

Community Branding:  
*Beyond a Logo and a Line*

**ICMA - 2011**

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## ▶ Today:

- ▶ Broadening the definition of Brand
- ▶ New media and it's relationship with place brands
- ▶ Missing tools in the community brand toolkit:
  - ▶ Brand Platform
  - ▶ Brand Narrative
  - ▶ Brand Behavior
- ▶ Questions

Why brand?

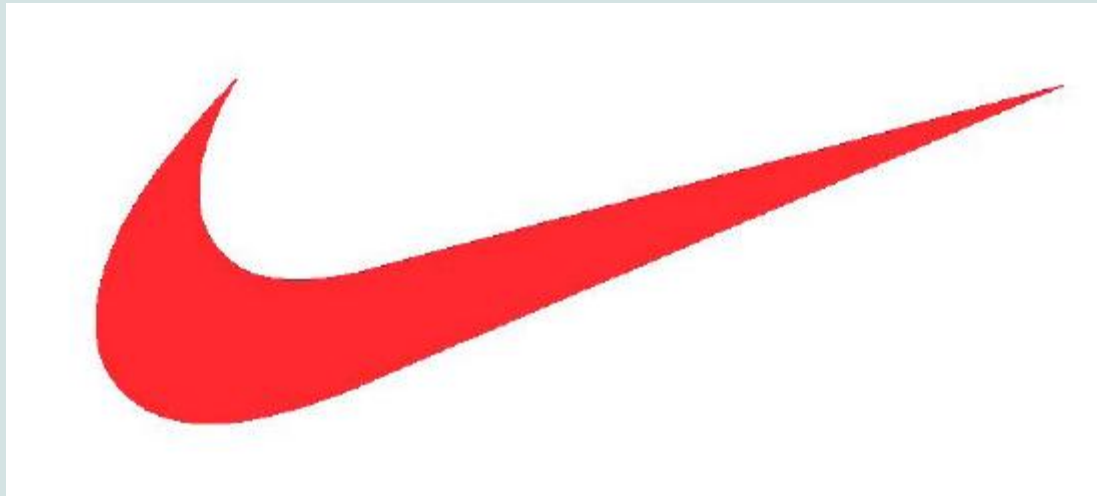
A great brand means never having to justify your prices...



...or explain yourself...



...or even write your name.



A great brand signals who's the best...



...gives you a competitive edge...





...a public face...



accenture

NORTH STAR  
DESTINATION STRATEGIES

...and a legacy that endures.



➤ “Your brand is what they say about you when you’re not around.”

▶ **Every community has a reputation.**

➤ **Would you rather have a bachelor party in Las Vegas or Salt Lake City?**

➤ **Would you rather take a beach vacation in Maui or the Jersey Shore?**

▶ Would you rather sample wine in Sonoma or Detroit?

- Every community has a reputation.
- Not every community understands what their reputation is.
- Not every community understand what to do about it.



- ▶ 71% of capital investment deals did not involve an initial contact with any development organization until a short list of potential location options for investment had been created.
- ▶ That means that 71% of the time, your community's reputation is what gets you on a shortlist.

➤ “Your brand is what they say about you when you’re not around.”

➤ “Branding is what you do about it.”

- ▶ **Brand Image:** Your reputation – what they say about you when you're not around.
- ▶ **Brand Identity:** The strategy and expression of that strategy. The core concept of the community, clearly and distinctively expressed.

# Comparison

<b>IMAGE</b>	<b>IDENTITY</b>
Represents other's view	Represents your desire
Looks back	Looks ahead
Passive	Active
Perception	Promise
Already hardwired in the brain	You want to get hardwired in the brain

- ▶ **Brand Image:** Your reputation – what they say about you when you're not around.
- ▶ **Brand Identity:** The strategy and expression of that strategy. The core concept of the community, clearly and distinctively expressed.
- ▶ **Brand Behavior:** Your 3-dimensional brand. Applied to experiences through policy, actions, initiatives and development.

# Comparison

Brand Image	Brand Identity	Brand Behavior
Represents other's view	Represents your desire	The Truth
Looks back	Looks ahead	In the Moment
Passive	Active	Active
Perception	Promise	Proof
Already hardwired in the brain	What you want to get hardwired in the brain	The Synapse Itself

# The 4 P's of marketing

- Product
- Place
- Price
- Promotion

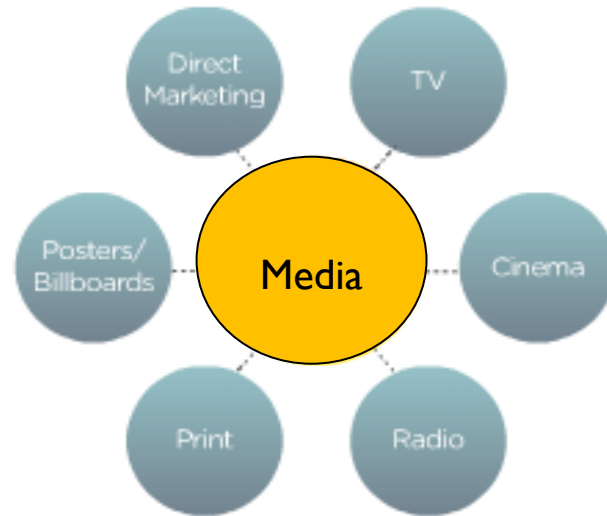


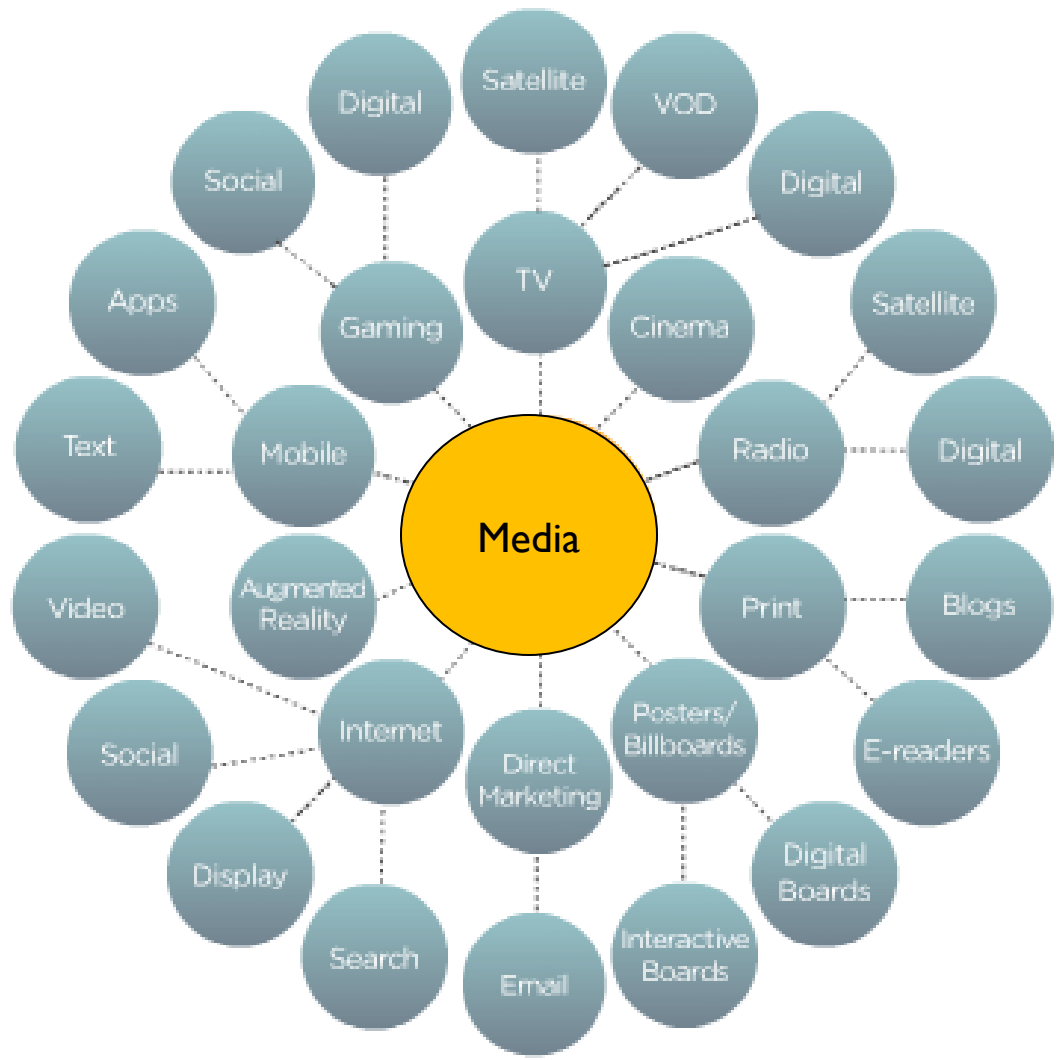
# The 4 P's of Place Branding

- ▶ Politics
- ▶ Politics
- ▶ Politics
- ▶ Politics

# The 4 P's of Place Branding

- ▶ Passion
- ▶ Passion
- ▶ Passion
- ▶ Passion





# Digital Channels have grown...

---



# Social Media Channels have grown...



# the web has become more social

## publisher media



## social media



# New media offers less control....

traditional media

brand in control  
one-way/delivering a message  
repeating the message  
focused on the brand  
educating  
advertiser creates content

social media

audience in control  
two-way/being part of the conversation  
adapting the message  
focused on the audience /adding value  
influencing / involving  
user created content / co-creation





In fact, peers are the most credible source of company/product info

**58%** believe what “a person like me” says about an organization

(up from 51% in 2008)



LEAST CREDIBLE (IN THE US): corporate or product advertising (22% of ages 25-34)

SOURCE: [2008 Edelman Trust Barometer](#)

NORTH STAR  
DESTINATION STRATEGIES



**Peer recommendation isn't just influential.  
Trust and distrust are widely shared.**

**56%** of those aged 35-64 and **63%** aged 25-34 were “likely to share their opinions and experiences about companies they trust or distrust on the web.”\*

\*SOURCE: 2008 Edelman Trust Barometer

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## New Media

## Communities

**Highly Complex Environment**



**Highly Complex Product**

**Low Control**



**Low Control**

**Trust Peer Voices**

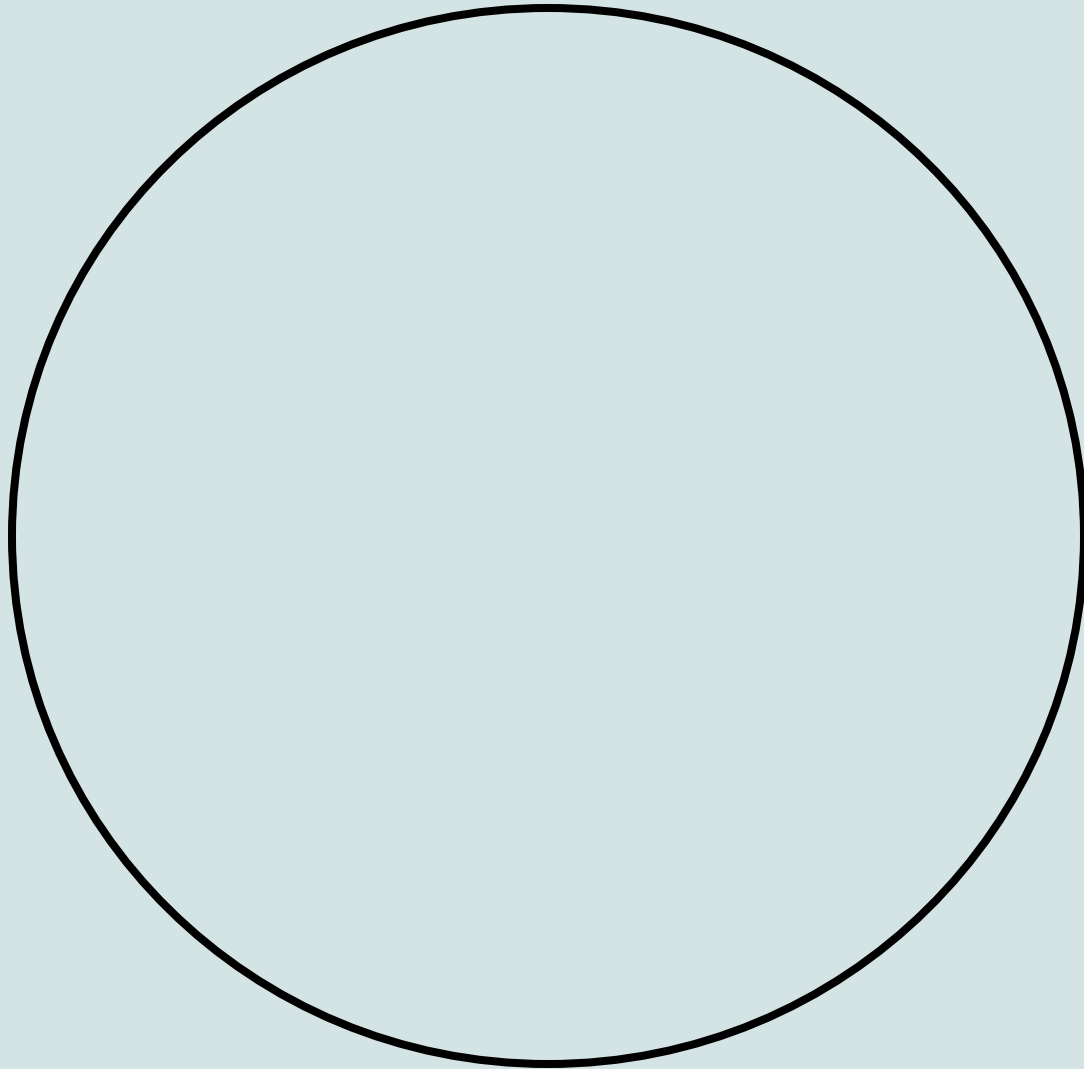


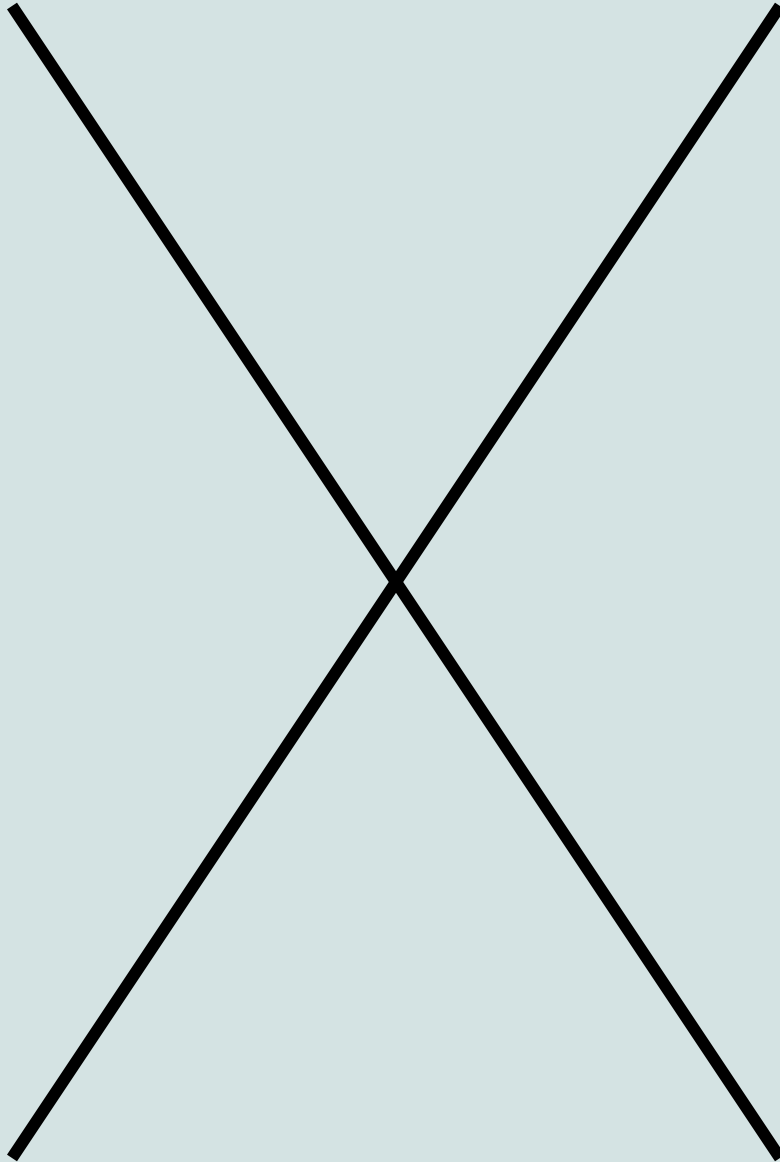
**Have an Abundance of Peer Voices**

**People are Media**

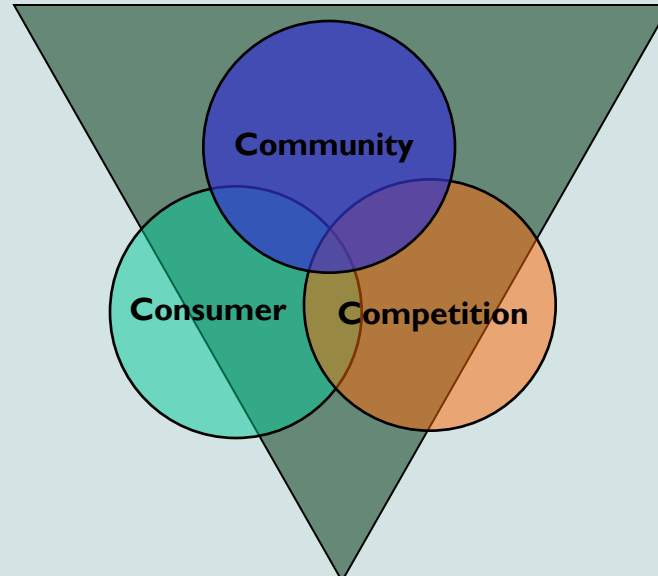


**Have an Abundance of Passionate People**

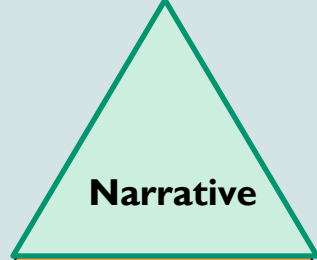




**Research**



**Brand Platform**

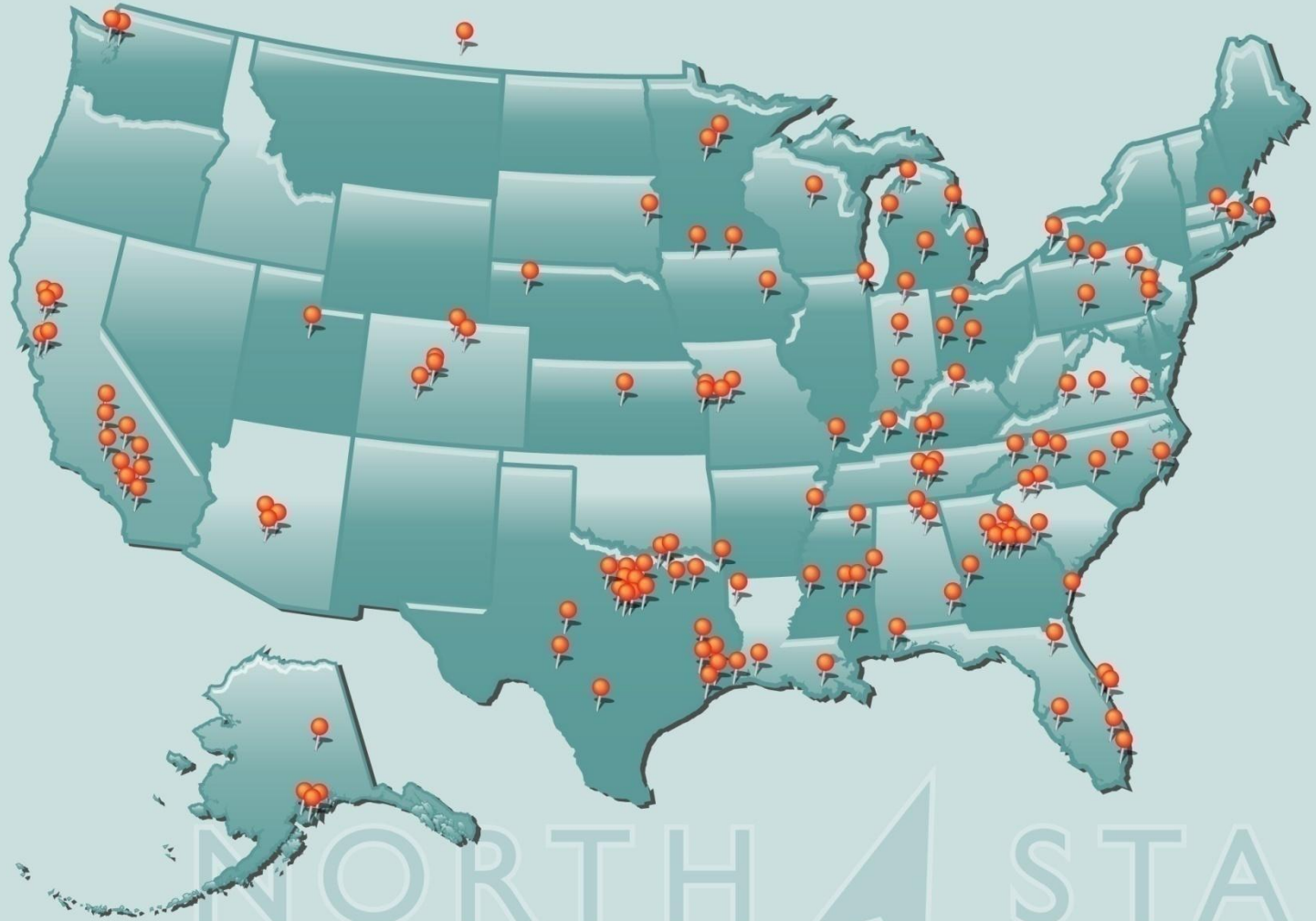


**Creativity**



## ★ **Branding serves communities by:**

- ★ Gaining a true understanding your communities reputation in a rigorous and scientific fashion
- ★ Collaborating imaginatively, effectively and openly with business and civic society to agree on a community strategy – a narrative of who this community is, where it is going and how it will get there – which honestly reflects the skills, the genius and the will of the people.
- ★ Maintaining a steady stream of innovative products, services, policies and initiatives in multiple sectors that demonstrates the truth of that narrative – and shining a light on this activity through effective, creative communications.



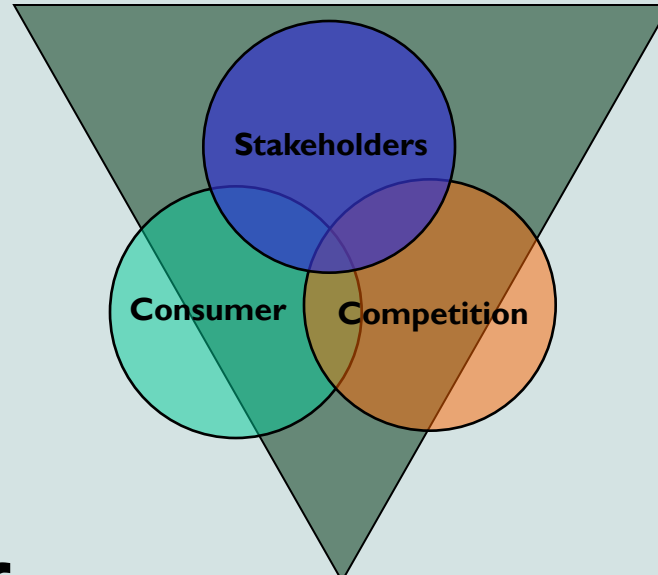
NORTH  STAR



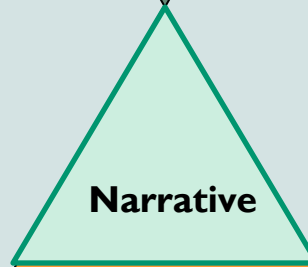
## **3 tools most often missing from a community's marketing tool box...**

- ▶ **Brand Platform**
- ▶ **Brand Narrative**
- ▶ **Brand Behavior (symbolic action)**

**Research**



**Brand Platform**



**Creativity**



# Dayton Brand Platform

- Target Audience:** For people who value discovery and Midwestern traditions
- Frame-of-Reference:** Dayton, Ohio is a city with a rich history of invention
- Point-of-Difference:** has created a culture of innovation
- Benefits:** promising a progressive future with character.

**DAYTON  
PATENTED®**

*originals wanted*



# court success.

DAYTON  
PATENTED®  
originals wanted

**Mike Jordan:** Dayton entrepreneur  
specialty sports manufacturer

Wanted: Original Thinkers.

For business entrepreneurs large and small, Dayton is a city where originality has always been rewarded with success. From special tax programs and startup assistance to financing packages and a downtown business partnership that makes things work, Dayton is the place to grow your brand – and a healthy bottom line.

Looking for a location to make your business work? Give Downtown Dayton the green light, and see what the city who patented innovation – can do.

For more information, contact John Brown at the City of Dayton, xxx-xxxx, and get the ball rolling.

**Dayton ... originals wanted.**

[daytonoriginals.org](http://daytonoriginals.org)



# build your future.

Byron and Chad Williams: Dayton residents enjoying a special moment

**DAYTON  
PATENTED®**  
originals wanted

Wanted: Hometown Originals.

For families looking to build on a solid foundation to singles looking for uptown style, Dayton is the place to call home.

In fact, you might say Dayton patented the idea of eclectic neighborhoods. From hi-tech lofts in the Terra Cotta District to painted ladies in South Park to period rebuilds in Wright-Dunbar.

Want historic charm? We got it. Cosmopolitan flair? Ditto. How about a place where everybody knows your name? It's all right here.

For more information on building a future in Dayton, contact John Brown at the City of Dayton, xxx-xxxx, and get moving.

**Dayton ... originals wanted.**

[daytonoriginals.org](http://daytonoriginals.org)

**DAYTON  
PATENTED®**  
originals wanted



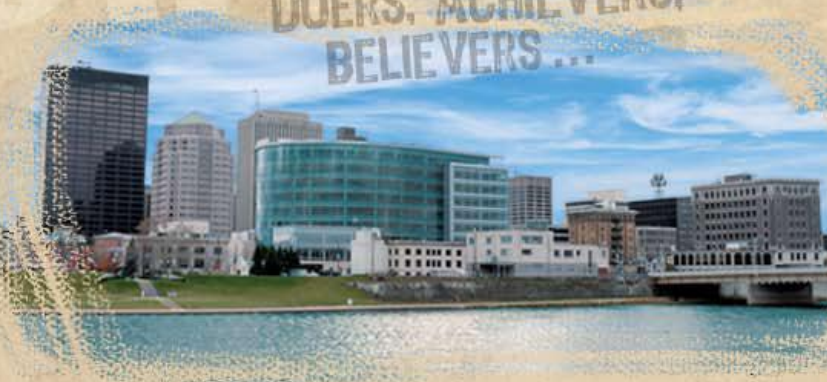
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## DO YOU KNOW ONE ?

The city of Dayton is full of originals - past and present. Some are as clear and evident as the Wright brothers, Tech Town, or our unique historic districts. Others are modest, like the neighbor, student or business owner who is passionate about making a difference in our community.

A key element of our new "**DAYTON PATENTED. ORIGINALS WANTED.**" branding campaign is highlighting the many city originals who are shaping Dayton's future. We want their story to help tell Dayton's story.

HOME OF  
CREATIVE THINKERS,  
DOERS, ACHIEVERS,  
BELIEVERS ...



[CLICK HERE TO NOMINATE AN ORIGINAL](#)



• A PROUD •

# DAYTON ORIGINAL

The Dayton City Commission Recognizes

# CARESOURCE

For perpetuating Dayton's legacy as a home of  
**CREATIVE THINKERS, DOERS, BELIEVERS and ACHIEVERS.**

DAYTONORIGINALS.ORG

The city of Dayton is renowned for its legacy of invention, innovation and inspiration. Dayton has been, and is, a catalyst for creativity. For originality.

Dayton's creative nature has touched people's lives in countless ways, including art, architecture, science, education and industry. The city continues to attract, welcome and reward originality – in thought, in deed and in character. The result is a community energized not by the status quo, but by what can be.

Just as Dayton's rich history was forged by unique people and ideas, Dayton's future rests with those, like you, who are bold enough to be...Original!



### With Appreciation & Best Wishes

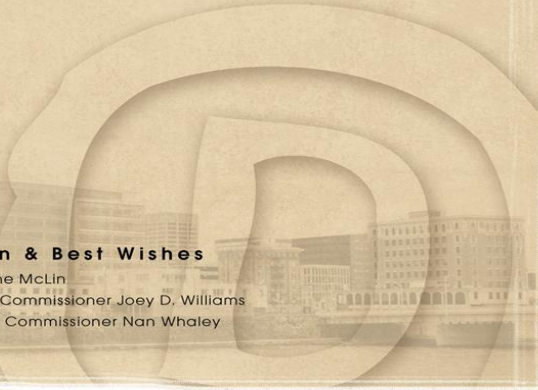
Mayor Rhine McLin

Commissioner Dean Lovelace

Commissioner Joey D. Williams

Commissioner Matt Joseph

Commissioner Nan Whaley





original people | original place

A GREATER  
DOWNTOWN  
DAYTON

original plan



# Shawnee Brand Platform

Target Audience: For people who appreciate genuine quality

Frame-of-Reference: Shawnee (in prestigious Johnson County) is the best value suburb of Kansas City

Point-of-Difference: where a heritage of nourishing new beginnings continues

Benefits: so that every day offers fresh opportunity

Good Starts Here.



SHAWNEE

CITY OF SHAWNEE









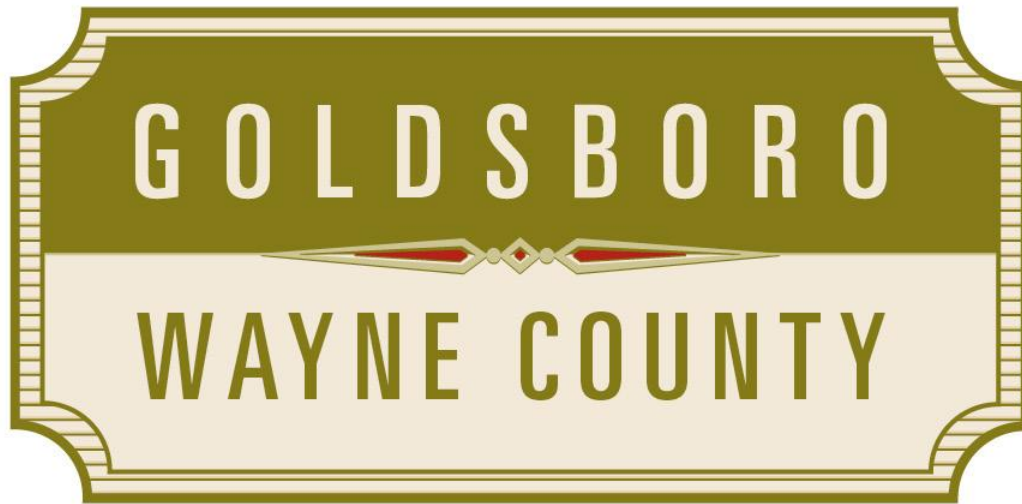
From affordable real estate and a thriving community to a rich history of new beginnings, you'll find everything you need to make even your biggest plans come to life. Shawnee, Kansas. Good starts here.





# **Goldsboro/Wayne County, NC Brand Platform**

- Target Audience:** For families who appreciate small-town Carolina living
- Frame-of-Reference:** The Goldsboro-Wayne County area is a rural and historic piece of Eastern Carolina
- Point-of-Difference:** where life is built on the idea of spirited service
- Benefit:** so you live a life of true value.



GOLDSBORO

WAYNE COUNTY

GOLDSBORO  
WAYNE COUNTY

Why Does My Family Love Living Here?  
Let me count the ways.

4  
GENEROUS  
COMMUNITY

5  
ABUNDANT  
LOCAL PRODUCE

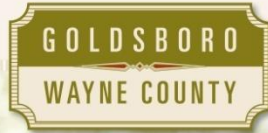
3  
CARING  
FRIENDLY  
NEIGHBORS

2  
GREAT  
HEALTHCARE

1  
WHAT'S NOT TO LOVE?



Lenditatur serrum quidell itibus volupta tiuntis modisciet, verrovid ma nestis esti cus volores is acerfero tes abores doluptatur sum remObisquis ni  
Lenditatur serrum quidell itibus volupta tiuntis modisciet, verrovid ma nestis esti cus volores is acerfero tes abores doluptatur sum remObisquis ni  
Whether you're seeking exhilarating fun or a relaxing hideaway, you'll find it in Goldsboro. **THE COMMUNITY YOU CAN COUNT ON.**



## Why Does My Family Love Visiting Goldsboro?

Let me count the ways.

5

PERFECT FAMILY  
GET-AWAY

4

FESTIVALS  
GALORE

3

RICH IN  
HISTORY

2

ALL STARS  
FAMILY FUN  
CENTER

1

IT'S THE NATURAL CHOICE

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Whether you're seeking exhilarating fun or a relaxing hideaway, you'll find it in Goldsboro. **THE COMMUNITY YOU CAN COUNT ON.**

GOLDSBORO  
WAYNE COUNTY

Why did I Chose to Open my Shop Here?

5

AFFORDABLE LEASE

3

BIG HEARTED  
PEOPLE

2

REVITALIZED  
DOWNTOWN

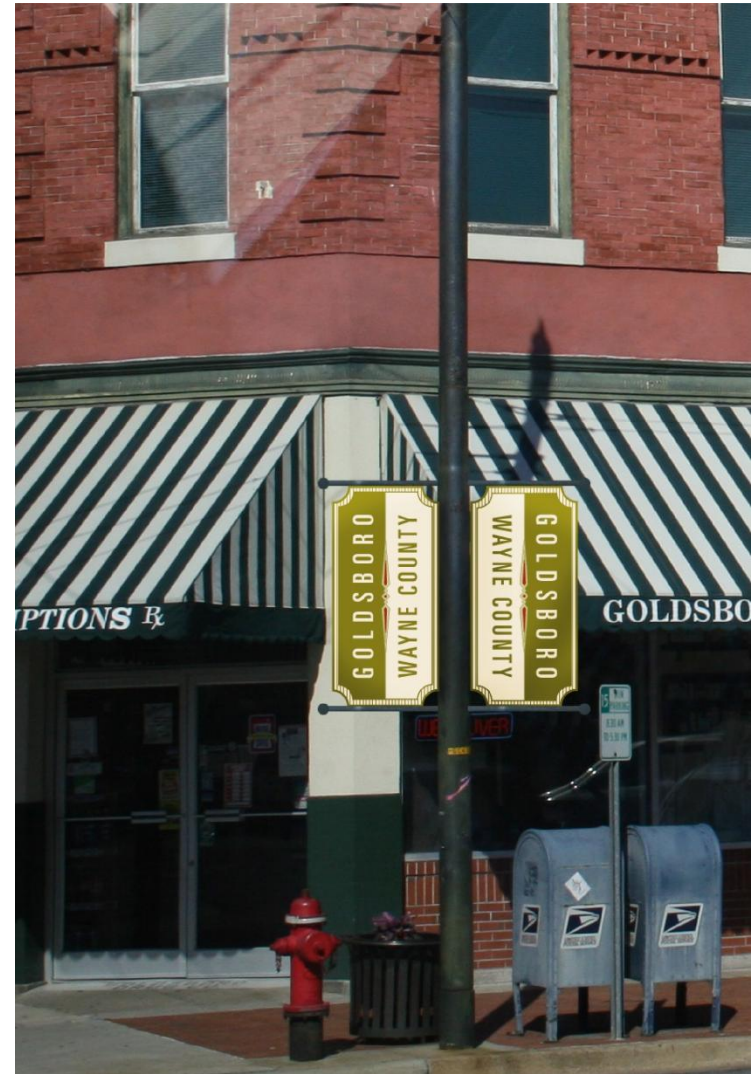
4

SUPPORTIVE  
CHAMBER

1

THE BOTTOM LINE ADDS UP

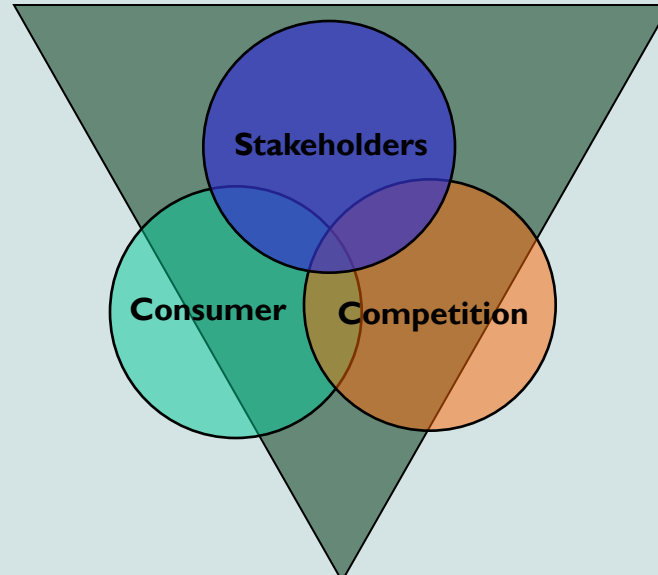
Lenditatur serrum quidell itibus volupta tiuntis modisciet, verroid ma nestis esti cus volores is acerfero tes abores doluptatur sum remObisquis ni  
Lenditatur serrum quidell itibus volupta tiuntis modisciet, verroid ma nestis esti cus volores is acerfero tes abores doluptatur sum remObisquis ni  
Whether you're seeking exhilarating fun or a relaxing hideaway, you'll find it in Goldsboro. **THE COMMUNITY YOU CAN COUNT ON.**







**Research**



**Brand Platform**

**Narrative**

**Creativity**



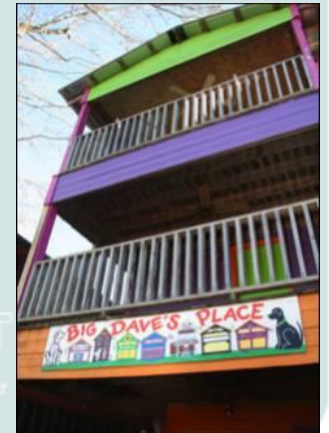


# Mississippi





# Mississippi



# Insights to Inspiration Mississippi

## ***Strategic Brand Platform***

*Target Audience:*

**For those who appreciate authentic people  
and places**

*Frame-of-Reference:*

**Mississippi is the most southern state**

*Point-of-Difference:*

**and the mother of southern  
culture...yesterday, today and tomorrow.**



# Find Your True Blues

Until you've sat in the dark and smoky Saturday night audience of a real juke joint can you hear the real blueness of the blues or feel just how tired, just how lonesome, just how broken-hearted a man or woman can be. Hear true blues in the true birthplace of America's music—the real, authentic Mississippi Delta. It's playing all the time at Po' Monkeys, Club Ebony, and all the tiny holes-in-the-wall here in Mississippi, the only place in the world to find your True South.



VISITMISSISSIPPI.ORG 1.866.SEEMISS (733.6477)

## Enter to win photo contest!

Details about current contests or competitions go here. Enter to win.  
With instructions about how to find your way to the landing page or find more information.



# Find Your True Stories

One of Mississippi's Pulitzer Prize-winners, Eudora Welty, said, "One place understood helps us understand all places better." And Nobel Prize-winning writer William Faulkner said, "To understand the world, you must first understand a place like Mississippi." Immerse yourself in the richest of southern literary traditions. Experience the birthplaces and backgrounds that have inspired the many characters, places and events brought to life by the wealth of Mississippi authors, playwrights and poets who have enthralled us for generations. This is the place where so many creative people have found their peace, their comfort and their passion. And this place, Mississippi, is the center of the world when it comes to finding your True South.



VISITMISSISSIPPI.ORG 1.866.SEEMISS (733.6477)

## Enter to win photo contest!

Details about current contests or competitions go here. Enter to win.  
With instructions about how to find your way to the landing page or find more information.



# Find Your True Towns

Ghost towns like Rodney, where a civil war cannonball rests in the wall of a deserted church. Historic towns like Natchez, once the wealthiest town in the nation. Towns with funny names like D'Lo, Panther Burn and Hot Coffee. And super-towns like Oxford, where the center of the universe is the town square that has changed very little since the days when William Faulkner worked at the Post Office. Everyone here, locals and visitors alike are having the time of their lives at the great book store, the fabulous restaurants, the interesting shops and life itself in one of the best towns on earth to find your True South.



VISITMISSISSIPPI.ORG 1.866.SEEMISS (733.6477)

## Enter to win photo contest!

Details about current contests or competitions go here. Enter to win.  
With instructions about how to find your way to the landing page or find more information.







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### What's Happening

RIGHT NOW MUSIC TRAILS TIME TO EAT JAM OUT GET OUTSIDE

FAVORITES

IF YOU LIKE OUR BLUES

## YOU'LL LOVE OUR GREENS

Come and take a swing at one of our many award winning golf courses.

FIND OUT MORE



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8,815 people like visitmississippi.org



Facebook social plugin



### Latest Tweets

4/25/10 Celebrate food, music and art @ the 2010 Annual Roadside Festival in Oxford, MS. <http://www.roadsidefestival.com> #MS #RoadsideFestival

RT @Mississippi: We are going to have a Hoppin' good time at the @Tunica RiverPark Egg Hunt this weekend! <http://tunicapark.com> #EggHunt #Tunica

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5,816

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Likes

See All



**City of Bay Springs, Mississippi**



**Social Media Tourism Symposium**



**The Attic Vintage Clothing & Atticville.com**



**Nike Running**

## visitmississippi.org



Local/Travel



Wall

visitmississippi.org · Top Posts ▾



## visitmississippi.org

Take me out to the ballllll game! That's right, baseball season's in full swing, so why not enjoy the gorgeous spring sunshine and check out a game? Our own minor league stars, the Mississippi Braves, play through September at Trustmark Park in Pearl, Mississippi. Check out ticket & scheduling information here: <http://visitmississippi.org/poi-details.aspx?point=6602>

**Mississippi - Find your true south**

visitmississippi.org

So much to see and do—indoors, outdoors, over land and over sea. Break out the compass and Find Your True South in Mississippi.

about an hour ago · Share

Carl Woody Woodard likes this.



## visitmississippi.org



Looking for a little excitement in your life? There's nothing like some good gaming to get your blood flowing. So why not plan a weekend getaway to one of Mississippi's 24/7 casino resorts? From riverboat gambling to Biloxi's coastal resorts, you'll find all the fun you're looking for. <http://www.visitmississippi.org/gaming.aspx>

**Mississippi Gaming & Mississippi Casinos - Mississippi - Find your true...**

www.visitmississippi.org

Mississippi gaming ranks among the best in the world, so explore our exciting Mississippi casinos scene right here! From Tunica to Biloxi, we have...

22 hours ago via HootSuite · Share

3 people like this.

# Brand Action Ideas

## Reframe Mississippi's Bicentennial in 2017

with a statewide “Homecoming of the South”. Partner with the state’s matriarchs (literal and figurative) to invite all Mississippi children home to their true south.



Wednesday, April 13, 2011

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The Student Printz

## Racism in Mississippi: an outside view

By Samantha Schott

Published: Tuesday, October 27, 2009

Updated: Tuesday, October 27, 2009 11:10

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From the outside looking in, Mississippi appears to be evolving more slowly than other states in the area of race relations.

Some say this slow journey toward acceptance may just be a stereotype; others blame the state's history. USM professor of black studies, Curtis Austin, says the media could be weighing the state down.

"The media, from news and radio to TV and the film industry, has falsely depicted Mississippi as this racist backwater where social issues remain unchanged since the time of slavery and segregation."



What we, both blacks and whites, have to do is be willing to face the truth and then be willing to reconcile after that truth is made known," he said. "However, as long we pretend that we live in some kind of fantasy world now being labeled as a post-racial society based on the election of a half-white president, we will continue to fool ourselves."

Facebook Comments

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Jonathan Andrews Apr 12

To blanket an entire state in the cloak of bigotry based on stereotypes borders on bigotry itself. Yes, Mississippi has its bigots. It also has many loving, open-minded, generous residents who see their neighbors for who they are not the color of their skin. Because these people are not "TV or headline worthy" they don't often reach the public eye. But they are Mississippi's true south. In the words of one of Mississippi's most famous children, "To live anywhere in the world today and be against equality because of race or color is like living in Alaska and being against snow." ~William Faulkner, Essays, Speeches and Public Letters

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Networker Superuser Moderator

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**License Plate Honoring KKK Leader Proposed In Mississippi**  
Read More: Mississippi Kkk Leader, Mississippi License Plate, Mississippi Kkk License Plate, Mississippi, Kkk, Politics News

 Like  Be the first of your friends to like this. **1,048** **97** **69**  
**Kim Parker**  share  tweet  email  
Commented 2 months ago in Politics  
**1,663**  
**"Ah Mississippi. The armpit of the nation. Ignorant rednecks. I am a southerner and these people are a national embarrassment."**

[Previous Comment](#) [Next Comment](#)

 **dwhomesouth** 10:07 PM on 2/25/2011   
206 Fans  
Don't be vicious! Come visit! Tuck into a plate of our fried chicken, biscuits and Mississippi mud pie. Sweat and sway to our authentic blues rhythms. Walk through the house where Faulkner penned some of his finest works. Be charmed by our quirky seaside art enclaves. Cheer your team on in the Ole Miss football stadium (as long as your team is the Rebels). Or test your luck at the casinos. After all that, if you still have a negative view of Mississippi, I'll kiss my cousin!

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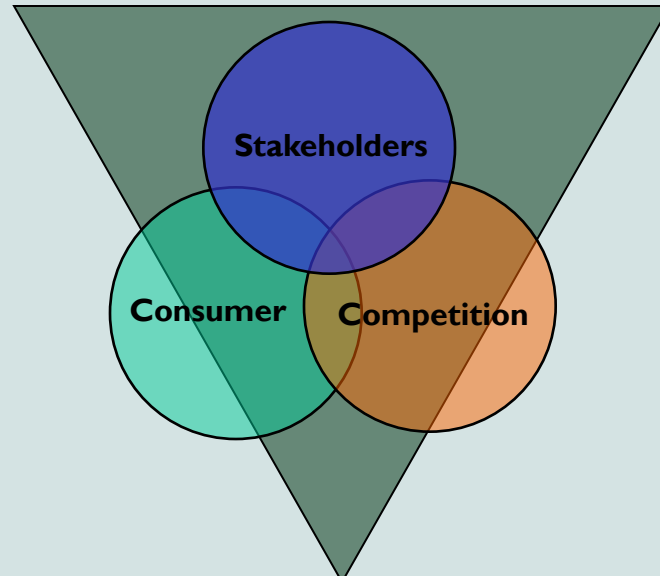
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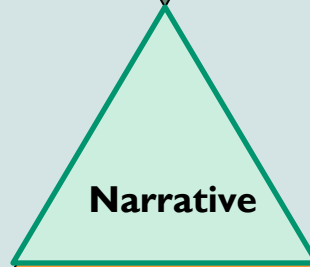
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 Recommend **12K**
-  **AOL Jobs: Undercover Boss**

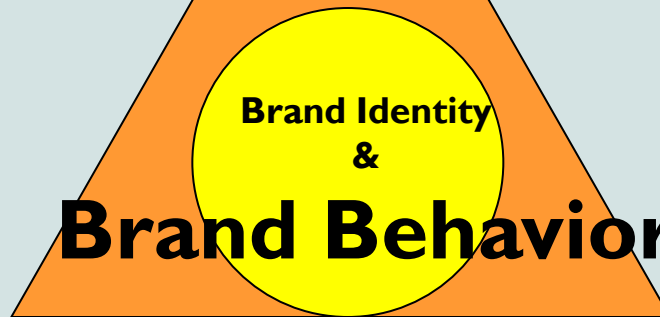
**Research**



**Brand Platform**



**Creativity**



# Columbus, IN Brand Platform

**Target Audience:** For people seeking a small and innovative Midwestern community

**Frame-of-Reference:** Columbus is an architecturally significant community within the Indianapolis, Louisville, and Cincinnati triangle

**Point-of-Difference:** where an environment of excellence creates an uncommon atmosphere

**Benefits:** that inspires you to shape your world





**columbusindiana**  
unexpected.**unforgettable.**



**columbus**  
indiana  
economic  
development  
board



**columbusarea**

---

**visitors**  
C E N T E R

---

  
columbusindiana  
unexpected.unforgettable.

1234 MAPLE STREET | COLUMBUS, INDIANA 46201

  
columbusindiana  
unexpected.unforgettable.

1234 MAPLE STREET | COLUMBUS, INDIANA 46201  
812-666-1212 | FAX: 812-555-1212 | 800-666-1212 | UNEXPECTEDCOLUMBUS.COM



columbusindiana

unexpected.



### welcome

Welcome to our city Web site resource center. A convenient way for you to connect with the many city services, groups, and organizations that make Columbus a vibrant and vital city.

For those who are connecting to the lives of our residents, to the young people who are expanding their opportunities, to businesses looking to build or relocate, and to visitors who have yet to experience our hospitality, we welcome you to Columbus. Unexpected. Unforgettable.

### Entertainment and Tourism

#### **Columbus Area Arts Council**

Lore magnisim in ex eraessim quissit delis ad modoloreet nit aliquat, quate coreet nulla feugait dolut exero od tin heniat.

#### **Columbus Visitors Bureau**

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#### **Columbus Parks and Recreation**

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#### **Scottish Festival**

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### City and County Government

#### **City of Columbus**

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#### **Columbus Police Department**

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#### **Columbus Animal Shelter**

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#### **Columbus Municipal Airport**

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#### **Columbus Transportation**

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#### **Bartholomew County Council**

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### Business and Economic Development

#### **Columbus Economic Development Board**

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#### **Columbus Chamber of Commerce**

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#### **Columbus Young Professionals**

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### Civic and Historical

#### **Historic Columbus**

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#### **Columbus Architecture**

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### Health and Education

#### **Columbus Regional Hospital**

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#### **IUPUI Columbus**

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#### **Community Education Coalition**

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#### **Bartholomew School Corporation**

Lore magnisim in ex eraessim quissit delis ad modoloreet nit aliquat, quate coreet nulla feugait dolut exero od tin heniat.

### sign up

Looking for the unexpected? Sign up for e-mail alerts for unforgettable events in and around Columbus. [Click here](#)

### quick links

[City Government](#)

[Travel/Tourism](#)

[Business](#)

[Architecture](#)

[Education](#)

[News](#)



ARCHITECTURE & ART



Photo By: Milestone Contractors

GARDENS & LANDSCAPING



Photo E

SHOPPING



SPORTS



FAMILY ACTIVITIES



Photo By: The

- Unforgettable Events Calendar
- Sleep
- See & Do
- Eat & Drink
- City Tour Options
- Request Information
- Maps & Directions
- Only in Columbus
- Girlfriends Getaway
- Sports Tournaments & Events
- Discover Columbus Packages
- Subscribe to Newsletter
- Community Resources and Relocation
- Festivals & Special Events
- Contests and Giveaways

## GOLF PACKAGES



Stay and Play in Columbus, Indiana!

Otter Creek, with 18 holes designed by Robert Trent Jones and nine holes designed by Rees Jones, ranks among the top 35 public courses in the U.S. [www.ottercreekgolf.com](http://www.ottercreekgolf.com)

Timbergate, designed by Fuzzy Zoeller and Clyde Johnson, appeals to experienced players as well as higher handicappers.

Order a





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a message from *Fred Armstrong* Mayor of Columbus

We invite you to scroll through our website to learn more about the city of Columbus – the architectural capital. Located just south of Indianapolis in Bartholomew County, Columbus is a dynamic edge city with award-winning schools, thriving businesses and family-oriented neighborhoods. The city is committed to preserving its vitality through controlled expansion and prudent planning.

Search [columbus.in.gov](#) >

Site Search

[City Jobs Now Available](#)

#### NOTICE OF PUBLIC MEETING

COUNCIL CHAMBERS  
WEDNESDAY, MARCH 12, 2008, 8:00 A.M.  
DISCUSSION OF PROPOSED ZONING ORDINANCE

#### State of the City Address

Mayor Fred Armstrong gave the annual State of the City address on February 5, 2008.



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**Claude Reeves wins annual Bad Hair Day contest**

**Shape Your World Brand Galvanizing Festival**



**Cell Phone Tour of 7 Architectural Gems**

**Resident recognized for "shaping" their yards**



**branded bike racks provided to businesses**

**Laboratory of Design Tour**



**Annual Unexpected Unforgettable Citizen Awards**



**Local Volunteer models Columbus's own Chuck Taylor "Chucks"**

**City shapes the Interstate with bridge architecture**



**Developer leverages brand in downtown mall playground**



**Airport Design developed with Brand in mind**

# Providence, RI Brand Platform

Target Audience: For those seeking depth and perspective

Frame-of-Reference: Providence, Rhode Island is a vibrant northeastern city

Point-of-Difference: where original thinking is expansive

Benefits: so you are free to create...





**PROVIDENCE** THE CREATIVE CAPITAL



# ENTREPRENEURIAL

**PROVIDENCE** THE CREATIVE CAPITAL

unlock the door to your business at [www.providenceplanning.com](http://www.providenceplanning.com)

David N. Cicilline, Mayor



# EPICUREAN

**PROVIDENCE** THE CREATIVE CAPITAL

start your culinary adventure at [www.providencecreativecapital.com](http://www.providencecreativecapital.com)

David N. Cicilline, Mayor



# EMPRESARIO

**PROVIDENCE** THE CREATIVE CAPITAL

unlock the door to your business at [www.providenceplanning.com](http://www.providenceplanning.com)

David N. Cicilline, Mayor



# OPENING NIGHT

**PROVIDENCE** THE CREATIVE CAPITAL

Nam vel leo at elit tempor luctus at [www.providencecreativecapital.com](http://www.providencecreativecapital.com)

David N. Cicilline, Mayor



# IMPROVISE

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PROVIDENCE THE CREATIVE CAPITAL



# INESPERADO

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PROVIDENCE THE CREATIVE CAPITAL



OPPORTUNITY KNOCKS

PROVIDENCE THE CREATIVE CAPITAL











City of Providence  
Department of Planning  
and Development

400 Westminster Street  
Providence, RI 02903-3215

401 351 4300 office  
401 351 9533 fax

Thomas Deller  
Director

[www.providenceri.com](http://www.providenceri.com)  
[www.providenceplanning.org](http://www.providenceplanning.org)



**ANN S. GOODING**  
Director of Administration

401 351 4300 office  
401 263 0033 CELL  
401 351 9533 FAX

[agooding.0c8u2@providenceri.com](mailto:agooding.0c8u2@providenceri.com)  
[www.providenceri.com](http://www.providenceri.com)

City of Providence  
Department of Planning and Development  
400 Westminster Street  
Providence, RI 02903-3215

**PROVIDENCE** THE CREATIVE CAPITAL

**PROVIDENCE** THE CREATIVE CAPITAL



City of Providence  
Department of Planning and Development  
400 Westminster Street  
Providence, RI 02903-3215

**PROVIDENCE** THE CREATIVE CAPITAL

David N. Cicilline, Mayor

# P

# PROVIDENCE CITY NEWS

David N. Cicilline, Mayor

PROVIDENCE THE CREATIVE CAPITAL

Issue No. 273 | December 31, 2008 | Providence, Rhode Island



City of Providence  
Office of Mayor David N. Cicilline  
25 Dorrance Street  
Providence, RI 02903  
(401) 421-2489  
[www.providenceri.com](http://www.providenceri.com)  
[citynews@providenceri.com](mailto:citynews@providenceri.com)

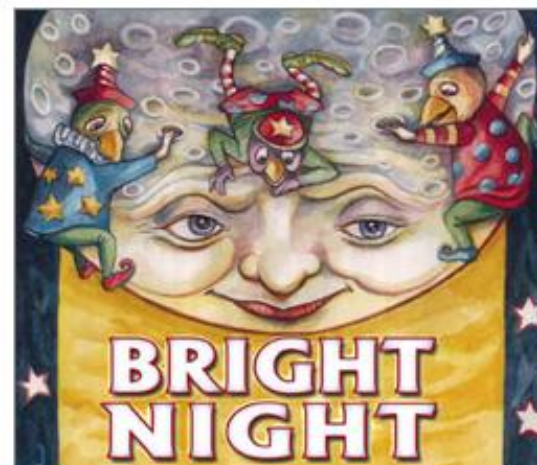
## THIS WEEK IN THE CITY

**ART**  
**CULTURE+TOURISM** [\[more\]](#)

**GALLERY AT CITY HALL** [\[more\]](#)

**PROVIDENCE PARKS** [\[more\]](#)

**AT ROGER WILLIAMS PARK**



submit your own art



# PROVIDENCE THE CREATIVE CAPITAL

*Celebrating innovation and creativity in Providence.*

 [RSS/SUBSCRIBE](#)

SEARCH

### SEE/HEAR:

- [Art and Culture](#)
- [Entrepreneurs](#)
- [Food and Dining](#)
- [Knowledge Economy](#)
- [Neighborhoods](#)
- [Podcast](#)
- [Sustainability](#)

### PARTNERS:

- [Destination Providence](#)
- [WRNI](#)

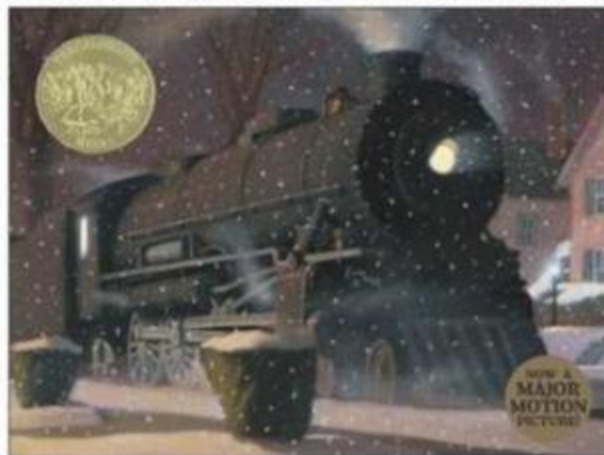
### NEWS / BUZZ

Providence Joins Lineup of Travel + Leisure's America's Favorite Cities  
[Travel & Leisure](#)

[Plan your trip >](#)  
[Learn more about Providence at providenceri.com >](#)

[ART & CULTURE NEWSLETTER](#)

## THE POLAR EXPRESS



### IN THIS ISSUE

#### article by Jan Faust Dane

In a third-story studio on the east side of Providence, in a neighborhood that he describes as looking like “the quiet Midwestern suburb” of his childhood, author Chris Van Allsburg conjures the magical stories that have made him famous worldwide.

[Read More](#)

[Read more about Art and Culture](#)

### PODCAST

Since 1985, AS220 has been at the core of Providence's art scene. From providing performance space... [LISTEN](#)



### ENTREPRENEUR PROFILE

[Abe Dane of Tizra](#)



### NEIGHBORHOOD PROFILE

[WICKENDEN: A True Mixed-Use Community](#)

### WELCOME FROM PROVIDENCE MAYOR DAVID N. CICILLINE

From its earliest days, Providence has been a

submit your own art



# PROVIDENCE THE CREATIVE CAPITAL

*Celebrating innovation and creativity in Providence.*

 [RSS/SUBSCRIBE](#)

SEARCH

**SEE/HEAR:**

- *Art and Culture*
- *Entrepreneurs*
- *Food and Dining*
- *Knowledge Economy*
- *Neighborhoods*
- *Podcast*
- *Sustainability*

**PARTNERS:**

- *Destination Providence*



*Left to right, co-founders David Durand and Abe Dane*

**WELCOME FROM PROVIDENCE  
MAYOR DAVID N. CICILLINE**

From its earliest days, Providence has been a haven for creativity and innovation, and that's no less true today.

**FEATURED IN THIS STORY**

- [Tizra](#)

**ABOUT THIS SITE**

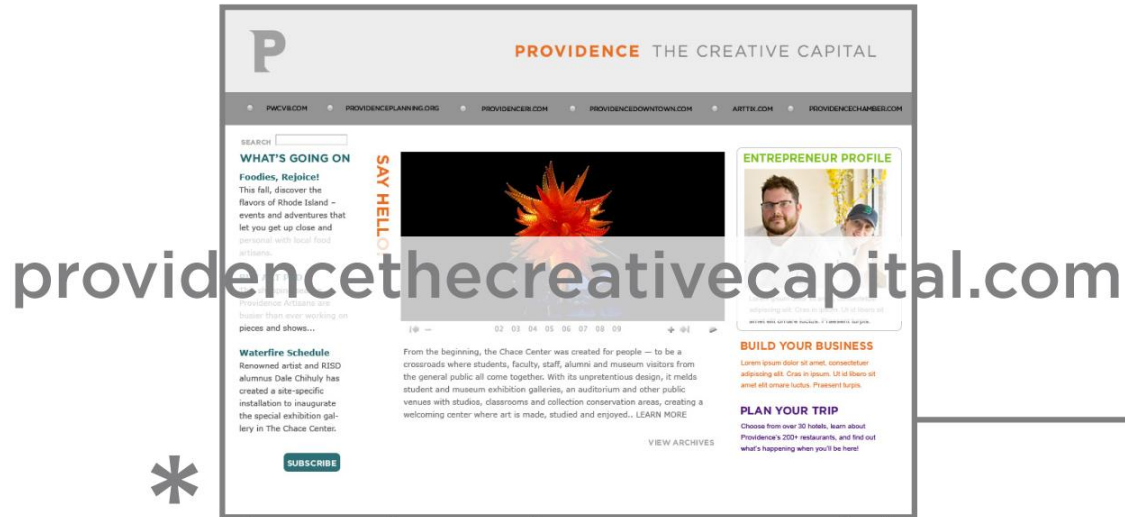
Providence the Creative Capital spotlights the people and businesses that make Providence a wonderful place to live and work together.





# PROVIDENCE THE CREATIVE CAPITAL

how the web portal works



artixri.com  
\*

providence  
downtown.com

providence  
chamber.com

goprovidence.com  
\*

providenceri.com  
\*

providence  
planning.org

(redesigned with  
new colors)

(new design)

(new design)

\* footnote: these sites are to receive a new widget allowing direct cross-linking.





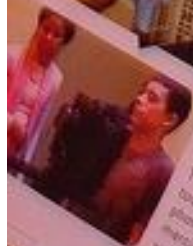




AS220  
CROSS STREET STUDIO

& 5 pins!

Providence artists  
Paul Clancy, photography  
Liz Collins, textiles  
Ben Jones, painter  
Arlene Rose Trivisono, printmaking  
Martina Windelt, jewelry  
providence.com



BUY ART  
PROVIDENCE THE OFFICIAL GUIDE



&  
Collect all 5 pins!

with artwork by Providence artists

Paul Clancy, photography  
Liz Collins, textiles  
Ben Jones, painter  
Arlene Rose Trivisono, printmaking  
Martina Windelt, jewelry

BuyArtProvidence.com





# CREATIVE PROVIDENCE

A CULTURAL PLAN FOR THE CREATIVE SECTOR  
MAYOR DAVID N. CICILLINE






## Get Engaged

Read our  [Creative Providence Cultural Assessment Findings Report \(1.45 MB\)](#) document

Join in on our [Public Conversation](#)  
Sign up for one of our [Events](#)

## Resources at A Glance

-  [Art New England Dec 09 -Jan 10](#)
-  [City of Providence Cultural Plan](#)
-  [Creative Providence Executive Summary](#)

## Upcoming Events

No events

[Home](#)

[Read the Plan](#)

[News](#)

[Cultural Plan Goals](#)

[Mobilize the Sector](#)

[Build Community](#)

[Educate and Inspire](#)

[Nurture Organizations](#)

[Sustain Creatives](#)

Please excuse our appearance as we update our site.

Mayor David N. Cicilline and the Department of Art, Culture + Tourism launched **Creative Providence** to explore the strengths and weaknesses of the capital city's creative ecosystem. The community-wide cultural plan is designed to better position the city to realize its full potential as a creative center and deliver on its promise of innovation and change. Creative Providence will guide public policy, private initiative, and investment over the next ten years.

Download the [Creative Providence Executive Summary](#)

Download the [City of Providence Cultural Plan](#) (full document).

OFFICIAL  
HONOREE

2009  
WEBBY  
AWARDS

# RISD

undergraduate degrees

## Undergraduate Degree Programs

Apparel Design

Furniture Design

Industrial Design

Photography

Foundation Studies

Liberal Arts

Architecture

Glass

Interior Architecture

Printmaking

Drawing

English

Ceramics

Graphic Design

Jewelry + Metalsmithing

Sculpture

2D Design

History of Art + Visual Culture

Film/Animation/Video

Illustration

Painting

Textiles

3D Design

History, Philosophy + the Social Sciences



[VIEW VIDEOS](#)





PROVIDENCE THE CREATIVE CAPITAL



ONE WAY



PROVIDENCE THE CREATIVE CAPITAL



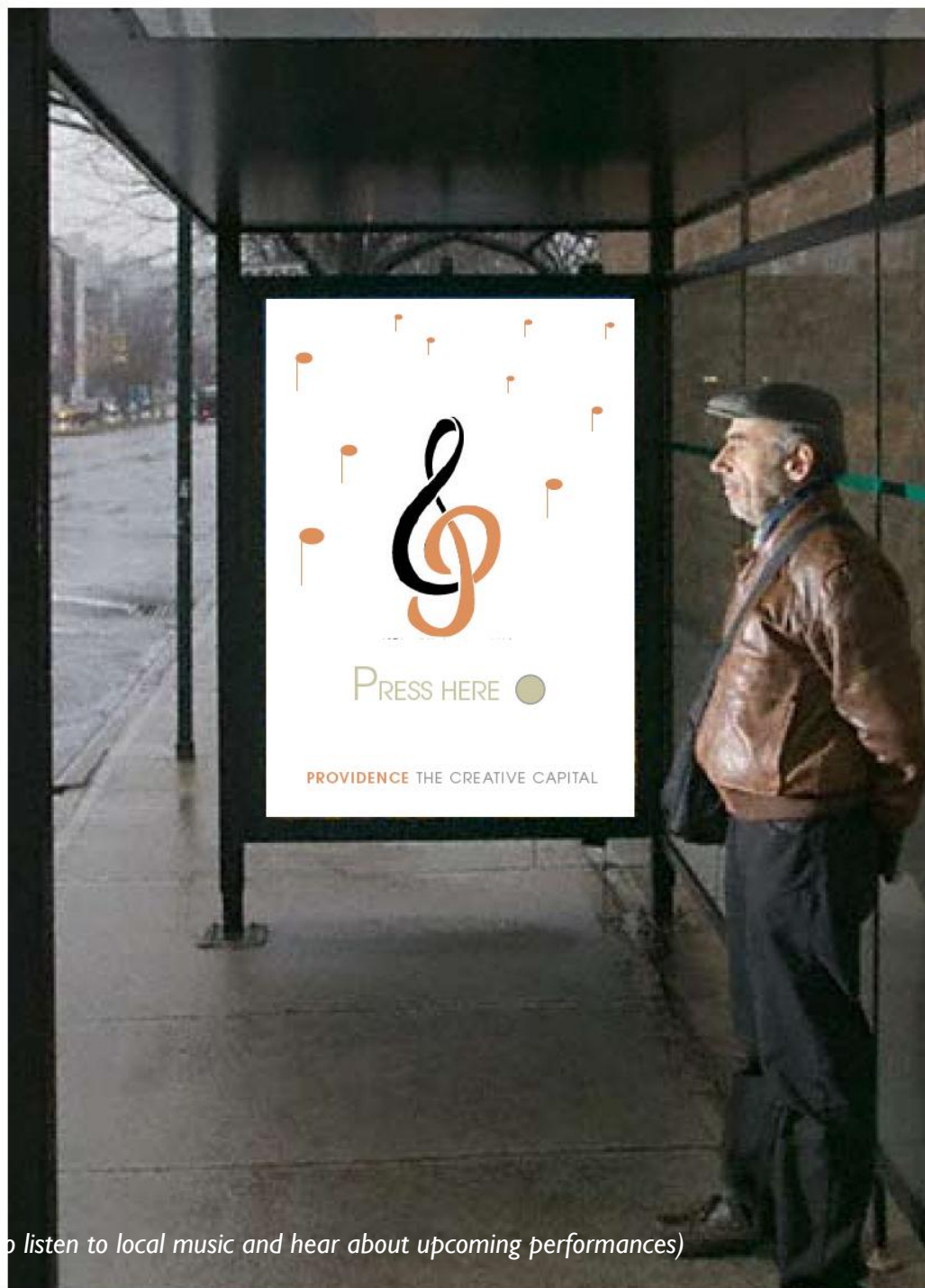
PROVIDENCE THE CREATIVE CAPITAL



PROVIDENCE THE CREATIVE CAPITAL



PROVIDENCE THE CREATIVE CAPITAL



(to listen to local music and hear about upcoming performances)



PLAY

**PROVIDENCE** THE CREATIVE CAPITAL

the zoo at roger williams park beckons. [www.providenceri.com](http://www.providenceri.com)

David N. Cicilline, Mayor



Providence's original "Original Thinker" Roger Williams



Parks and Rec connect



RISDI provides "Original Thinking" each semester



Special Programs Tail



Entrepreneur's celebrated



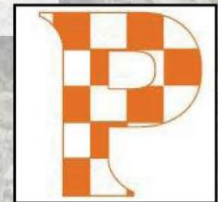
Coffee shops become brand ambassadors



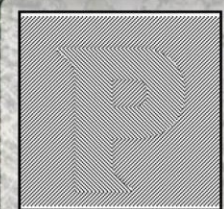
Even trash cans are "free to create"



Environmental Application



Brand drives investment in Business Incubator



# THE WALL STREET JOURNAL.

DOJONES  
A NEWS CORPORATION COMPANY

THURSDAY, MAY 7, 2009 - VOL. CCLIII NO. 106

★★ \$2.00

DJIA 8512.28 ▲ 101.63 1.2% NASDAQ 1759.10 ▲ 0.3% NIKKEI Closed (8977.37) DJ STOXX 50 2094.91 ▲ 1.4% 10-YR TREAS ▲ 2/32, yield 3.152% OIL \$56.34 ▲ \$2.50 GOLD \$910.50 ▲ \$6.80 EURO \$1.3332 YEN 98.26

## In Hard Times, Rhode Island's Capital Hopes New Slogan Proves Providential

Made in Nashville, Logo Extols City's Creativity; Peoria (Not That One) Tries to Rebrand, Too

BY PHILIP SHISHKIN  
AND JENNIFER LEVITZ

PROVIDENCE, R.I.—A big "P" popped up on posters on busy downtown streets here late last year, and it had nothing to do with parking.

A bright orange P decorates the business card of Mayor David

Cicilline. He is the man who decided that Providence, previously touted as "Renaissance City" but suffering a jobless rate of 11.4%, needed a new image. After a \$100,000 rebranding campaign led by a Nashville, Tenn., marketing firm, Providence proclaimed itself the "Creative Capital," with a stylized P as a logo.



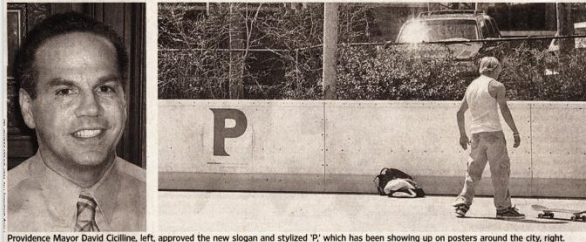
Providence's new brand

"They had to go to Nashville to let them tell us that we are creative," complains Vincent "Buddy" Cianci, the former Providence mayor and radio-show host. He calls the new campaign a waste of money. Mr. Cianci says he didn't pay anyone a penny for the "Renaissance City" tag he gave Providence before he had to go to federal prison for 4½ years on a racketeering conspiracy charge.

As recession wallops cities and towns across the country, many are paying for image makeover in the hope of attracting

Please turn to page A14

## Cities Hope Rebranding Proves Providential



Providence Mayor David Cicilline, left, approved the new slogan and stylized 'P,' which has been showing up on posters around the city, right.

Continued from Page One  
tourist's business investment. Some people think the money would be better spent on something else. Others think the logos and catchphrases their cities are adopting are unoriginal or beside the point. Controversy has led some officials to change their branding plans.

North Star Destination Strategies, the Nashville company that handled the Providence job, has done similar work for about 100 cities, towns and other destinations. In the first quarter of this year, the company got 17 new requests from communities, up from 12 in the same period last year. "It's busier than it's ever been," says Chief Executive Don McEachern.

This isn't the first time communities have rebranded during hard times. Mira Engler, an Iowa State University professor who has studied community development, says a 1980s recession inspired a number of Midwestern places to repackage themselves as frontier towns or enclaves with Dutch or Norwegian themes.

In 1938, three depressed counties in central Massachusetts were dubbed the "Pioneer Valley" by a group of businessmen looking to drum up tourism. Today, a new group of boosters is pushing to rebrand the area "The Valley of the Dinosaurs," to capitalize on all the prehistoric footprints that have been found in the area.

Facing a 20% drop in downtown business, New Market, Va., decided to tap into its Civil War past, via a slogan contest. The town promised to pay the winner's water bill for a month. The winning entry, "Where History and Hospitality Meet."

It turned out that Harrisonburg, Va., just 18 miles south, was

already using the same phrase as its motto slogan. "I'm not sure how they picked up on it," says New Market Mayor Larry Smith. An Internet search finds the phrase used by various people in various places with things to promote. The town shifted gears and went with a runner-up: "The Crossroads of History, Heritage and Community."

Peoria, Ariz., paid North Star about \$80,000 to come up with a campaign that included this slogan: "Peoria. Naturally Connected." Local was offered free alternatives on a Web site, including "Peoria. Not the One in Illinois." And "Peoria. Looks Better in the Hearseview Mirror."

Peoria Mayor Bob Barrett says, "Some of them are very funny. I hate to admit it." It didn't help matters that "Naturally Connected" was already being used by Victoria County in Canada. So Peoria shelved the logo and the slogan.

North Star says most of its projects have been successful. The company says it conducts extensive research, including polling and focus groups to find a client's brand identity. It recently worked with Hibbing, Minn., the birthplace of Bob Dylan, on the "We're More Than Ore" campaign aimed at broadening the city's iron-mining image.

In Wisconsin, many citizens have been slamming the new state motto "Live Like You Mean It," which was previously used to promote liquor, energy bars and diet foods. Republicans crafted the parody campaign called "Tax Like You Mean It," a jab at the governor's proposed budget. The state

has applied for a trademark for the motto. But Elynn Elson a Napa, Calif., dietitian and co-author of a 2006 book on living a life of significance titled "Live Like You Mean It," says she came up with the name first.

Wisconsin officials defend the new motto and say the \$50,000 paid to a Milwaukee ad agency, Red Brown Kik, was money well spent. The ad agency referred calls to the state. "When the going gets tough, the tough get marketing," says Kelli Trumble, the state's tourism secretary.

Providence, which used to call itself the "Beehive of Industry," has long had issues with its economy and identity. The decline of manufacturing in the 1920s and '30s hit the beehive hard, for decades. Urban blight was so bad that when Mr. Cianci was first elected mayor in 1974, "you could throw a bowling ball

down the center of the main street and you wouldn't hit anybody," he says. On his watch, Providence uncovered a paved-over river, and put gondolas on the water. The ramunctious mayor, seldom made a speech without touting the Renaissance City, he says.

Providence's brand took a big hit in 2002 with Mr. Cianci's corruption conviction. "I surrounded myself with some people I shouldn't have," says Mr. Cianci, over Marlboros and red wine in a bar called Tammany Hall.

Mr. Cicilline, elected mayor after Mr. Cianci's conviction, wanted to turn over a new leaf. And that included finding a new brand identity to replace the Renaissance City, which aides say

had outlived its usefulness and wasn't all that original in the first place. "We have a great product," Mr. Cicilline says of Providence. "We needed a better capacity to market it."

The new name was meant to evoke entrepreneurship, as well as the growing number of artists, some of whom squatted in abandoned textile mills before getting kicked out by developers. As real estate prices rose, some of the artists decamped to nearby Pawtucket.

With unemployment and foreclosures soaring, the \$100,000 the city spent on the branding campaign raised eyebrows. "It's hard to imagine spending that much money when you think about what it could do for a family," says Sara Mersha, a community organizer who works with people losing their homes.

Mr. Cicilline says the Creative Capital campaign will stimulate the local economy. "I don't think there's any question that it has already helped us, and will really strengthen our position as the recession ends," he says. The city says the arts and culture industry generates \$112 million in economic activity and creates jobs.

Just down the highway in Pawtucket, which started calling itself "Rhode Island's Creative Community" at least a year before Providence settled on the Creative Capital moniker, officials say there's enough creativity for everyone. "We took no offense," says Herbert Weiss, Pawtucket economic and cultural-affairs officer.

WSJ.com

ONLINE TODAY: Try your hand at matching cities to their slogans. at [WSJ.com/US](http://WSJ.com/US)

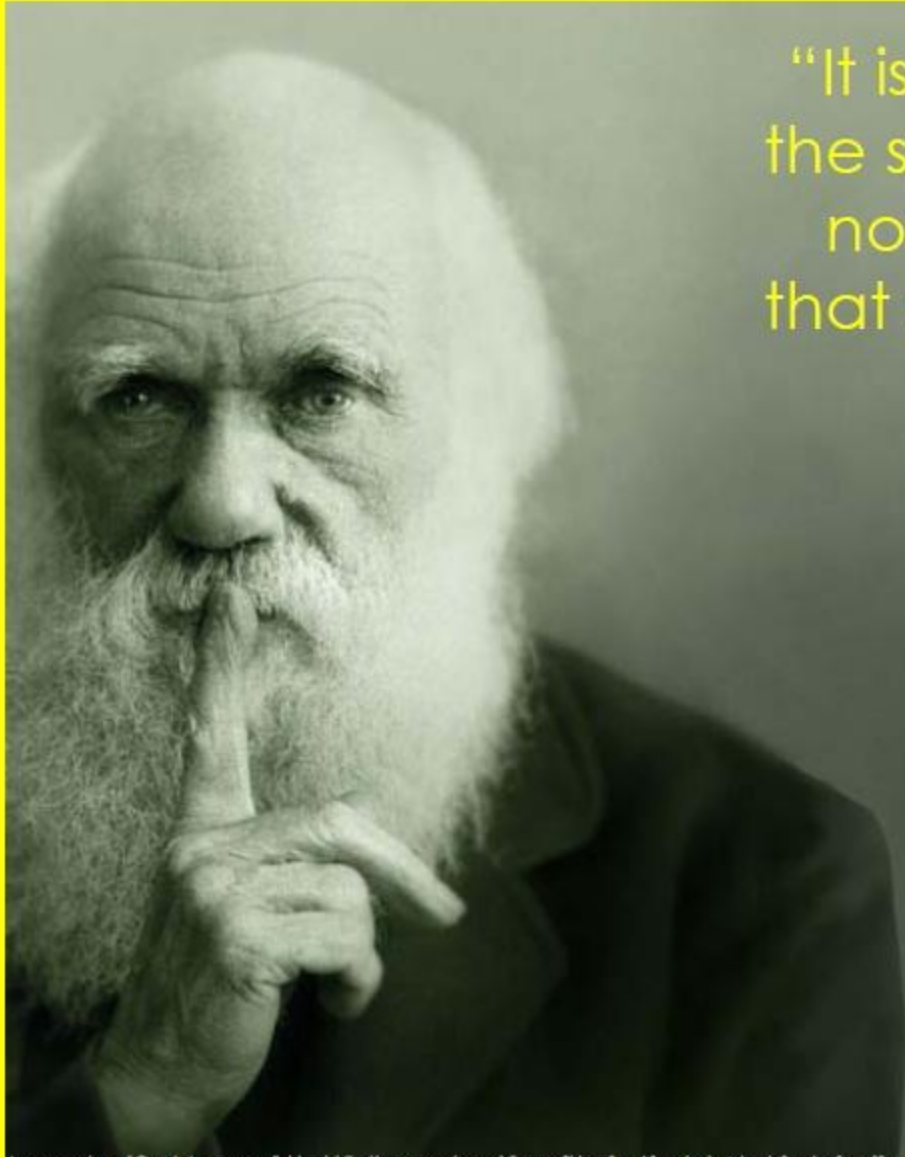


Vincent "Buddy" Cianci

NORTH STAR  
DESTINATION STRATEGIES

## **3 tools most often missing from a community's marketing tool box...**

- ▶ **Brand Platform**
- ▶ **Brand Narrative**
- ▶ **Brand Behavior (symbolic action)**



“It is not the strongest of the species that survives, nor the most intelligent that survives. It is the one that is the most adaptable to change.”

Charles Darwin

Image courtesy of Google Images, available at: <http://www.google.co.uk/images?hl=en&sa=1&q=charles+darwin&meta=&aq=f&oeq=&start=0> accessed on 13-11-2009

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Community Branding:  
*Beyond a Logo and a Line*

**ICMA - 2011**

Don McEachern

North Star Destination Strategies

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## Top 10 ways to derail your brand

1. Make your brand just about a logo and tagline
2. Proceed without research
3. Ignore your culture and heritage focusing solely on your aspiration
4. Engage the press for the first time during the unveiling
5. Unveil your identity and ask for public feedback before implementation
6. Apply strict controls for usage by stakeholders
7. Cover all your political bases in your brand platform
8. Limit your brand to just communications without regard to the experience
9. Appoint a large stakeholder group to approve creative development
10. Make a contest of creating your community's slogan