them. Use a QR code on the tags to tell the story of the item.
- In addition to typical sales mediums for these items, sell them at various shops and restaurants in Cocoa Village.

- Bundle items together into baskets “Made Together in Cocoa” items. Present baskets to VIPs, economic development prospects, etc.
- Link from your City and portal website to a “Made Together in Cocoa” site that features all of the different handmade items along with the creator’s name and business information and the back story of the item.
- Give businesses that make handcrafted items a window decal or slick that reads “Part of the Made Together in Cocoa Network” or “Proud Partner in Making Cocoa Together”.
- Provide stickers for any products that consumers can buy that read “Made Together in Cocoa”.

Convince private sector businesses to get involved

Identify and communicate opportunities for different businesses and large employers to develop partnerships and get involved. For example approach building material leaders to help integrate the brand through your infrastructure with branded sidewalks and cross walks. (Your logo shape and some Village architecture with a similar shape could be translated into interesting branded pavers.) Cocoa is home to large employers Brewer Paving & Development and Cemex. Gather branding team creative minds and brainstorm with your private sector on how to involve individual businesses or sectors.

Brand ribbon cuttings

Make a production out of new business development and new business openings in Cocoa – large and small. Brand the shovels for groundbreaking by painting handles and using ribbons in the brand color palette. Display a banner or erect a sign using the brand logo with “Let’s Work. Together”. Do the same for ribbon-cuttings. Supply plaques, certificates and pictures to participants in these kinds of events. The mementos should also carry the positioning line.

Brand your prospect recruitment package

Create a high-end updated economic development recruitment package that focuses on all the ways that Cocoa can work together with businesses to build profits. One approach you could take focuses on the idea of “Cocoa Together . . . Strength in Numbers”.

- XX new businesses in 2011
- XX in proposed growth in the next decade
- XX acres of available land
- XX shovel ready sites
- XX colleges feeding the work force
- XX house stock for your employees

Review all retention activities

Make a list of all economic development retention activities currently in place and identify areas of integration for the brand message of working together. This includes communications, ongoing breakfasts or lunches, workshops, Linked In pages, awards, etc.

Send prospects a branded present

Send prospects a premium item that reminds them in a creative way of benefits that come from choosing Cocoa. A few ideas:

- Sailboat in a bottle, half of it already constructed with a card reading, “Let’s build. Together” Ties in well with the downtown marina.
- High-end pen and pencil set with a small plaque “Let’s Work. Together.”
- Hammer and nails with a card, “Let’s Work (or Build). Together.”

Offer small business development training

Offer a small business training or incubator program to combat trouble small businesses sometimes have staying viable. Call the initiative “Let’s Grow Small Business. Together.” or “Let’s Thrive. Together.” The Thrive Center could provide start-ups with discounted space, assistance from Chamber resources as well as business plan writing assistance. Partner with the Brevard Community College and develop a comprehensive workforce training and development program. This can be free to business mentorship and incubator inductees. A minimal charge to each business interested can help sustain and support the financial pressure of creating such a program. Unemployed residents can enroll in this program and receive a certification at the end. Work with area businesses to encourage hiring of individuals with the Trained Together certificate. Encourage participation by large businesses in the area by asking CEOs to speak during a speaker series. Offer courses on accounting, business management, human resources, etc.

As part of the program, have area executives comprise a panel of judges to hear start-up business plans in a light-hearted competition. Offer small grants to help get started. The most feasible business plan wins!

Buy in bulk for discounts

Create a “Let’s Buy. Together” program through the County or City ECD entities. Gather likeminded businesses who are in the market for similar items. For example, several small businesses might be in the market for a box-truck for light shipping needs. Instead of one small business having to purchase such a large ticket item, leverage the finances of several businesses in a partnership to purchase the box-truck together. Other items could be included in this program. For example, area restaurants could partner together and purchase items such as lettuce or paper towel in bulk at a discounted rate. Businesses could partner and purchase office supplies together.

Similarly, businesses can band together on human resources investments such as marketing, finance, public relations, etc.

Private label Cocoa’s version of Craigslist

Develop a “Let’s Work. Together” job help site that connects businesses, organizations or individuals that need a job or task performed with the individuals who are looking for work.

Encourage cooperative thinking

Create a “Let’s Work. Together” competition between area businesses. Award the business that exhibits the best collaboration in the workplace with a range of prizes from tax incentives to a free lunch on the ECD entities in the area. A great branded prize could be a team-building adventure, such as a zip-line or other adventure team building exercise.

Pay homage to local connections

Identify and recognize all the products produced in Cocoa that require collaboration from more than one person or business. Two qualify, at least two different touch points, processes or resources should take place within the City of Cocoa (either the source material and the sales outlet or distribution center or two steps within the manufacturing process). Call the program Cocoa Co-mbined. One easy example would be food industry and the Farmers Market.

Provide recognition and visibility for those who support the brand

Develop a designation (and logo) to recognize those businesses, organizations, entities and individuals that support your branding efforts. Partner logos should be featured on the websites of those who are assisting with the brand and on the Cocoa web portal. In addition, produce a recognition award which can be displayed in their place of business. Call the designation “Partner in Cocoa Works Together”. Below are two examples of partner marks, one from Kansas City and one from Columbus, Indiana.



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.

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

- Immediately – North Star recommends that Cocoa focus efforts on growing its inquiry database for both visitors and business prospects. In addition, the city should strive to create a resident database of email addresses
- Six months – North Star's Research Director will conduct an assessment call to outline a plan for measuring brand performance moving forward
- One year – Cocoa will be contacted to determine specific measurement goals including re-measuring awareness and perception of the community amongst intended audiences.

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

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

- Resident and Inquiry Tapestry Profile Who and What Reports update (Community Tapestry Study)
- Economic Opportunity Analysis update
- Community Brand Barometer
- Online Community-wide Survey
- Consumer Awareness and Perception Study

COCOA TAPESTRY PROFILE STUDY

Purpose

A Community Tapestry Study is conducted to understand the target audience's lifestyle in detail. This includes profiling reports for Cocoa residents.

Methodology & Results

Tapestry represents the fourth generation of market segmentation systems that began 30 years ago. This powerful tool classifies U.S. neighborhoods by lifestage and lifestyle in addition to traditional demographics.

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 (100 represents the national average)

Key findings from the Community Tapestry reports allow for greater understanding of your residents and consumer groups. The more you understand about your target audiences, the better you can target your message to them.

Timing

The Community Tapestry Study should be conducted every one-three years.

ESRI ECONOMIC OPPORTUNITY ANALYSIS

Purpose

The Economic Opportunity Analysis is conducted by the Environmental Systems Research Institute, Inc. (ESRI) – a national leader in business information systems and analysis. The information associated with this analysis, including data on Cocoa and select competitive markets, enable data driven decision making and provide supporting evidence for attracting investment into the community.

Methodology & Results

The results from the Economic Opportunity Analysis can be classified into four main reports:

- Market Profile:
 - Economic statistics, demographics and consumer spending data
- Business Summary:
 - Information on supply in a community. Lists numbers of businesses and employees by industry sector
- Retail Goods and Services Expenditures
 - Information on a community's demand. Gives demographic data and lists consumer expenditures by household and sector
- Retail Marketplace Profile:
 - Compares demand with supply within a community.

Key findings from Economic Opportunity Analysis allow for clearer economic picture of your community. Combined with your community's resident Tapestry What Report, you can pinpoint underserved sectors where your community is not meeting demand, and cross-reference those with the activities and habits of your resident base.

Timing

The Economic Opportunity Analysis should be conducted every one-three years.

COCOA COMMUNITY BRAND BAROMETER

Purpose

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

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

Methodology & Results

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

- Would you recommend living in Cocoa to a friend or colleague?
- Would you recommend traveling to Cocoa to a friend or colleague?
- Would you recommend conducting business in Cocoa to a friend or colleague?

More information about the study has been provided in **Appendix J**.

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

Timing

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

COCOA ONLINE COMMUNITY-WIDE SURVEY

Purpose

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

Methodology & Results

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

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

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

Timing

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

CONSUMER AWARENESS AND PERCEPTION STUDY (CAP STUDY)

Purpose

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

Methodology & Results

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

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

Timing

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