Jamestown BrandPrint
BrandPrint™ Final Report
September 20, 2010



NORTH STAR

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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. In fact, North Star is the *only* branding company to offer 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 Jamestown'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 a Brand Identity Package (creative expressions), which reinforces the positioning and ensures brand equity and growth. North Star also developed a BrandMAP for Jamestown, a strategic plan for brand implementation full of powerful Brand Action Ideas and recommendations.

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

BRANDING PARTNERS:

The Downtown Jamestown Development Corporation (DJDC) contracted with North Star Destination Strategies on behalf of a group of stakeholders in the City of Jamestown to determine and define the area's true, unique and relevant brand position that will help the community stand out in the marketplace. The Executive Summary represents a snapshot of the critical highlights from the Jamestown BrandPrint process.

UNDERSTANDING *(Research findings)*:

North Star's process involves more than a dozen pieces of research to identify a community's differentiator or competitive identity. Prior to the North Star BrandPrint process for Jamestown, research was completed on Chautauqua County including Jamestown. These findings and recommendations were reviewed by North Star at the beginning of the process. North Star proceeded to learn and understand more about the Jamestown community during an In-Market visit and perception calls with key stakeholders in the Jamestown community. All of the standard research instruments employed by North Star for the BrandPrint process were not initiated for Jamestown due to the research already completed by the community.

North Star's charge was to uncover a compelling and relevant brand for Jamestown that complemented but was not limited to Chautauqua County's brand as the World's Learning Center. In collaboration with the Attractor's Group in Jamestown and other key stakeholders, North Star determined a strategy for Jamestown to assert across all community assets to implement an effective and meaningful brand.

Interviews and focus groups revealed the following about Jamestown:

- Serves as the cultural and commercial center of Chautauqua County and surrounding area
- Offers the greatest concentration of year-round learning assets and opportunities in the County
- Has an engaged group of Attractors leading the branding effort supported by non-profits focused on economic and downtown development
- Suffers from low self esteem and a lack of community pride
- Does not offer a clean, manicured city appearance (including weak housing stock)
- Lacks density of professional positions
- Encumbered with high tax burden
- City is not perceived to be business friendly or supportive of organizations in Jamestown
- Lacks effective marketing, promotions, and public relations
- Developing an increasing creative class and young entrepreneurs downtown
- Presents a growing music, dining and art scene downtown

SUMMARY *(Conclusions based on research)*

Jamestown, New York, is a charming city nestled between Lake Erie and the Allegheny National Forest near Chautauqua Lake in the County of the same name. This small hamlet in western New York has had a significant impact on the world with personalities and products. It is the hometown of both the Crescent wrench and Lucille Ball. Supreme Court Justice Robert Jackson, naturalist Roger Tory Peterson, and alternative music's 10,000 Maniacs all hail from the city. The city has a rich history in inventions, discovery, and creativity with a built-in laugh track (sense of humor) and musical soundtrack (focus on arts and music).

Jamestown's strengths and opportunities outweigh its weaknesses and threats. The City offers a distinct year-round experience for residents and visitors; it also provides businesses and entrepreneurs accessible avenues of opportunity with an educated, skilled workforce and enviable position as the commercial center for the County and region.

While Chautauqua County has adopted a brand as the World's Learning Center based on a 9-week summer season at the Chautauqua Institute, Jamestown holds the distinction as the place with the most year-round learning assets. The Attractors group all present experiential education and interactive tourism.

Jamestown also nurtures its youth with great schools, compelling programming, and its focus on learning. Creativity and intellectual curiosity are encouraged and reinforced in this supportive community.

In recent decades, Jamestown suffered losses with economic downturns and a steady brain drain. The City is experiencing a resurgence downtown with young entrepreneurs, artists, and musicians. This emerging creative class will likely continue with proper initiatives like the Urban Design Plan and an increasingly urban vibe downtown. Members of the creative class communicate often, and word of mouth is rapid. Sharing this growth with audiences in nearby major markets will elevate the knowledge economy in Jamestown. The city offers much of what that demographic seeks: authenticity, green space, distinct neighborhoods, and a growing laptop workforce.

Despite the assets and opportunities available in Jamestown today, residents suffer from low self esteem and an inferiority complex. Community pride initiatives must be an early priority for Jamestown to achieve its preferred future. If visitors and prospects experience negativity upon their visit, they will not return.

Research regularly revealed a deficit of marketing, promotions, and public relations. Jamestown's position as the cultural and commercial hub of the region where knowledge and laughter are equally valued is particularly attractive for exurbanites. Jamestown needs to assert itself as a regional hub (internally and externally) and resist being classified as a shy neighbor.

Jamestown has much to be proud of. It must engage broad audiences about the fun, excitement, and opportunity in Jamestown. Jamestown must be passionate about its future, and the City, organizations, the private sector and residents must rally around that charge.

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 interested in an urban vibe and an accessible creative center,***
Frame-of-Reference:	***Jamestown is a year-round hub for recreation, productivity, culture and curiosity centrally located between Cleveland, Pittsburgh, Buffalo and Toronto***
Point-of-Difference:	***with passions for learning and laughter***
Benefit:	***that tickle the senses and engage the mind.***

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

The brand platform serves as a guide for the positioning of the Jamestown 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.

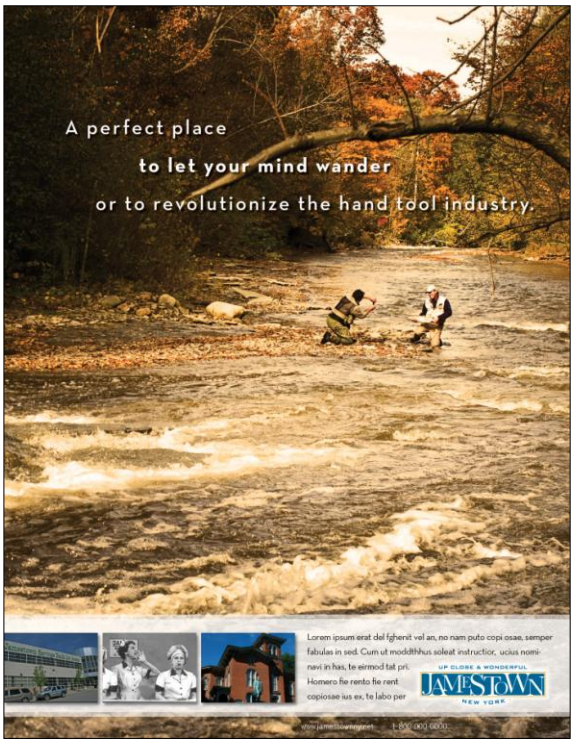
The creative concept developed by North Star is based on the approved brand platform positioning Jamestown as the region's cultural and commercial hub where knowledge and learning fuel economic development and discovery, all with a comfortable, entertaining sense of humor.

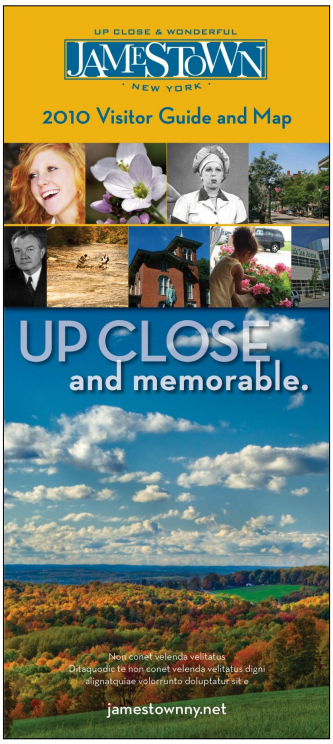
The concept draws inspiration from laughter and a famous redhead; the area's scenic beauty; the City's legacy of invention, discovery and creative thought; its convenient location; and knowledge as a personal pursuit and economic development driver in the new economy.

LOGO AND STRAPLINE

“Up Close and Wonderful”

SAMPLE CREATIVE DELIVERABLES





WHERE THE BRAND HAS BEEN AND WHY

This stage addresses the community's current brand positioning. We assess the perceptions of residents and stakeholders and review communication and research planning materials currently existing for Jamestown and organizations therein. These conversations and material audits guide the analysis of Jamestown's branding situation.

Several research elements are initiated in this phase.

- Situational Analysis
- Planning Review
- Communications Audit
- In-Market Visit
    - Familiarization Tour
    - Stakeholder Interviews
    - Focus Groups
    - Intercept Interviews
- Stakeholder Perception Study (phone interviews)

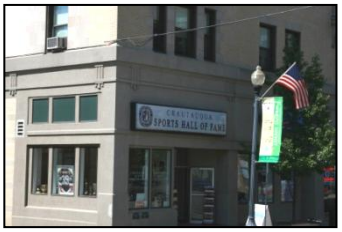
IN-MARKET STUDY AND PERCEPTION STUDY

Purpose

The purpose of the In-Market and Perception Studies is to gain understanding of the perceptions and attitudes of Jamestown 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 15-18, 2009. The information is not meant to be all-inclusive, but rather highlight the most common themes experienced on the trip. This includes an area FAM tour, stakeholder focus groups, stakeholder one-on-one interviews and one-on-one outsider intercept interviews. North Star continued to gather resident and stakeholder perceptions after the In-Market visit through the Perception Study (phone interviews).



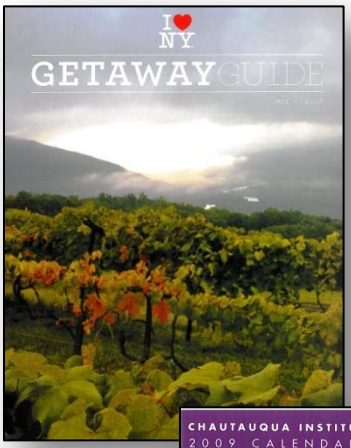



MATERIALS REVIEWED:
Reviewed as part of the Research & Materials Audit, prior to the In-Market Study

Jamestown

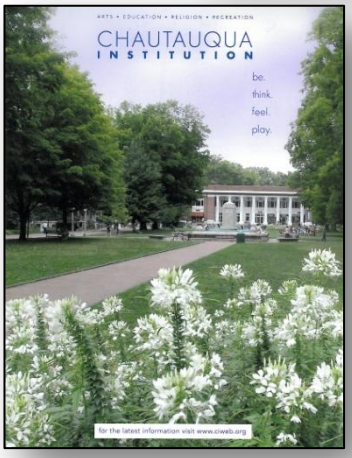
- DDI Chautauqua County Branding Recommendations
- City of Jamestown Urban Design Plan brochure
- Jamestown Urban Design Plan and Design Guidelines Executive Summary
- Roger Tory Peterson Institute of Natural History Flyer
- Audubon Center and Sanctuary Scandinavian Folk Festival Flyer
- Around Town Booklet
- Robert H. Jackson Center pamphlets
- Reg Lenna Civic Center materials
- Lucille Ball Desi Arnaz Center brochures
- Discover Jamestown Information Booklet
- Downtown Jamestown Development Corporation 2007 Annual Report
- The Discoverer
- Discover Jamestown brochure
- Jamestown New York History brochure

- Robert H. Jackson hardcover book
- Downtown Jamestown Farmers Market brochure
- City of Jamestown CDs: Urban Design Plan, Comprehensive Plan, Traffic & Streetscape
- Jamestown Community College Weeks Gallery brochures
- Jamestown Concert Association



Chautauqua County

- Tourism Economics Summary
- Chautauqua County Visitors Bureau Conversion and Marketing Survey
- Chautauqua County Visitors Guide
- Business Builder Source Book 2009
- Explore the Value and Power of Chamber Membership
- Report for cccc.worldwebdex.com
- The Voice
- Enhancement Plan
- Arts Council for Chautauqua County promotional posters
- Chautauqua Brand Identity Standards Manual January 2009
- Chautauqua Chamber Profile
- Chautauqua County Visitors Bureau materials
- Southern Tier Bein Nail 2009 booklet



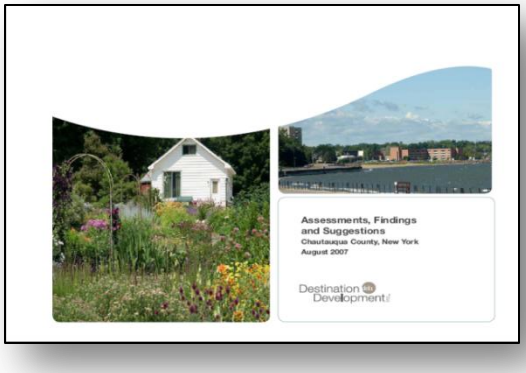


New York State

- New York State Getaway Guide
- Niagara USA travel guide
- Lake Erie travel guide 2009
- Allegheny County travel guide

Chautauqua County Brand
(current situation in Summer 2009)

- Destination Development Inc. produced a 2008 branding study for Chautauqua County
- While many communities were included, the focus became the Chautauqua Institution and the 9 week summer season of workshops, classes, lectures, and performances
- DDI recommended the County be positioned as the "World's Learning Center"
- Highly educated affluent travelers from the NE and Eastern seaboard are DDI's recommended target audience



- DDI suggested Jamestown should be the Comedy Capital or Birding Capital of the NE
- DDI recommended that Dunkirk could be the SCUBA diving center of Lake Erie, that Bemus Point focus on crafts, that Mayville become a culinary center, and that Fredonia be positioned as the college town in the county.
- The CCVB is beginning to educate partners about the brand before a launch.

MOST-MENTIONED ASSETS:

Organizations

- Jamestown Community College
- Great school system
- Generous foundations
  - Gebbie Foundation
  - Jamestown Renaissance Corporation (Urban Design Plan)
- Chautauqua County Arts Council
- Infinity Performing Arts and youth programs
- Churches



Geography

- Water resources
- Beautiful landscapes; year-round area playground
- Proximity to Chautauqua Institution and Lake
- Chadakoin Riverfront
- Great parks and sports fields
- Mild climate



Quality of Life

- Low crime; safety
- Affordable housing
- Public art
- WiFi downtown

Tourism

- Lucy–Desi Center
- Roger Tory Peterson Institute
- Robert H. Jackson Center
- Audubon Center and Sanctuary
- Fenton History Center
- Ice Arena: gymnastics, ice skating, semi-pro sports
- Events (incl Gus Macker 3 on 3, Lucy-Desi Days)
- Best Little Golf Town in America (Golf Digest)
- Reg Lenna Civic Center and downtown theaters
- Burgeoning music scene
- National and regional sports competitions
- Historic downtown; architecture; brick streets



Business

- Cummins Engine
- Highly skilled workforce
- Affordable studio and business space
- Young entrepreneurs: Forte Restaurant, Suburban Blend (skate)
- Market rate housing downtown
- Women's Christian Association Hospital

MOST-MENTIONED CHALLENGES:

People

- Declining population; aging population
- Low literacy and graduation rates
- Closed community; too parochial
- Negative attitudes; aversion to change
- Brain drain; perception of no opportunity







Economics

- Bad economy; loss of jobs; poverty
- High tax burden
- Few high paying, white collar jobs
- Competition more aggressive (ECD)
- Unions perceived as roadblock to industry
- High gas prices

Tourism

- No support from City; undervalued
- No shopping, restaurants, or entertainment
- Summer tourists only at Lake
- Jamestown is not user friendly
- No promotion and marketing of assets and events

Government/Organizations

- Poor relations between City, County, and Chamber
- Passive approach to ECD
- Protracted permitting
- No customer service from City
- Little support from Chamber
- No communication with residents
- Conflict between City and Gebbie Foundation
- Frustrating code enforcement
- Too much government (City, County and State)
- DJDC lacks focus
- County-based interests (CCVB, Chamber)
- Redundant organizations
- Poor snow removal
- Excessive parking violations

Downtown

- Vacancies
- Abandoned riverfront industry
- Lack of restaurants, retail, movies, entertainment (beyond theater and music), and basic services (cards, flowers, pharmacy, grocery, medical)
- Perception as unsafe
- Poorly planned events
- No promotion and marketing
- Low income/subsidized housing
- Sharing staff and equipment with Chautauqua Institution in summer
- Poor public transport
- Perceived inconvenient, costly parking
- One-way streets with poor signage
- Poor wayfinding
- Bad store hours
- No stats on free events





City Appearance

- Poor housing stock
- Polluted waterways

MOST-MENTIONED OPPORTUNITIES:

Economic Development

- Praxair clean coal project
- Green technology interests
- Shale sideways drilling for natural gas
- Attract new economy firms; knowledge economy; and studio economy
- Tech firms
- Advanced manufacturing: wind and auto
- Healthcare
- Field trips to successful cities
- JCC programs

Marketing and Promotion

- Public relations plan
- Cross promotion of assets
- Packaged offerings
- Make visiting and business with the City easy
- Short stay visitor promotions
- CCVB marketing of Jamestown
- Marketing in Cleveland, Toronto, Pittsburgh and Buffalo

Downtown

- Technology infrastructure
- Large scale events drawing commerce and crowds
- Better and fewer events
- Be sure events further the brand strategy
- Train Station visitor center
- Juried art festival
- Music scene
- Entertainment density
- Pedestrian friendly downtown
- Brew pub
- Long-range plan
- Boutique businesses
- Fitness center/spa/yoga
- Furniture artisan studio/co-op celebrating history
- Further development of creative class





Outdoors

- Connect trail systems
- Year-round activities (particularly winter)
- Marathon with music; bike race
- Leverage waterways
- Golf range; baseball batting cages
- Fishing expeditions (packages)

Tourism

- Greater focus on tourism; leverage hub location
- Pro Golf tour
- Train Station Visitor Center downtown
- Digitel create avatar/virtual tour of Jamestown
- Expand comedy offerings into experiences including performances, competitions, and festivals (Lucy Improv at the Reg Lenna)
- Art and comedy as therapy
- Children's Museum
- Add to entertainment core
- Shuttle people in and out for Jamestown and Chautauqua assets
- Connect with Lily Dale Assembly





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 Jamestown's goals.

Jamestown's primary goals include:

- Identify a Jamestown brand and unique position that all Attractors can utilize and promote for tourism in Jamestown
- Develop an identity that advocates and furthers Jamestown's position as a regional hub
- Elevate downtown revitalization and economic development with attractive, compelling messaging and programming recommendations
- Enhance programs and plans in place like the Jamestown Renaissance Corporation's Urban Design Plan with consistent messaging
- Present graphic design suggestions to be applied to future wayfinding efforts
- Cultivate community pride and confidence while reversing Jamestown's low self-esteem
- Complement the Chautauqua County brand as the World's Learning Center
- Identify a common position that city and county officials as well as various organizations can support and collaborate on to replace inter-organizational conflict.

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 Jamestown 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 prospective 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 JAMESTOWN

"When you look at the benefits gained from keeping your mind sharp, it's incredible. An active mind can stimulate physical activity and keep your spirits high. It's an-all around fantastic tool for better health."

- Nancy Merz Nordstrom

Jamestown is that location for better health surrounded by learning opportunities and the positive results from the experience, personally and professionally.

A healthy community is enviable. Residents are proud; visitors are thrilled; and businesses are productive.

Jamestown is achieving that regard and has foundational elements for that preferred future.

"Our forefathers found the evils of free thinking more to be endured than the evils of inquest or suppression. This is because thoughtful, bold and independent minds are essential to the wise and considered self-government."

- Robert H. Jackson

Rich History

- Jamestown is rich in history with an impressive cast of thinkers, performers, and inventors
- Communities that value and embrace their history tend to attract innovative thinkers that translate past achievements into future greatness
- Jamestown can boast numerous lifelong learners who have impacted the world like Robert Jackson
- Jamestown offers more historical assets than other area communities drawing interest from residents and visitors.

Focus on youth and education

- Jamestown has a strong educational and instructional focus. Beyond the density of academic institutions, there is a distinct focus on youth development in sports, music, art, and theater with programs like Infinity Performing Arts. Skills and talents are nurtured here; youth and otherwise
- Raising children in an environment of curiosity prepares them for a preferred future, whatever that passion and interest may be. The school system in Jamestown is a major asset and attractor for potential residents
- A community can be measured by the success of its schools and youth. Jamestown is creating natural leaders.

"Many people go through life as though they are wearing blinders. Their eyes are open, yet they may see nothing of their wild associates. Their ears, attuned to motor cars and traffic, seldom catch the music of nature, the singing of birds, frogs, or cricket, or the wind."

- Roger Tory Peterson

Experiential learning opportunities can bring Jamestown together

- Jamestown offers the greatest density of learning assets in the County
- Bringing the community together through these assets and their events provides the opportunity for residents and visitors to interact and engage their diverse experiences
- Jamestown should encourage use of the natural assets like parks and the riverfront where fresh air and exercise can open the senses
- All of Jamestown's assets need to develop interactive experiences (like the Fenton) in which people can discover something new. People want to be immersed in the experience, so perhaps Lucy can teach comic timing through Vitameatavegamin
- Similar interests and concerns are discovered by bringing the community closer; all in the name of fun and learning. In a city of great learning, it's great to hear new friends say "Who knew?"

Legacy of invention

- Places that are always asking questions and thinking of new ways to do things progress farther and faster
- Jamestown certainly has such a legacy. Roger Tory Peterson not only changed ornithological identification but impacted other scientific classification models and beyond
- Creativity and innovation will always be the drivers of growth so cultivating such thinking in Jamestown is vital
- The knowledge-based economy is a natural for the land of discovery in Jamestown. Pursuing firms like Digitel where the meeting of the minds has gone virtual will be key to a balanced business mix for Jamestown.

Emerging creative class

- Jamestown has an emerging creative class with the presence of young entrepreneurs and artists downtown. Arts lead the new economy
- Jamestown has made great strides with its thorough, compelling Urban Design Plan. Taking the spectacular structures of downtown and transforming them with the façade program and residential development (with architectural standards) is a tremendous plus for Jamestown. The creative class are drawn to places of authenticity like Jamestown
- The sought-after creative class wants exciting, unique, urban spaces for work and living. Developing an entertainment core downtown with dining (like Forte), retail, and performances should continue as a focus
- Jamestown is demonstrating some agility in attracting this set. Creating a density of retail and entertainment on lower floors with back office, data, or residential above will serve as a magnet for Jamestown. Jamestown is the only urban downtown in the area and should be positioned as a commercial center. There is power in that designation.

Low self esteem, community pride, few brand ambassadors

- All residents have a responsibility in building the community whether answering phones at City Hall or engaging tourists on the way to work

- Jamestown has a unique position in southwestern New York with its learning assets, cultural offerings, and recreational opportunities. But there is some low self esteem here. Residents need to believe in the enviable position of their community as rich in history and opportunity. Residents must accept responsibility for their future
- No other community comes close to the offerings Jamestown has. Residents are your brand ambassadors. They have to know about the offerings, and they are a primary audience for your messaging and implementation efforts particularly events. Make sure your city and its assets are user-friendly from parking to messaging. And tell the story louder and farther. Don't be a secret or a shy neighbor
- Make it easy to use downtown as a resident, visitor, or business.

"I'd rather regret the things I've done than regret the things I haven't done."
- Lucille Ball

Regional leader

- Jamestown has a strong purpose as a regional leader
- The largest city in the County needs to embrace its rightful spot as the regional leader. It needs the confidence to assert itself. There are more assets in Jamestown than anywhere in the region. But Jamestown must be the regional leader for all of the segments including learning
- To ignore this powerhouse position is to forfeit an advantage. While commercial enterprises may have been located elsewhere, a stronger focus on drawing new business will be important, particularly downtown. Jamestown should be the commercial center of the region. Interest in a regional healthcare corridor is a great opportunity for Jamestown
- Jamestown should also be a center for the outdoor pursuits surrounding it. The city should be the central outfitter of greater value for the whole region. Jamestown should be where you go for your gear before paying twice retail at the slope or the lake
- Be the leader. Do not surrender your position to a lesser town. And focus year-round. Jamestown can be a winter wonderland. Pride, enthusiasm, and commerce will follow.

Economic development focus

- Jamestown is home to generous non-profits that enhance the quality of life in Jamestown tremendously sometimes with global impact
- The hard work of your Attractors create a destination for learning and discovery that should be enjoyed by more residents as well as the world. Promoting your experiential assets will elevate your reputation
- Waterfront development and extending river access to the lake presents a wonderful opportunity to connect natural assets
- Travel and tourism should not be a sole focus, but given the difficult tax structure in the state and area, this segment can enhance the economic position of Jamestown and should not be dismissed. A distinct visitors center would be a tremendous asset
- Connecting the compelling heritage into modern experiences needs focus
- A balanced approach to economic development for industry, tourism, and small business will prove successful for Jamestown but each area deserves attention and funding.

"If you can laugh together, you can work together."
- Robert Orben

"Two things reduce prejudice: education and laughter."
- Dr. Laurence J. Peter

Chautauqua County brand: World's Learning Center

- The County's brand as the World's Learning Center can be a great trumpet for Jamestown. Great relationships with the Chautauqua Institution and CCVB are important to Jamestown's and the County's future success.
- The Institution is eager to partner with Jamestown and will consider well organized proposals for collaborative efforts. They are willing to cross-promote and drive traffic to Jamestown.
- Jamestown should provide opportunities in the summer season to complement the Institution rather than shying away during those weeks. There is room for both in the summer. Otherwise sharing ALL resources for 9 weeks creates lost opportunities and big disadvantages.
- Jamestown's position as capital of the World's Learning Center with the majority of year-round assets only enhances the Institution's position, especially in its off season.
- The City also needs to better engage with the County and area attractors.

Place of enrichment

- Jamestown offers so much to residents, visitors, and businesses.
- Goals and dreams are cultivated and attained here.
- With dedication, you can discover and develop your passion in Jamestown. You can improve your health. You can raise kids in a nurturing, safe, supportive environment. You can build a great product and share it with the world.
- Learning is not limited to workshops and classrooms. Residents and visitors can learn to skate, build furniture, do improv, and much more.
- The opportunities available in Jamestown and the region share a common factor: enrichment. And you can define what that is here.
- There is freedom to create and think with a supportive community that will share your dream and see it realized.

"The important thing is not to stop questioning. Curiosity has its own reason for existing."
- Albert Einstein

STRATEGIC BRAND PLATFORM:
In collaboration with the branding team including the Attractors Group in Jamestown, North Star identified the following strategic platform for the City of Jamestown. This is not meant as a creative statement but a guiding principle for brand drivers in Jamestown that will serve as the foundation upon which all creative and implementation efforts are built.

> *For those interested in an urban vibe and accessible creative center, Jamestown is a year-round hub for recreation, productivity, culture and curiosity centrally located between Cleveland, Pittsburgh, Buffalo, and Toronto with passions for learning and laughter that tickle the senses and engage the mind.*

The following rationale details how North Star arrived at its strategic recommendation for Jamestown.

RATIONALE:
For those interested in an urban vibe and an accessible creative center,

- Jamestown is the largest city in Chautauqua County
- There is a distinct downtown with tall buildings, distinct architecture (including façade program), entertainment venues, and urban lofts
- Jamestown is amassing a creative class
- Real estate prices are incredibly low
- There is an emerging music and art scene
- Many artists are inhabiting downtown studios and spaces
- Reg Lenna Center attracts theater and performing arts
- Young chefs have opened trendy eateries with great food
- Young entrepreneurs are creating an artistic and commercial density
- There is a growing rhythm to nightlife in Jamestown
- Jamestown offers blue-collar and refined cultural offerings from wrasslin' to vigorous theoretical legal debates to grunge music and fine dining

Jamestown is a year-round hub for recreation, productivity, culture and curiosity centrally located between Cleveland, Pittsburgh, Buffalo, and Toronto

- Jamestown offers a convenient location as a commercial center for the County and region as well as being within short drives of major metros
- Jamestown is home to the majority of the county's knowledge-based assets
- Chautauqua Institution's season is just 9 weeks in the summer
- The area has many outdoor pursuits including cross country skiing, downhill skiing, lake and river water sports, fishing, ice fishing, hunting, hiking, rock climbing, cycling, etc. amidst state and national forests.
- Location, riverfront development and its position as a regional hub are attractive for exurbanites
- Jamestown presents sports and cultural events at the Ice Arena
- With the strong schools, innovative programs at JCC, non-profit programs for youth in music, art, and sports, there is a natural curiosity among residents that is fostered early on

- The County gets significant traffic from Cleveland, Buffalo, Pittsburgh, and Toronto who could find Jamestown just right for them.
- Peterson and scientists/naturalists are by definition curious as are scholars and legal minds like Jackson. Curiosity characterizes peoples' pursuit of knowledge throughout the County including programming from Jamestown Attractors.
- Curiosity connects to the surprising or ironic contrasts available throughout Jamestown.
    - Established merchants vs. young entrepreneurs
    - Opera at the Lake vs. Wrasslin in Jamestown
    - New (vintage) facades vs. urban patina
    - Nuremburg Trials prosecutor/Supreme Court Justice vs. parade of red-headed Lucy's
    - Diverse interests for residents and visitors
- Curiosity also encompasses the critical, innovative thought practiced by industrialists, entrepreneurs, and artisans in the area

with passions for learning and laughter

- Learning may connote Chautauqua to some but Jamestown can stand alone for experiential learning.
- Learning may seem very narrow but the inclusion of laughter signifies a more approachable quality of life and a strong sense of community and engagement. Laughter implies familiarity and comfort.
- All Jamestown attractors have an educational mission
- Known for great schools and access to higher education
- Innovative programs at JCC with significant financial support for scholars
- Knowledge and instruction are highly regarded and encouraged
- Home to Robert H. Jackson Center as an archive and active judicial center for legal scholars
- Roger Tory Peterson is the greatest 20th century naturalist. And as a talented artist created distinct field guides to birds, wildflowers and other flora and fauna, his system of identification changed science and all –ologies. The Audubon Center is a wonderful asset for families.
- Learning extends to the discovery of innovative ideas and business success
- Manufacturing and industrial history
- Numerous inventions and discoveries traced to Jamestown: Crescent wrench, 4-in-1 screwdriver, Activase pharmaceutical for heart attack victims, emulsion-ready photo paper that became Kodak, first natural gas well, wringer-style washing machines, and automatic voting machine
- New economy businesses like Digitel and its innovative use of technology for virtual meetings of the minds have found a home in Jamestown
- Home to Lucille Ball and assets connected to her career; Former home to The Lucille Ball Festival of New Comedy (ended in 90s)
- Fenton History Center offers local history and experiential programming
- The Ice Arena provides instruction in ice sports: hockey, ice skating, etc.
- History of artisans including furniture makers passing on knowledge through apprentices
- Arts Council of Chautauqua County teaching and encouraging artistic endeavors across the county
- Infinity Performing Arts program

that tickle the senses and engage the mind.

- Jamestown offers a wealth of experiences that stimulate the senses
- Birding and nature walks at RTPI
- Beautiful landscape and parks system
- Intellectual stimulation at the Jackson Center
- Witnessing history at the Fenton
- Laughing with Lucy
- Enjoying the clean air and water in outdoor pursuits
- Alternative music scene
- The music, sports, and arts of local youth programs
- With so many assets based on knowledge, arts, and discovery, it is no surprise that the workforce is educated and productive: engines, furniture, and new technology
- In attracting creative class, Jamestown can be positioned as a place for industries of the mind to engage and prosper and be regarded as fostering independent thought and productivity.
- Jamestown was recognized as the country's best golf region and it is a natural hub for the outdoor pursuits and wonderful parks in the area.
- The sports and entertainment options at the Arena are extensive with hockey, skating, and concerts
- There are great entertainment venues in downtown Jamestown for theater and music including the Reg Lenna Center
- Jamestown has numerous events including Lucy-Desi days, Gus Macker 3-on-3, and music events, and architecture/historical tours

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 Jamestown'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 (these will be introduced in Jamestown's strategic plan, which accompanies this report).

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 Jamestown 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 "seed idea" 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 Jamestown brand.

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

The *Up Close and Wonderful* concept is represented in the following creative expressions to position the community as a convenient location for entrepreneurs and business growth as well as fun, experiential tourism offerings. The color palette includes colorful shades evoking a sense of fun and deeper tones that reflect the more serious, intellectual, and analytical qualities of Jamestown.

The Jamestown logo represents the passions for learning and laughter with the contained symmetry of a rectangular frame and a classic typestyle treated in a playful manner. The simple nature of the logo lends itself well to use in a wide variety of signage, which is critical in bringing a brand to life. The logo is easily read and will work well across a range of mediums; it is also versatile and easily customized for use by public and private sector organizations.

Jamestown's new strapline invites the visitor, prospect, or neighbor to look closer and discover the wonderful aspects of the Jamestown community, and the language identifies the convenient nature of the community in the region and to major metros. The creative nature of the line lends itself well to marketing campaigns. The line is simple, unique and memorable, and it is flexible for use by a variety of public and private sector organizations within Jamestown. The line will grow and evolve with the community.

North Star ran a search for Jamestown's recommended strapline on the United States Patent and Trademark Office's Trademark Electronic Search System (TESS). We found no live or dead results or conflicts for trademark registration. Searches are only accurate for that moment in time of the search. North Star has recommended that Jamestown pursue trademark protection of the strapline. North Star's trademark search is documented in **Appendix A**.

CREDO COPY:

Passion, it's what turns an afternoon walk into an adventure and reading an ordinary book into a life changing experience. With breathtaking scenery at every turn and a wealth of learning opportunities nestled right next to the home of one of the nation's funniest redheads is it any wonder passion would flow freely.

At first glance, it's easy to see why the seasoned outdoorsmen and lifelong scholars are drawn to Jamestown. This scenic area overflows with a variety of opportunities to enjoy the beautiful scenery in every season.

Take a closer look, however, and you'll realize that Jamestown isn't just another pretty face.

As the year-round head of Chautauqua County, this conveniently located town is also a hub for culture and commerce. Here, laughter and knowledge are equally revered, creating an environment encouraging people and business to flourish. From the timeless humor you'd expect of Lucille Ball's hometown to an entire community dedicated to lifelong learning — in Jamestown, you'll find endless elements that make life wonderful, all within easy reach.

Jamestown
Up close and wonderful.

DESCRIPTIVE VOCABULARY:

Wonderful	Clever	Natural
Creative	Interesting	Entertaining
Inventive	Imaginative	Relaxing
Accessible	Improvisational	Humorous
Year-round	Entrepreneurial	Whimsical
Productive	Hardworking	Enjoyable
Curious	Up-and-coming	Versatile
Central	Hilarious	Musical
Passionate	Convenient	Talented
Learning	Spacious	Intelligent
Laughter	Scenic	Genius
Funny	Beautiful	Lakeside
Witty	Amusing	Artistic

RECOMMENDED STRAPLINE

"Up Close and Wonderful"

RECOMMENDED LOGO

UP CLOSE & WONDERFUL

JAMESTOWN

NEW YORK

ALTERNATE LOGOS FOR OTHER ENTITIES

DOWNTOWN JAMESTOWN DEVELOPMENT CORPORATION

JAMESTOWN RENAISSANCE CORPORATION

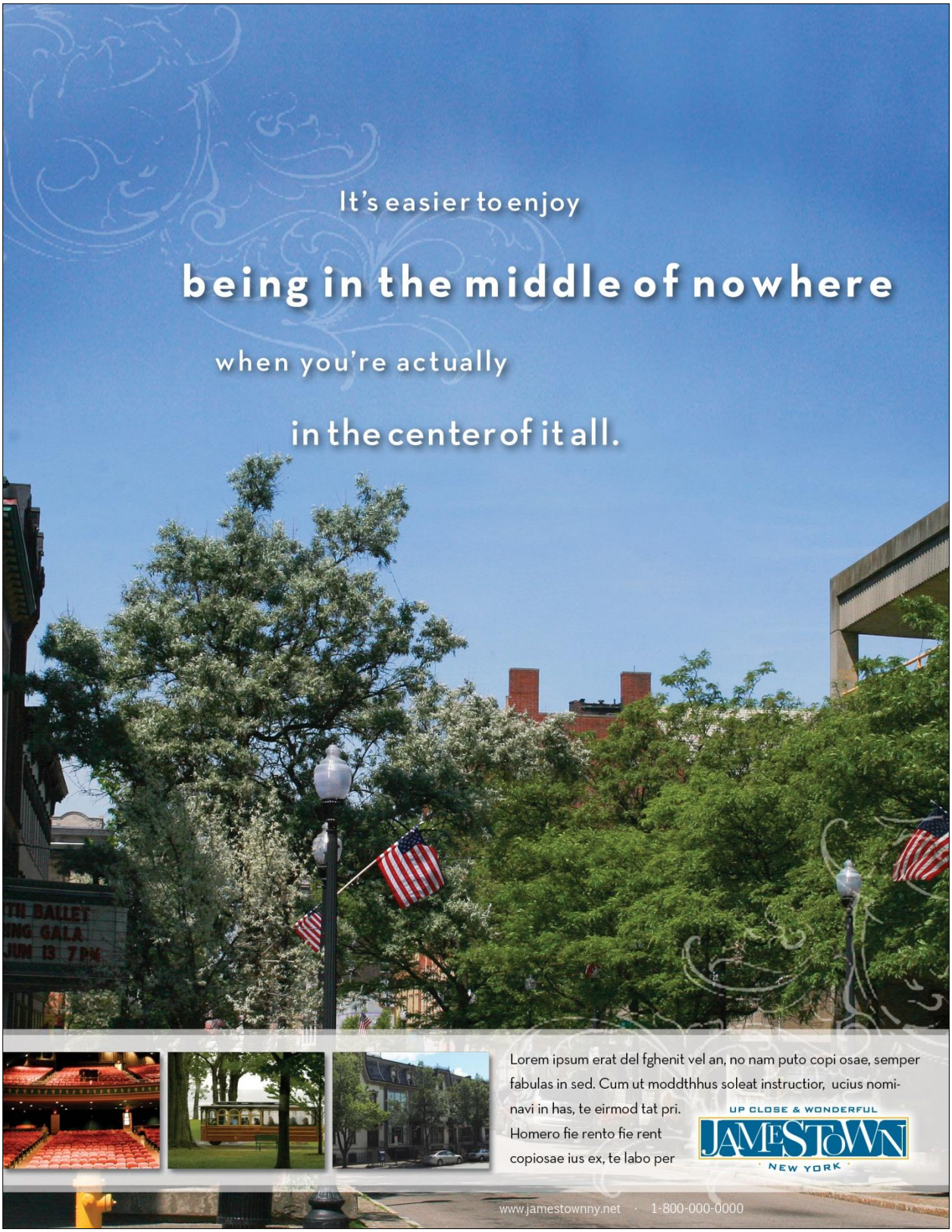
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PMS 7496 | PMS 7511 | PMS 7469 | PMS 7421 | PMS 124 | PMS 5753

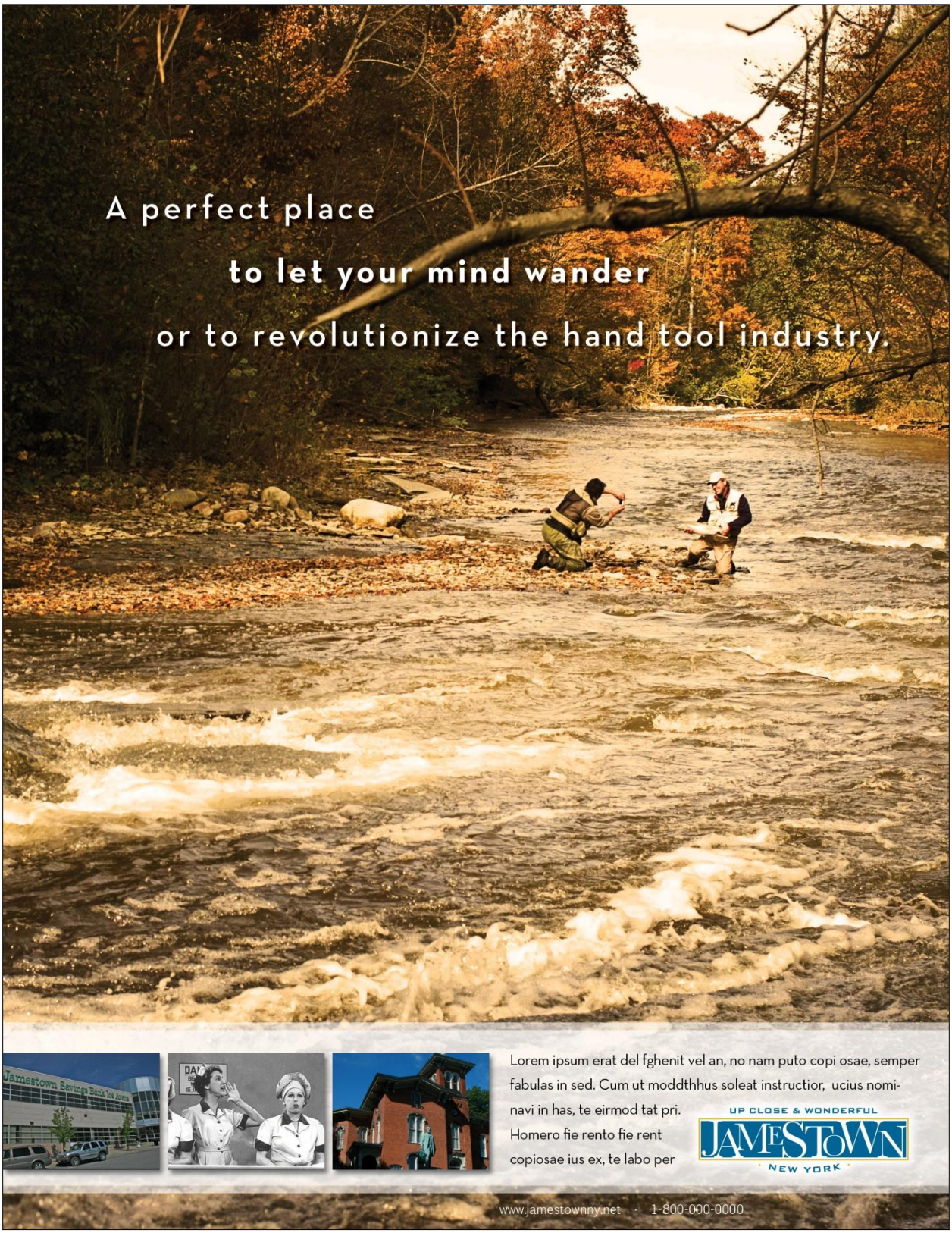
TOURISM AD


Colors this rich
inspire all kinds of great things
– like the world's funniest redhead.
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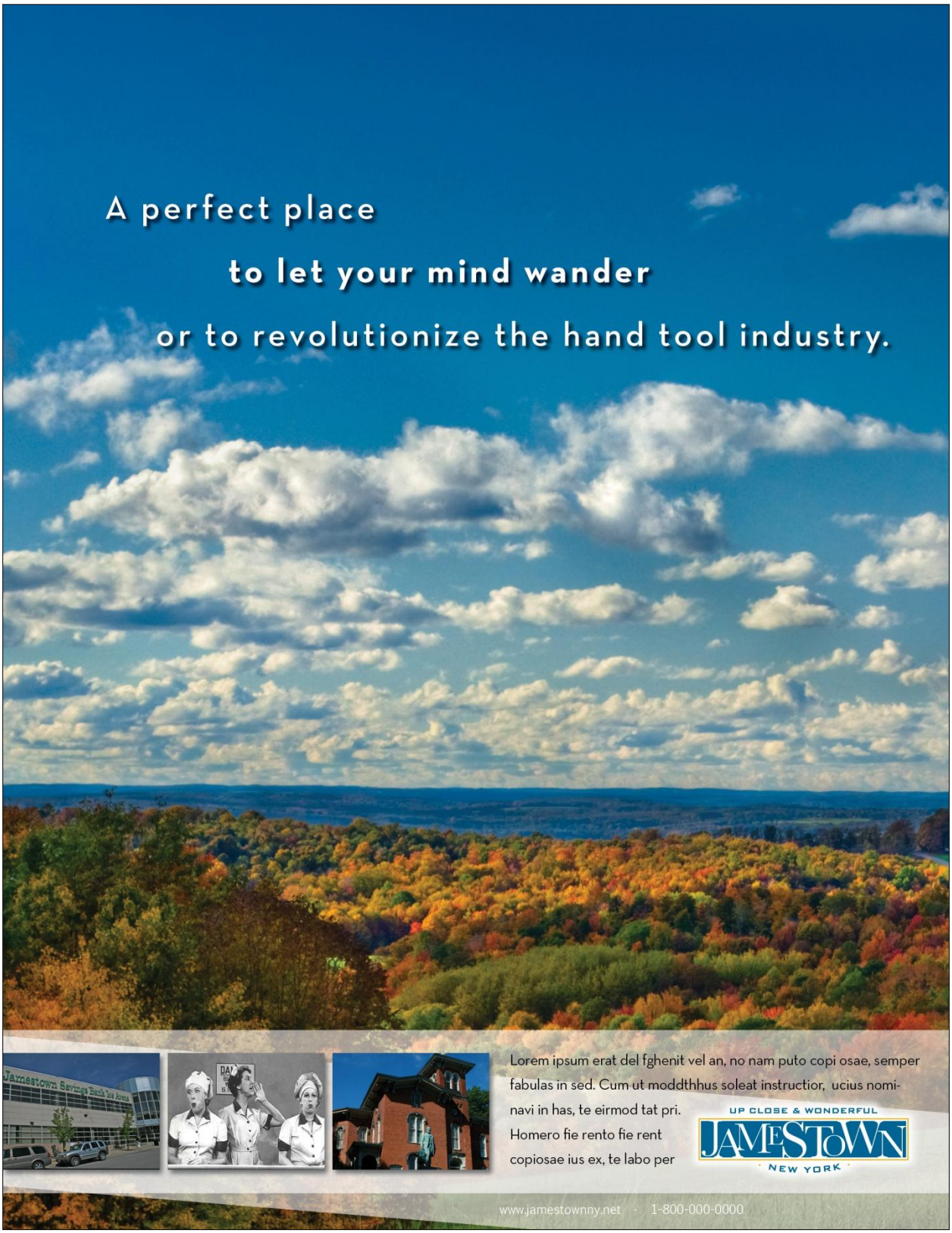
IMAGE AD


It's easier to enjoy
being in the middle of nowhere
when you're actually
in the center of it all.
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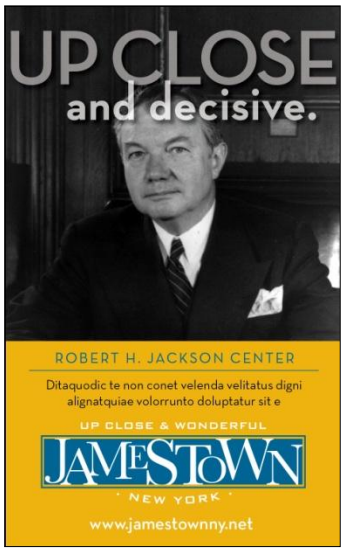
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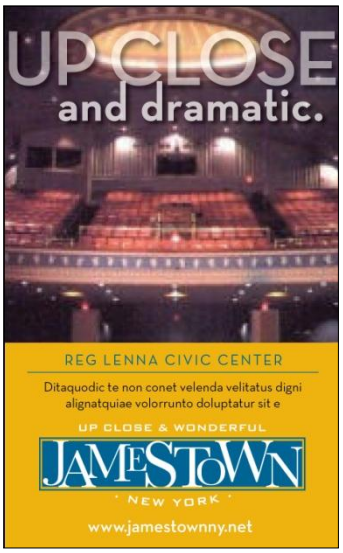


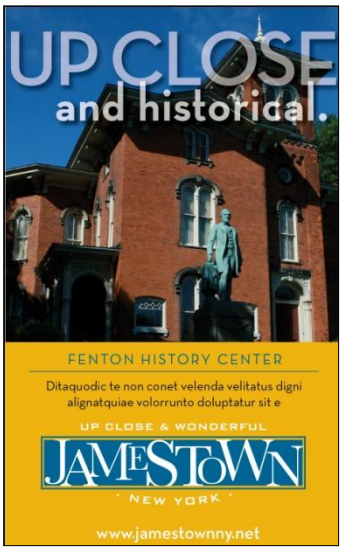
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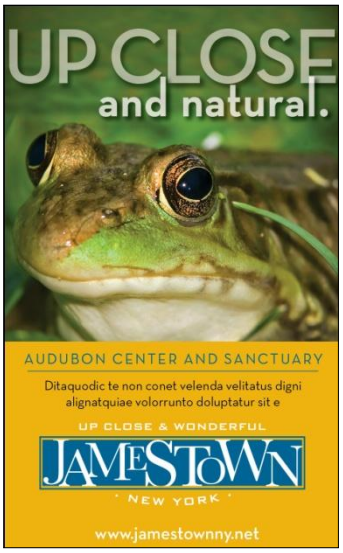


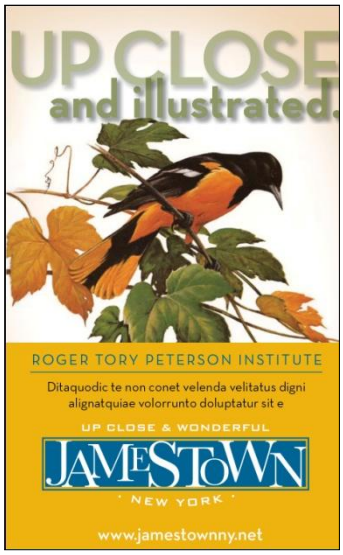
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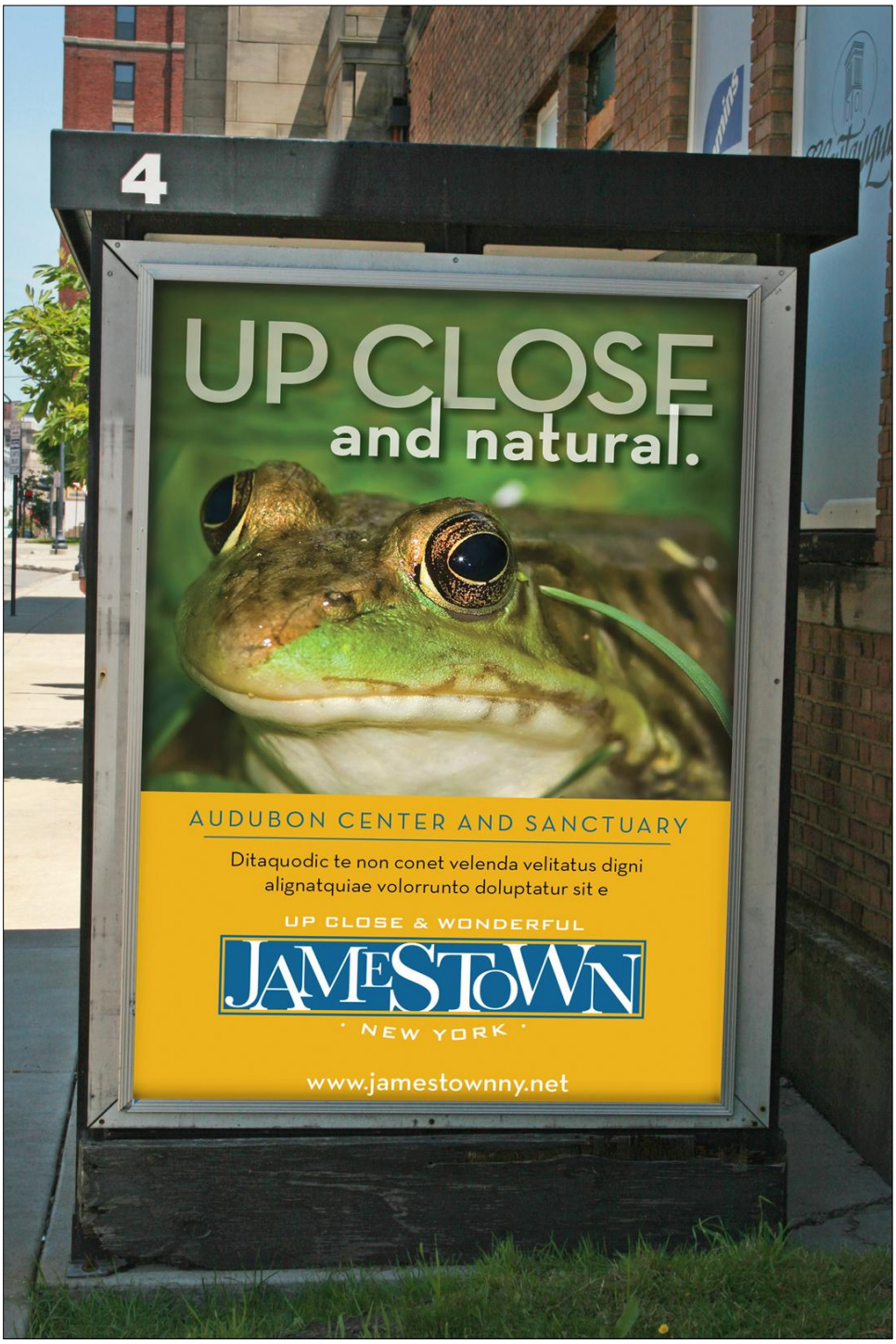




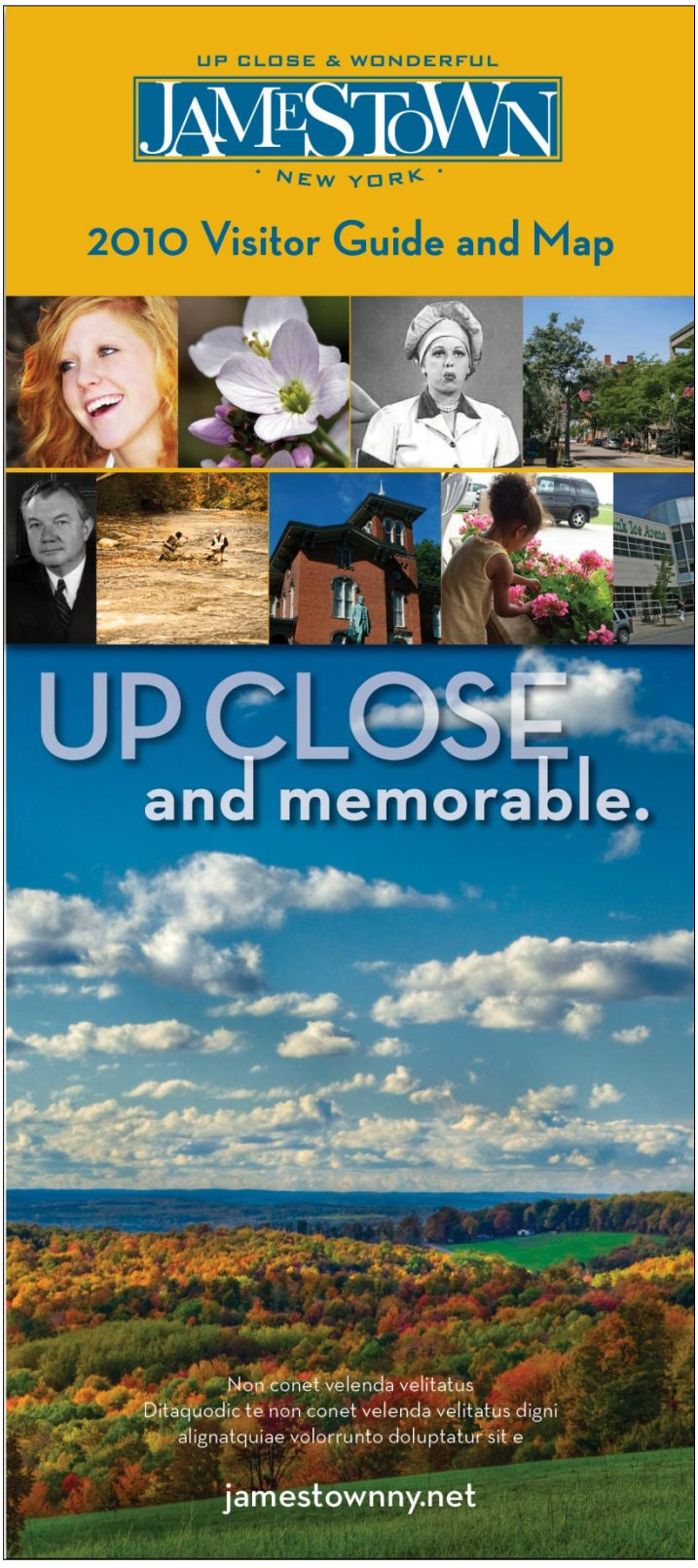




BUS STOP POSTER



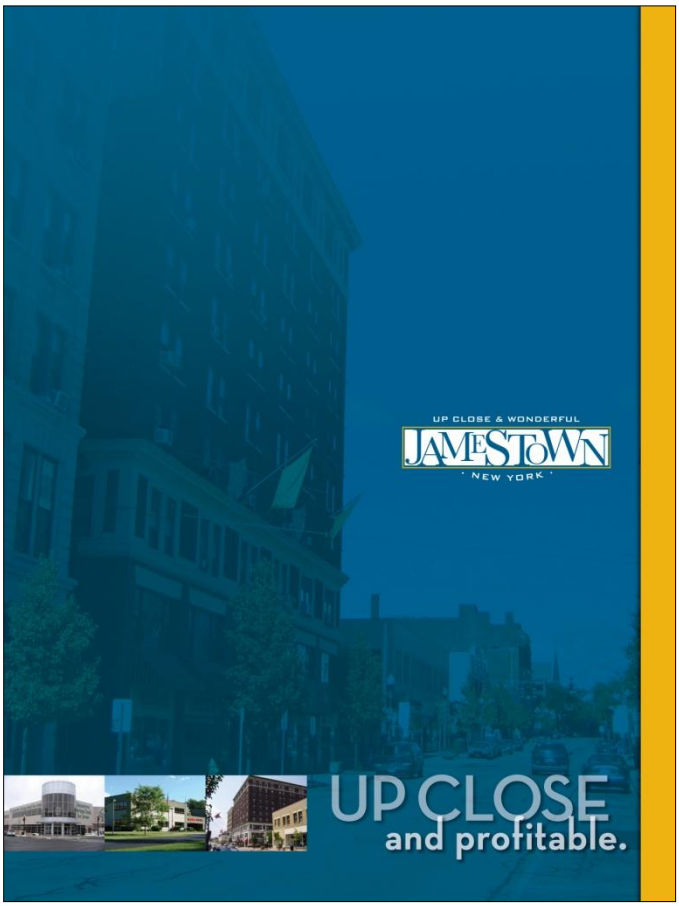
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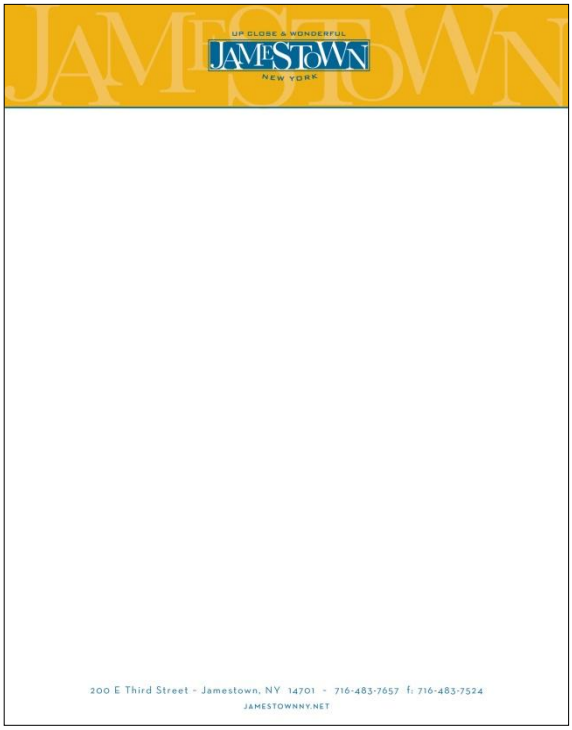


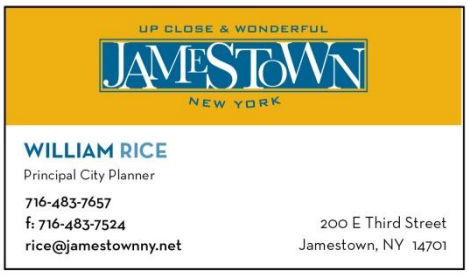
ECONOMIC DEVELOPMENT FOLDER





STATIONERY

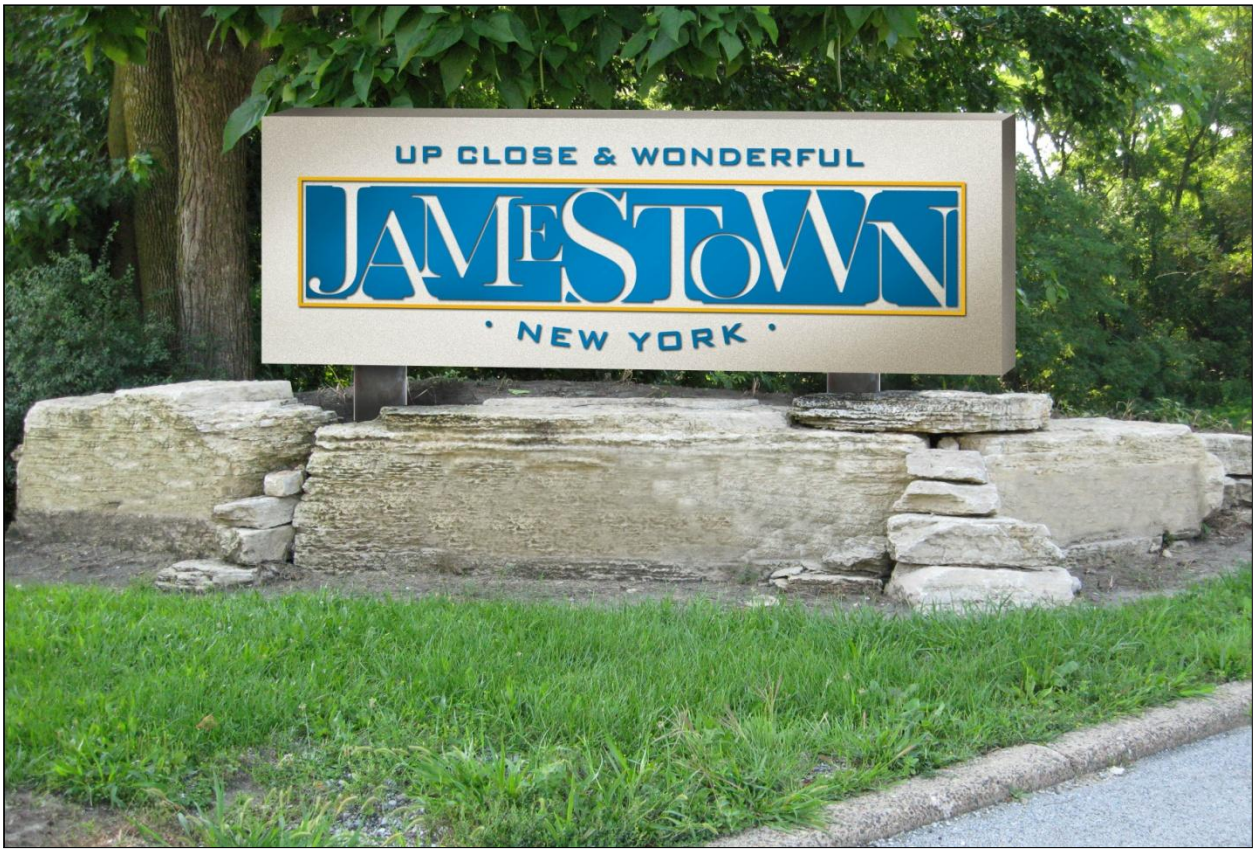

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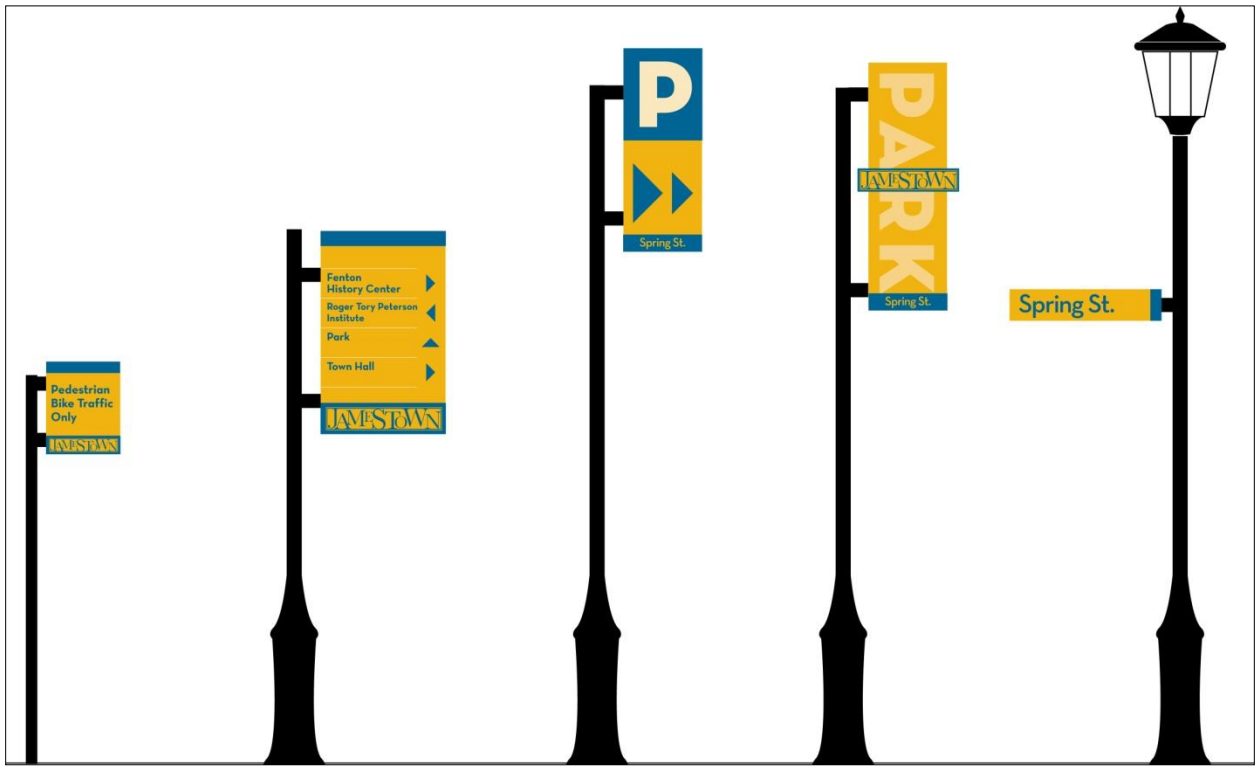

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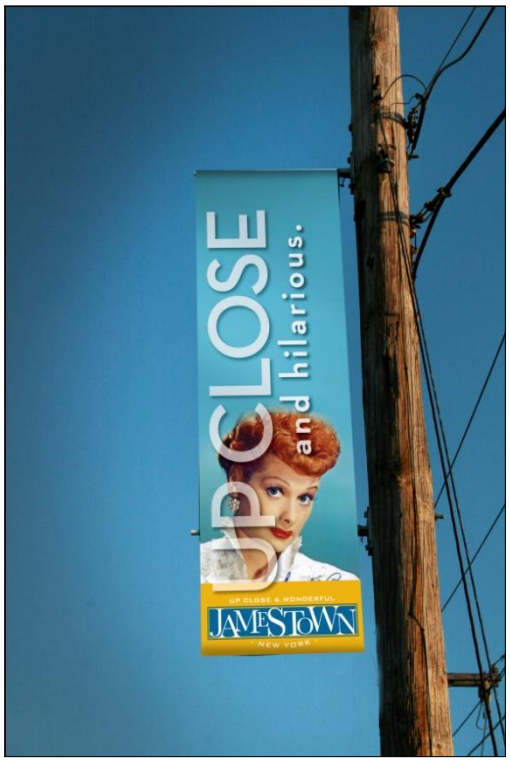
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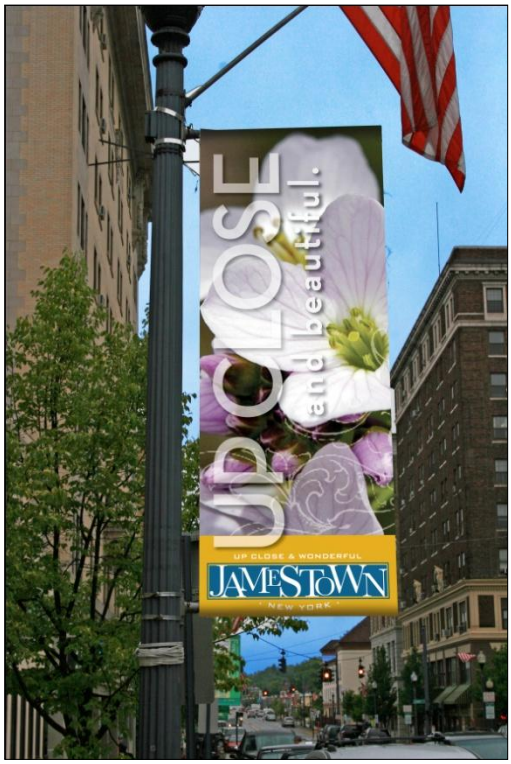


WAYFINDING SIGNAGE



POLE BANNERS





OUTDOOR BOARDS

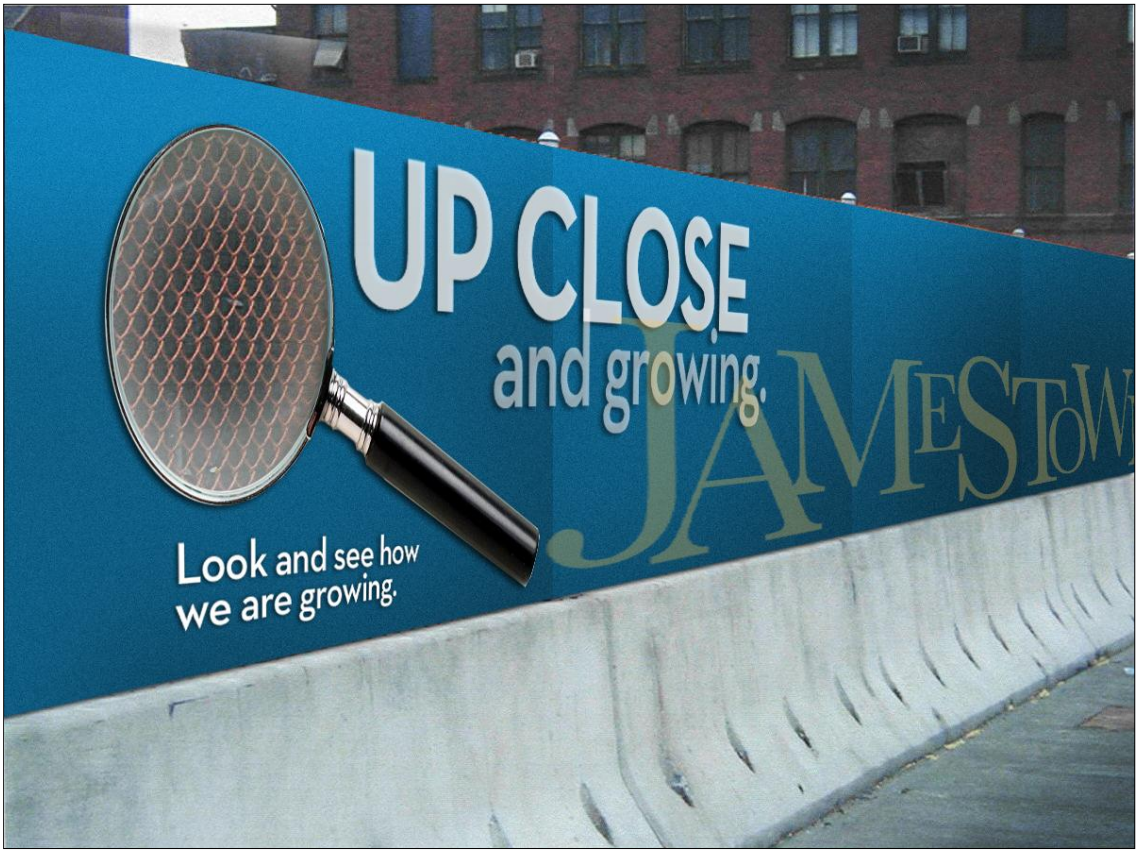




CROSSWALK



CONSTRUCTION FENCE



BANDSHELL



MERCHANDISE







PUTTING THE BRAND TO WORK

Some Thoughts on Brands and Brand Management

One of the often-neglected responsibilities of community governments and leaders is the job of building a reputation that is fair, honest and powerful. Whether leading a small town or a world power, leaders owe it to their individual and institutional constituents to dig out the "competitive identity" of their region. This identity comes from the history, the culture, the geography and the society of the place – as such, it should be an accurate reflection of the genius and the will of the people.

A brand is not created; it is discovered within the spirit of a place. Brands uncovered in this manner are endorsed and absorbed by their communities due to their fundamental truth. As such, they are exceedingly useful to community leaders in furthering the economic, political and social goals of the community.

Change in attitudes and perceptions about cities and communities, particularly positive changes, can seem to take eons to achieve. But, when the essence of the region's identity informs and infuses the daily tasks of planning, policy-making and governing, change in attitude is much easier.

Yet the job is too big and too important to be responsibility of governments alone. You also need a critical mass of businesses, organizations and residents within the community – all with a shared vision and common purpose. Each will be counted on to "share the story" of the community among family, friends, and colleagues locally, regionally, nationally and even around the globe. These stakeholders must become involved in the ongoing care and nurturing of the collective identity – all assume a level of responsibility for ensuring the success of the brand.

OVERVIEW of BrandMAP

Strategic implementation of the new brand is the most critical, and sometimes the most challenging, aspect of community branding. North Star's Brand Management Action Plan (BrandMAP) provides a clear roadmap for how to put the brand to work in the community – from launch to longevity.

This plan spans a 24-month period starting from the time of brand rollout. The goals of this period are twofold. First, the plan works to convert the "players" in Jamestown to be brand ambassadors. It is critical that strategies be dedicated to reinforcing and demonstrating the value of a strong community brand. Once everyone is on board the brand team – pulling in the same direction, so to speak – there is no end to the powerful things the community can accomplish.

Second, the specific goals of the Jamestown stakeholders will be addressed within the context of the new brand. These goals include increasing awareness and attendance for Jamestown's attractors, community attitudes and outreach, and revitalization strategies for downtown Jamestown.

The Jamestown two-year strategic plan will help to:

- Determine the "who, what, when and how" of ongoing brand implementation
    - *Organization:* Identifying leadership and individual responsibilities for action
    - *Collaboration:* Building strong partnerships within the community
    - *Funding:* Identifying funding sources
    - *Tactics:* Prioritization of action and steps/timing to accomplish
- Focus the efforts and resources of the City on the most effective initial strategies for launching your brand, as well as eliminating false steps that could delay success.
- Build local commitment to the brand by involving the organizations and individuals whose support is essential for success.

Also, keeping in mind that the Jamestown must be a good steward of resources, special attention has been taken to:

- Make the best use of existing human and financial resources
- Identify additional assets for brand implementation that are controlled or managed by the City and Attractors that can be immediately employed at limited additional expense
- Prepare a plan of action that can provide for early successes in building additional local and community support for the new brand.

KEY INSIGHTS
(for implementing the brand)

- Jamestown has a core of very involved and motivated stakeholders including Attractors, philanthropists, business owners, volunteers and local officials. This core will be vital to implementation of the brand. However, involvement must expand beyond this group to embrace the broader citizenry, most importantly the next generation of Jamestown leaders.

- Jamestown has a history of both tension and collaboration between City government and the Gebbie Foundation. These two entities, both of which play a pivotal role in the future of the community, must continue to focus on collaboration and joint agendas. Strong leadership on both sides is a necessity.

- Regional collaboration among the Jamestown organizations and other local/regional entities must also be a priority, including organizations like the Chamber of Commerce, CVB, and regional economic development organizations.

- Jamestown's location as a geographic hub for the region is a competitive advantage that is not being fully leveraged. Jamestown must step forward and claim its rightful role as a regional center for outdoor activities, tourism, retail and leadership.

- Jamestown is rich in history and boasts a creative cast of thinkers, doers, inventors.

- The Attractors play a critical role in the future of Jamestown. While they meet regularly and collaborate on projects such as the branding initiative, it is imperative that they find ways to maximize their joint resources in daily operations. Collaboration and coordination on fundraising issues, cross-promotion of programs and events, and shared use of local resources can raise the bar for the entire group of attractions. This will allow you to make the greatest impact in the marketplace for the least amount of money.

- Community self esteem is a critical issue and a significant potential barrier to the revival of the city. Implementation of community building strategies should be a priority for Jamestown.

- Jamestown is an affordable place to live where industrious and creative thinkers can have a huge impact on the future. There is a growing wave of youthful involvement in Jamestown ranging from community activism on the Neighborhood Plan to expansion of businesses owned by young entrepreneurs. It is critical that this NextGen movement be nurtured and supported.

- Jamestown has everything it needs to succeed – rich history, convenient location, natural beauty, proximity to the water, and people who want to make a difference. But people must pull together for change to occur.

- People want Jamestown to succeed. Overwhelmingly, individuals – including outsiders -- interviewed for this project voiced support for the community.

STRATEGIC BRAND PLATFORM

North Star funnels its 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 tactics. All communications, actions and product developments should connect to the essence of this relevant and defining statement.

Target Audience:	***For those interested in an urban vibe and an accessible creative center,***
Frame-of-Reference:	***Jamestown is a year-round hub for recreation, productivity, culture, and curiosity centrally located between Cleveland, Pittsburgh, Buffalo, and Toronto***
Point-of-Difference:	***with passions for learning and laughter***
Benefit:	***that tickle the senses and engage the mind.***

CREATIVE EXPRESSIONS OF THE BRAND

Earlier in this report is a Brand Identity Guide, which should serve as a blueprint for the creative rendering of your new brand. Every idea in the Guide – from logos to vocabulary to ads – represents North Star's best suggestions for how to put your brand to work creatively.

This BrandMAP provides an abundance of ideas for incorporating the brand into the fabric of Jamestown. Because many of the tactics presented in this plan make use of the concepts in your Brand Identity Guide, the following is a synopsis of its content.

Logo and Strapline

The two most often-used creative elements representing your brand the first 24 months after launch will be your logo and strapline. While we caution against the idea that a logo and line *are* your brand, we understand that they are high-profile, easily understandable and embraceable manifestations of your brand.



IMPLEMENTATION STRATEGIES

The value of a community brand is that it provides a relevant overarching principle to unite all the efforts in a community. In doing so, it can also unite all the players in a community toward a common goal. This unification is vitally important for the future of Jamestown . . . not only to successfully sustain a community brand, but to successfully move the city toward your *preferred* future.

Because this is a two-year plan, many of the implementation strategies included within are aimed at starting the process of cooperative thinking and acting within the context of the brand and with assuming your role as a rightful hub within the region. That – along with improving internal attitudes – is the fundamental, foundational change that will ease the way for all other progress.

Socioeconomic Trends

It should be recognized that no plan can ever be implemented in a vacuum. To that end, this strategic implementation plan has been developed with current socio-economic trends in mind, including:

- ***"Generation G"***
  As the country faces its biggest economic crisis in recent memory, a new trend and fresh attitude have swept the country. Generosity has replaced greed as both an individual and societal/business mind-set. Dubbed "Generation G" by Trend Briefing, this massive mind shift means that consumers are turned off by greed and long for institutions that are genuinely caring and concerned. Never has it been more important for communities, businesses and organizations to share, give, engage, create and collaborate.

  Applicability:
  Jamestown has already seen evidence of "Generation G" through the community's financial and volunteer support of the Attractors and in youth arts, culture and sports programming, and the Internship program at the Gebbie Foundation. Not only do these types of programs help Jamestown accomplish great goals today, they develop the vital, giving, creative, spirited, young people who with the right incentives could become permanent residents. Consider ways you can entice these young people to stay. Broaden the internship program, develop postgrad internships, establish tax incentives on homes, provide help setting up businesses, and furnish opportunities to lead within the community.

- ***Experience economy***
  Residents and tourists want to see AND do, to get their hands dirty, learn how things/businesses/products are made and marketed, to continuously learn and experience throughout life. And, they're willing to pay for those experiences. Jamestown's brand, built on a foundation of lifetime learning, laughter and a rich heritage of innovation is a perfect bridge to the experience economy trend. In addition, the

Chautauqua County CVB's World Learning Center brand is based in the experience economy. Mutual support between the two brands will increase your brand impact and visibility. Activities such as the Fenton History Center's Spoon River Anthology and comedy workshops sponsored by the Lucy-Desi Center are perfect examples of ways in which Jamestown can tap into the experience economy.

Applicability:
Jamestown's tourism/entertainment product already has some experiential aspects. You can go birding at RTPI, enjoy an ElderHostel experience at the Audubon Center or participate in the Fenton History Center's Spoon River Anthology at the cemetery. As you develop new tourism and local entertainment/cultural offerings or refine existing programs you can expand and play off this trend.

For example, work with the Lucy-Desi Center as they implement their mission to expand their Legacy of Laughter in new directions. Incorporate an improv or slapstick workshop. Teach sketching and drawing at RTPI or sponsor sessions for young hockey players at the Ice Arena which highlight the backstories on professional hockey logos and uniforms.

Read below about the Nespresso AAA Summer Campus where tourists APPLY to attend a two-week course offering an opportunity to "experience firsthand the world of highest quality sustainable coffee agriculture."
http://www.nespresso.com/aaa-program/en/campus/

Note: *For a complete list of URLs included in this document, see* ***Appendix W****).*

- ***Being spaces, third places***
  Being spaces and third places are commercial settings that facilitate out-of-home, out-of-office activities such as reading a book, relaxing or meeting friends or colleagues within an environment that neither have responsibility for. They are a dependable place of refuge, where one can escape the regular demands of home and office. For example, Starbucks and Barnes and Noble have taken the simple retail transaction of buying coffee or a book and turned it into an invitation to linger in a comfy chair, hook up to free Wi-Fi, play a board game with a friend, browse through magazines or listen to music on a rainy day.

  Applicability:
  This trend has tremendous relevance to downtown Jamestown, where there are still some empty storefronts and where you want to attract more people. Look for ways to create and market being spaces/third places as part of the product development for downtown. Use your unique properties in unique ways – as gathering places for artists and musicians, by clustering "learning communities" of post-graduate fellows, by offering freelance and independent business people a warm and inviting place to work and compare notes. Also, in order to make downtown attractive to families, look for ways to provide being places for young families.

- ***Brand spaces and pop-up retail***
  Brand spaces are an extension of being places. They are a space for accommodating and entertaining consumers outside the home and office, becoming a useful or entertaining part of their daily life while promoting your brand. A brand space can be a place that offers surprise, discovery, transformation or education. It can be a place to hang out, try things out, work or relax. Brand spaces can be large or small, temporary or permanent. Companies may use them to introduce a new product, or to offer lessons in how to use their product (Apple provides lessons in programming iPods and Viking offers cooking lessons in their demonstration kitchens). Below is an example of a simple, portable, but practical brand space: a silence booth offered by Nokia for cell phone users in noisy places. It pops up at noisy events like festivals, auto races and construction sites, where cell phone users line up to step inside and enjoy a quiet conversation.





Pop-up retail is another form of brand interaction. It is all about the surprise, the spontaneity and the temporary availability of a brand experience. Retailers use it to create a buzz and provide a unique, one-time experience for their consumers. For instance, J. Crew (following) has a pop-up Holiday Haberdasher that patrols the streets of major cities during the Christmas season, selling directly out of a converted Jeep. In London, the London Fashion Bus, a converted double-decker, stocks the wares of 40 young designers and travels the countryside to sell trendy clothing to customers who don't have access to the hip shops of the City. Pop-up extends to dining and entertainment, as well. In several major cities, restaurants and night clubs have created great buzz with temporary installations in shipping containers outfitted for temporary duty. One enterprising developer has outfitted restaurant space in NYC, but allows only a temporary three-month lease. Every three months, he turns over the operator and brings in a new concept. The crowds keep flocking back to see the latest incarnation. Another New York restaurant changes its décor and menu every season, thus creating a fresh dining experience for their customers. The name of the restaurant

changes as well: Park Avenue Summer has recently transitioned (in 48 hours) to Park Avenue Autumn.
http://www.parkavenyc.com/

Applicability:
Brand space is of particular importance for the Jamestown brand and brand merchandise because you do not have a single, centrally located Visitor Center downtown. Create a "Jamestown Up Close and Wonderful" brand space pop-up retail venue that can travel from the Ice Arena to RTPI, from festivals to the golf course, from the neighborhoods to the schools. Fill the space with retail items that are uniquely Jamestown and with items promoting laughter and learning. Make the brand space an interactive environment featuring activities, games, crafts and contests. Schedule appearances of area artists, comedians and street performers in conjunction with pop-up appearances. Consider seasonal pop-ups for vacant commercial spaces downtown.



- ***Minipreneurs, mobilepreneurs, mompreneurs***
  The business world is full of entrepreneurs. And it's not just about small business anymore – it's about micro-businesses and side-businesses, weekend entrepreneurs, web entrepreneurs, part-timers, freelancers, seniorpreneurs and mompreneurs, eBay traders and advertising-sponsored bloggers. In 2005, almost one million Americans reported that eBay was their primary or secondary source of income. Another 1.5 million say they use on-line selling to supplement their income. And web-driven entrepreneurs now represent 25% of all small businesses in this country.

  Applicability:
  Jamestown has unused upstairs spaces downtown. Partner with the Small Business Development Center at Jamestown Community College to use some of this space as an entrepreneurial/small business shared space. These shared spaces, which minipreneurs can use as an outside office or meeting room promote the exchange of ideas and provide low cost office amenities. Equip the space with computers, Wi-Fi, and small photographic light boxes used for photographing objects to be sold on the internet. Arrange for a shipping company to provide service to the minipreneur incubator. Set

up workshops and seminars on operating small businesses. Entrepreneurs and minipreneurs represent the opportunity for Jamestown. Find a way to support their success and tap into their enthusiasm and creativity. At the same time such an enterprise will bring energy and vitality to downtown.

- ***Community building/resident involvement via the web***
  More and more, commercial and community brands are turning to the web to involve their citizens in local government via feedback, discussion, fresh ideas and viewpoints, suggestions and connections among neighbors and interest groups and yes, even disappointments and criticism. Those communities who continue to ignore the potential of electronic interaction with their residents miss out on a vital connection. Consider the following statistics from Trend Watch:

  - Facebook now has more than 500 million active users; 50% of those log on in any given day. Each of those users has an average of 130 Facebook friends and is connected to 80 community pages, groups and events.
  - Twitter now boasts 105 million users and adds 300,000 every day
  - LinkedIn counts over 75 million members.
  - Overall, the share of adult US internet users who have a profile on a social networking site has more than quadrupled in the past four years—from 8% in 2005 to 35% now. For adults aged 18-24, it's 75%, and for tweens, it's close to 100%. (Source: Pew Internet, January 2009.)

  Applicability:
  People everywhere love the web and their mobile phones as immediate forums for posting opinions, getting information and finding others who share the same interests. Use this trend toward social networking and consumer/resident involvement to draw people into conversations and community involvement for the betterment of Jamestown. Every day, across the internet, your residents are talking about various aspects of life in Jamestown – the good, the bad and the ugly. Draw them into official online participation so that you have a better idea of local opinions and interest and can respond quickly when someone has a complaint or concern. Surround yourself with a new virtual community of Jamestown residents.

OUTLINE OF OBJECTIVES

To guide the brand drivers in the process of implementation and management, North Star has developed a strategic plan consisting of objectives and accompanying tactics. This plan provides a roadmap for success by:

- Providing a structure for managing the brand and implementation activities
- Creating immediate awareness and identification of the brand
- Making the best use of existing resources
- Providing a clear and achievable plan for implementation

In addition, the plan has been formulated to provide solutions to the following issues listed as priorities by the brand drivers:

- Give leaders and stakeholders a common cause around which to rally
- Expand support and reach of the City's Attractors
- Renew local residents' appreciation of Jamestown's assets – natural, educational, cultural, and economic
- Improve Jamestown's image externally
- Expand tourism market and help maximize tourism potential
- Celebrate local history, industry and culture
- Revitalize downtown
- Recruit and retain more young people to live in Jamestown

Objective I
Establish an organizational structure for promoting and developing the brand

Objective II
Establish the brand as a priority for Brand Management Team (BMT)/Attractor employees, properties and programs

Objective III
Establish partnerships with the private sector to move the brand into the business community

Objective IV
Use the brand to increase the impact of Jamestown's Attractors

Objective V
Instill the Jamestown brand into community life and infrastructure

Objective VI
Jump start community morale by involving Jamestown residents in the brand experience

Objective VII
Instill the new brand into the communications of the City of Jamestown, Attractors and affiliated organizations

Objective VIII
Enrich and enliven downtown Jamestown

Objective IX
Attract and retain businesses using the brand as a rallying cry

Objective X
Attract and retain college graduates using the brand

Objective XI
Embrace your role as a regional leader

Objective XII
Improve the external image of Jamestown

LIST OF TACTICS

Objective I

Establish an organizational structure for promoting and developing the brand

1. Assemble a Jamestown Brand Management Team (BMT)
2. Create a Jamestown Brand and Marketing Manager position
3. Develop a brand presentation and toolkit
4. Hold on-going meetings with the BMT
5. Train the BMT to speak on the brand
6. Assemble an ad hoc Idea Incubator Board
7. Create a media plan for communicating about the brand and brand-related activities
8. Share a grant writer to assist in the search for funds
9. Establish a relationship with an advertising agency and a photographer to bring the brand to life and provide consistency
10. Create customized logos for participating organizations

Objective II

Establish the brand as a priority for BMT/Attractor employees, properties and programs

1. Work with the BMT to develop an Up Close at Work employee brand presentation
2. Meet with organization department heads
3. Hold Up Close meetings with BMT organization employees
4. Develop a brand award or recognition program for employees
5. Use the brand for special initiatives
6. Roll out branded ID materials for public and private sector BMT employees (cards, stationery and letterhead)
7. Communicate regularly with employees
8. Identify private and publicly owned BMT infrastructure opportunities for the brand
9. Identify and prioritize current City/BMT programs where the brand can be easily integrated

Objective III

Establish partnerships with the private sector to move the brand into the business community.

1. Meet one-on-one with business stakeholders
2. Meet one-on-one with area organizations
3. Spearhead the development of a Market Jamestown Partnership (MJP)
4. Work with Market Jamestown Partnership to fund and prioritize brand

Objective IV

Use the brand to increase the impact of Jamestown's Attractors

1. Centralize marketing functions
2. Create a Close Friends of Jamestown fundraising initiative
3. Take advantage of economies of scale and combined data sources

Objective V

Instill the Jamestown brand into community life and infrastructure

1. Create brand merchandise/promotional items
2. Take the brand on the road with a pop-up retail brand space
3. Incorporate the brand into signage throughout Jamestown
4. Expose the brand to riders and drivers throughout the Jamestown region
5. Export the brand with your local products
6. Develop brand strength through local sports facilities
7. Incorporate the brand into playgrounds, community fixtures and buildings
8. Provide recognition and visibility for those who support the brand

Objective VI

Jump start community morale by involving Jamestown residents in the brand experience

1. Giver the brand a visible presence in the community through a staged rollout
2. Use the brand to motivate and recognize neighborhood revitalization
3. Reveal your assets with a branded geocache treasure hunt
4. Work through the schools to get children involved
5. Certify Jamestown as an Official Wildlife Habitat Community
6. Learn more about your local success stories
7. Build self-esteem early-on in the school system
8. Recognize Jamestown Up Close and Wonderful individuals and organizations

Objective VII

Instill the new brand into the communications of the City of Jamestown, Attractors and affiliated organizations

1. Build the resident and employee e-mail database
2. E-mail residents an electronic newsletter
3. Add the brand to other City of Jamestown publications
4. Enter the world of new media
5. Develop a branded city-wide web portal
6. Update your web communications

Objective VIII

Enrich and enliven downtown Jamestown

1. Train residents and staff to assess downtown
2. Develop a strategy to add visual appeal to downtown Jamestown buildings
3. Enlarge the downtown mural program
4. Extend artistic improvements to other kinds of structures
5. Perk up the downtown parking situation
6. Review and revise special events and promotions to achieve desired goals
7. Repackage existing events with the brand in mind
8. Make downtown a destination for fun
9. Ramp it up a notch with retail promotions and merchant

Objective IX

Attract and retain businesses using the brand as a rallying cry

1. Incorporate the brand into Jamestown economic development communications materials
2. Introduce the brand to existing economic development/business/industry leaders
3. Use the brand to stimulate interest and support for economic development
4. Initiate a formalized small business assistance program and brand the materials
5. Develop a local economic development web page
6. Integrate the brand into your DJDC economic development page
7. Brand ribbon cuttings, groundbreakings, grand openings, construction sites and available properties
8. Create an Up Close Rapid Response Team
9. Develop an economic development e-mail database and use it to communicate with stakeholders
10. Entice potential entrepreneurs with creative spaces
11. Decrease commercial downtown vacancy rates

Objective X

Attract and retain college graduates using the brand

1. Welcome college students to the area
2. Stay in touch throughout the college experience
3. Provide extra support to entrepreneurs and interns
4. Expand the current Gebbie Internship Program
5. Provide incentives for students to stay
6. Host a massive Close to Home Jamestown Reunion

Objective XI

Embrace your role as a regional leader

1. Serve as a hub for regional tourism activities
2. Establish Jamestown as THE center of life-enhancing learning opportunities in Chautauqua County

Objective XII

Improve the external image of Jamestown

1. Contract with a part-time public relations writer
2. Create a media plan for communicating to the media about Jamestown's wonderful assets
3. Develop a comprehensive editorial calendar
4. Develop an electronic media kit
5. Develop a general and customized media list
6. Send branded merchandise to key writers
7. Send out regular releases
8. Invite area media to major events
9. Partner with Patch

BUDGET ESTIMATES

No budget figures have been attached to these recommended tactics because it is not possible to do so at this point. Too many variables regarding current relationships, current budgets and how Jamestown will proceed remain unknown.

The Jamestown BrandMAP is fiscally flexible because it can be adapted to match your situation. Tactics are rated Priority 1, 2, and 3. Priority 1 tactics must be executed in order to effectively implement the brand. Priority 2 tactics are recommended but are optional. Priority 3 tactics are "icing on the cake" if you have the funding. Most Priority 3 tactics are undertaken via funding partnerships with private sector organizations.

Whenever possible, the Jamestown BrandMAP piggybacks its suggestions onto an existing communication initiative. Costs involved are only those of branding the existing initiative since content development and production of the piece was an existing cost.

In some cases, the BrandMAP may make recommendations that will require decision-making on the part of Jamestown. For example, we recommend branding the existing infrastructure. Clearly, it wouldn't be in your best interest to brand every piece of community-owned property. The BrandMAP makes recommendations, but an analysis of priorities, partnership opportunities and other ongoing initiatives will need to be conducted by leadership before making a final decision.

In other words, the Jamestown BrandMAP is not written in stone. Consider it a guide for effectively implementing your brand with enough flexibility to adjust for changes in Jamestown's economic or political landscape.

Please see **Appendix T** for a detailed budget outline.

OBJECTIVES AND TACTICS

OBJECTIVE I

Establish an organizational structure for promoting and developing the brand

Situation:
Brands don't grow and thrive if no one takes responsibility for them. Successful implementation of the Jamestown brand will require accountability, passion, understanding and respect for the branding effort. It will also require cooperation and partnership among City officials, administrators, Attractors, affiliated organizations, and regional stakeholders.

- **Tactics**

1. Assemble a Jamestown Brand Management Team

- It is critical that the major users of the brand come together and create a 5-to-7 member Jamestown Brand Management Team (BMT). Support-building and eventual fundraising for the brand will start with the BMT and move outward to other organizations and the general public.

- Brand Management Team members should include representatives of: the Attractors, City of Jamestown, Jamestown Renaissance Corporation, the Attractors group, local non-profits and philanthropists like the Gebbie Foundation and the Community Foundation. Jamestown Community College would also bring much to the table in terms of community knowledge, relationships and resources. You may want to include representatives from the Chautauqua County Convention and Visitors Bureau and/or Chamber as ad hoc, non-voting members. These groups must agree to work together on brand priorities and implementation, and must each agree to invest through staff time in the success of the brand. Visible cooperation and support across organizational lines will positively impact public acceptance of the brand and will build support throughout the community.

Responsibility: Former brand drivers
Priority: 1
Timing 3 months
Costs: Minimal

2. Create a Jamestown Brand and Marketing Manager position

- The Brand and Marketing Manager will have primary responsibility for developing the annual budget for branding, pursuing the specific strategies identified, building a network of supporters for the brand, and overseeing and evaluating the effectiveness of the brand in the community and surrounding region.

- North Star recommends the creation of a new Brand and Marketing Manager position to perform this function. In addition to assuming responsibility for brand integration and introduction, this position could also assume some of the expanded communications functions recommended within this document, including management of the Jamestown Marketing Council (see pg. 86), coordinating marketing functions for the Attractors and marketing responsibilities for the Neighborhood Revitalization initiative. In this expanded role, the Brand and Marketing Manager would be expected to conceive, plan, implement and coordinate fundraising efforts, develop and manage community awareness campaigns/events for neighborhoods, maximize brand integration throughout all Attractor organizations, plan special events, and provide cohesion and continuity for communications across all brand partners.

- If in fact, the Brand and Marketing Manager is charged with the additional duties of marketing the Neighborhood Revitalization Plan, it may not be reasonable to expect that one person will be able to coordinate and implement all of the above responsibilities in an effective manner. In this case, North Star also recommends the creation of a Communications and Volunteer Coordinator who can assist with implementation and serve as the touchpoint for recruiting and coordinating local volunteers.

- North Star believes that the Brand and Marketing Manager and Communications and Volunteer Coordinator positions should be located within the Jamestown Renaissance Corporation (JRC). This organization already serves as an engine for visioning and forward progress for Jamestown. Adding a centralized Brand and Marketing function will broaden JRC's impact and role within the community and will afford them an on-site communications resource. It would also provide the Brand and Marketing Manager proximity to Downtown Jamestown Development Corporation.

- It will be critical that the Brand and Marketing Manager be a seasoned and skilled professional. Skills necessary for the Brand and Marketing Manager job include marketing, budgeting, writing, management, team building, public speaking, consensus building and community relations. (See **Appendix B** for Brand and Marketing Manager job description.)

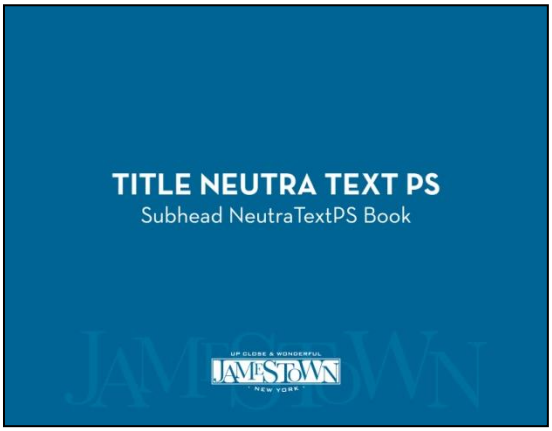
Responsibility: BMT
Priority: I
Timing: Immediately
Costs: Recommended salary: $40,000 to $60,000. Salary to depend on experience and final job description.

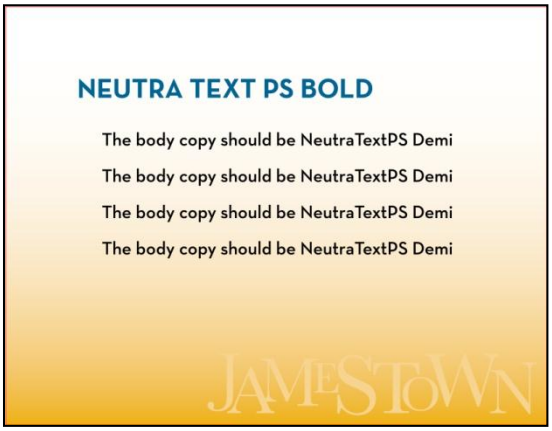
3. Develop a brand presentation and toolkit

- The Brand and Marketing Manager should work with a graphic designer and writer to develop a professional PowerPoint presentation for the brand. The presentation should summarize research, insights, brand strategy and creative and should be customizable for different audiences (i.e., should allow presenter to add the benefits and uses of the brand for firemen, teachers or business owners.)

- Use the presentation to tell your story. This branding initiative was developed with a long-term vision in-mind. Others need to understand that vision. Show a few slides of valuable insights gleaned from the research. Build up what you learned from the process.

    - Why was this project started?
    - Who else was involved?
    - Why did you choose North Star?
    - What did you learn from the research?
    - Tell 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





- 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

- In addition to the presentation, put together a brand toolkit that can be used as a leave-behind after presentations. Include a CD with camera-ready art for the primary logo, customized logos when relevant, a one-page slick highlighting the brand and a brand

promotional item such as a pin (with logo and strapline). Be sure to include a graphics standards manual in the toolkit so that users will know how to display the brand appropriately (See **Appendix X** for Graphic Standards).

- Work with a graphic designer to create packaging for the toolkit reflective of the brand. Packaging costs will vary widely depending on the chosen approach. For example, to emphasize the brand message Up Close and Wonderful, you might choose a presentation folder showing a close-up of the logo through the die-cut hole of a magnifying glass on the front of the folder.

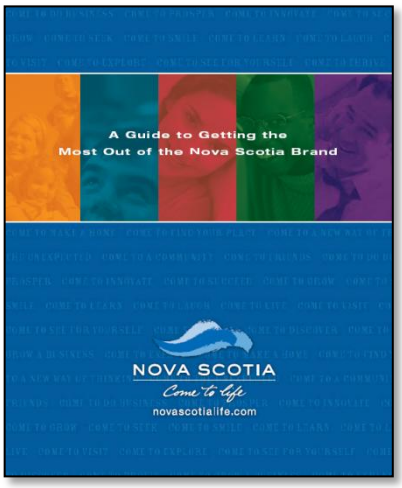
- If funding allows, leave toolkits behind for attendees of the presentations. Toolkits will be given to City department heads, local officials, major stakeholders, non-profit leaders, and other organizations over the course of the first year. Offer toolkits to major employers and industries, and non-profits, as well. Be sure to order adequate numbers to maximize cost savings.

  In order to save money, you may choose to make your toolkit available on-line. A good example of an online brand toolkit can be found at the brand website of North Star client Dayton, Ohio. Check it out at http://www.daytonoriginals.org/on_the_mark.asp

  Notice how the Dayton toolkit provides usage guidelines, creative ideas and downloadable art.



- An excellent national brand toolkit is the Big Brand Book, an online resource for the partners of the Nova Scotia brand. The book, which contains guidelines, suggestions and examples, is available to brand partners in a password protected portion of the brand website: http://www.novascotialife.com/. The partners' resource page also includes downloadable art for various brand applications. (To view the Big Brand Book, see **Appendix C**, a complete version can be found on the BrandPrint CD accompanying this report.)



- The Brand and Marketing Manager, the BMT and other passionate ambassadors of the brand should meet one-on-one with community stakeholders and business owners over the next year to reinforce and answer questions about the brand (using the PowerPoint). Such meetings pay off in unexpected ways. A developer in McKinney, TX who sat in on a presentation contacted the Brand and Marketing Manager months later asking permission to fly branded flags and banners throughout his upscale retail area and its parking lot.

Responsibility: BMM, graphic designer, writer
Priority: 1 for brand presentation, 2 for brand toolkit
Timing: 2-3 months to be presentation ready
Costs: Personnel cost depends on whether qualified writer/designer are available on staff.
Pins: 1 and 1/4", circular die-cut, soft enamel, 2 color
500 @ $2.23/each = $1,115
1,000 @ $1.88/each = $1,880

Folders: Matte finish, heavy card stock, 2 pocket, printed 2 color/one side, double fold, production costs included
500 = $1,000

CDs and jewel cases for art files
500 = $300

Total estimated cost for PowerPoint presentation, promotional pin, and toolkit: $1,925 in quantity of 500
$3,500 in quantity of 1,000

T-shirts: Colored shirt with screen printed logo, one side only, Hanes tagless
1,000 @ $6.59 each = $6,607.50 total
2,000 @ $6.59 each = $13,197.50 total.

4. Hold on-going meetings with the BMT

- The Brand and Marketing Manager and BMT should agree to meet regularly to set priorities and provide direction for brand implementation. Initially, you may need to meet monthly. Eventually, you should be able to cut back to quarterly gatherings.

- The Brand and Marketing Manager should hold a planning and organizational meeting with the BMT. Your initial meeting should address the following types of issues:

    - Resources available in the BMT organizations
    - Brand implementation strategies outline in the BrandMAP
    - BMT implementation priorities
    - BMT organization member projects
    - Speaking schedule for BMT members
    - Scope of work for the year

- Review marketing plans of all BMT members and facilitate a discussion regarding which activities might be coordinated amongst the organizations – both to save resources and to create a bigger impact in the marketplace. For example, several organizations might be interested in placing an ad about the new brand in local or regional newspapers or on the radio. Rather than five smaller ads, consider joining forces for a full page ad featuring all the organizations. In addition to ads, other clients have had success (and saved money) consolidating resources on annual reports, informational brochures, radio spots, signage, etc. (This "sharing" mindset is one that develops over time. Do not be discouraged if there is not much enthusiasm for it immediately. As the various organizations have success with the approach, they will become converts.)

- Identify how various marketing initiatives for each member's respective organization can be branded. Explore the issue of co-op advertising for billboards, signage, and other venues.

Responsibility: BMM, BMT
Priority: I
Timing: Meetings should be held quarterly
Cost: No cost associated with meetings.

5. Train the BMT to speak on the brand

- Hold training sessions with BMT members covering presentation of the PowerPoint and the brand toolkit.

- The goal of the presentation is to gain grassroots support for the brand. BMT members should start support-building with other member organizations from the original brand partnership and the employees of those organizations. Then move out to other stakeholders (who are not members of the original brand partnership group) and to

City residents. From there the various organizations will carry the brand message to their audiences in tourism, economic development, healthcare, education and so on.

- Taking the time to build grassroots support can pay off in unexpected ways. For example, in Dayton, Ohio, a presentation made during the early months to a community group resulted in a call several months later from one of the City's iconic pizza parlors. The owner was interested in using the Dayton brand logo on his pizza boxes in celebration of 40 years in business.

- Present BMT members with branded business cards announcing their BMT position.

Responsibility: BMM, BMT
Priority: 1
Timing: 3 months
Costs: Production of BMT business cards. (Note: to avoid additional costs, add BMT business cards to next printing order for City, or other BMT organization business cards.)

6. Assemble an ad hoc brand idea incubator board

- The Brand and Marketing Manager should organize the creation of a brand advisory committee comprised of the most creative minds within the Jamestown area. The purpose of this group is to provide innovative ideas and extraordinary concepts for brand integration. Their challenge: to dig for genuinely new and powerful strategies presented in unexpected ways.

- In keeping with their mission and make-up, the group should be dubbed with a creative name relating to the brand (The Magnifiers, for instance) and meetings of this group should be fun, free-wheeling and idea-based. Rather than cooping members up in a stuffy board room, set their imaginations free by meeting at interesting and inspiring locations throughout the area.

- Schedule quarterly meetings with the BMM, BMT and the idea group, to consider brand connections based in history, poetry, language, humor, geography, performing and visual arts, sports, nature, as well as more traditional avenues. Draw the membership of this group from unexpected sources: professors from the areas of arts and humanities, psychology and social sciences; JCC students to represent the younger demographic; writers, artists, musicians, ad agencies or marketing firms, dreamers, bloggers, philosophers, athletes, gallery owners, chefs, and bookstore owners. Be sure to include young entrepreneurs in this group.

- Welcome the group with a quick brand overview and an inventive, fun premium item. (One idea: a compressed t-shirt with a brain or light bulb, the group name and the brand logo. *BRIGHT IDEAS! Up Close and Creative.* (See compressed samples on the right. All tees can be custom imprinted with group name and brand logo.) A less costly alternative would be to customize the standard brand t-shirt with a line like *BIG IDEAS.* Have some facilitators on hand to take notes and gather ideas – this group is all about brainstorming and helping to push the brand further into the community through previously unconsidered connections. Enjoy the fireworks!





Responsibility: BMM
Priority: 2
Timing: 6-12 months
Costs: No hard costs for selection, meeting.
Compressed t-shirts: Start at about $900.00 for a quantity of 144.

7. Create a media plan for communicating about the brand and brand-related activities

- The Brand and Marketing Manager serves as the single source of contact for brand media relations within the community. This centralized approach will help you control the brand message and guarantee that the story you want to see in the media is actually the story that runs in the media. The Brand and Marketing Manager should also serve as the contact for setting up interviews or arranging comments from City and other BMT officials or business people asked to provide feedback to the media. Remember to include information from your brand research to provide background on brand development.

- Develop a series of talking points and graphics to use for every brand-related encounter with the press. Remember to emphasize the ideas of getting to know Jamestown, looking more closely at what Jamestown can offer the region, redevelopment in downtown, and the many great things to do/see.

- Hold a briefing for those who may be asked to comment on the brand (members of BMT, elected officials, City administrators, prominent department heads, arts leaders, community leaders, etc.) to review the talking points and background.

- Use the following vehicles for distributing information about the brand:

News releases, electronic and paper	Editorial board briefings
Fact sheets	Electronic newsletters and e-blasts
Media advisories	Websites
News conferences	Social media
Tours	Special events
Roundtables	

Responsibility: BMM
Priority: I
Timing: Immediate
Costs: No hard costs associated with media relations.

8. Share a grant writer to assist in the search for funds

- If Jamestown and its affiliated brand drivers do not already have the appropriate expertise on board to pursue grant funding for the brand, explore the idea of adding a grant writer (full or part-time) to the staff to assist with sourcing on-going funds for the branding effort. As you well know from the generous financial support of the Gebbie Foundation, grants can provide an excellent source of brand implementation funding. North Star client Grand Rapids, MN just received $75,000 in grant monies for brand programs. While the Gebbie grant will get the brand up and running, it will require additional financial resources in the years ahead.

- If local organizations cannot afford a full-time grant position strictly for the brand, investigate opportunities for partnering the position with other organizations such as the JRC, Gebbie Foundation, Community Foundation, Arts Council or other non-profit group(s) and splitting the position cost. In addition to locating funds for community events and improvements around the brand, the position could be charged with the following types of additional duties if jointly funded:

    - Funding for travel and tourism projects
    - Funding for arts and cultural attractions and programs
    - Funding for historic preservation and heritage tourism
    - Funding for special events or projects downtown
    - Training other non-profits in the community to successfully write grants and locate funding for tourism, the arts, historical preservation and cultural projects
    - Funding for economic development initiatives such as educational workshops or seminars
    - Providing grant writing services to area non-profits at a subsidized rate
    - The revenue created would be used to cover a portion of the salary expense of the grant writer.

Responsibility: BMM
Priority: 1
Timing: 12-18 months
Costs: Variable depending on way position is set up. Potentially $10,000 - $50,000.

9. Establish a relationship with an advertising agency and photographer to bring the brand to life and provide consistency

- As you move forward with brand implementation, it will be useful to partner with a local ad agency and a talented photographer. Use of a single agency and a single photographer will provide consistency across all brand applications and will be most cost-effective.

- If possible, piggyback the brand creative needs on an existing agency relationship among the BMT members. This will prevent having to establish a new working relationship and will be more affordable.

Responsibility: BMM
Priority: 2
Timing: Immediate
Costs: Costs dependent on existing relationships.

10. Create customized logos for participating organizations

- While North Star has provided some customized logos for local organizations as a sample, you may find a need to develop further variations for groups, Attractors or departments in the future. Your agency will be able to modify the brand logo for use by all partnering organizations and help with outdoor board placements, periodical or newspaper placements, brochure designs and much more.





- The Brand and Marketing Manager must assume responsibility for ensuring that the artistic integrity and tone of brand messages are maintained by all participants. Uses of the template and the brand logo and message should be seen and approved by the Brand and Marketing Manager whenever possible prior to production and implementation.

Responsibility: BMM, BMT
Priority: 1
Timing: Immediate
Costs: $5,000 and up for photography and agency creative/media services.

Objective II
Establish the brand as a priority for BMT/Attractor employees, properties and programs

Situation:
As the facilitators of the new brand identity, the BMT organizations will need to embrace and help lead this brand initiative. Therefore it is critical that their employees understand and accept the brand, championing it both within their organizations and in the outside community. This will involve education regarding the value of the brand to their operations and to the community as a whole.

NOTE: *In this document, suggestions for BMT employees are applicable to all Attractor employees, as BMT members are representing the Attractor group. Also, the ideas presented here are equally applicable for other employers throughout the City as you begin to spread the brand message outward.*

■ Tactics

1. Work with BMT to develop an Up Close at Work employee brand presentation

- Develop a brand information and integration program for BMT employees called ***Up Close at Work***. Customize the PowerPoint or video brand presentation for employees, using the language "*up close, close up, look closer, closer look*" and so forth.

- Emphasize the core attributes of the brand as it applies to the workplace: initiative, inquisitiveness, building new knowledge and skills, enjoying your job and carrying a sense of humor. Encourage employees to recognize their personal roles and responsibilities in the success of Jamestown and of their employer. Make the phrase *Up Close and _____ (Productive, Positive, Safe, Motivated, Customer-oriented…)* into an employee mantra which resonates throughout BMT organizations.

- Produce *Up Close* t-shirts for all BMT employees. If desired, each organization can personalize their use of *Up Close* to reflect their own mission. For instance, Lucy-Desi Center employee shirts might read "*Up Close and Hilarious"* while Arts Council tees might say "*Up Close and Creative*". Organizations may also choose to add their own logo on the back of the tee.

Responsibility: BMM, BMT
Priority: 1 for employee brand presentation, 2 for t-shirts
Timing: 3 months
Costs: T-shirt costs delineated under next tactic.

2. *Meet with organization department heads*

- Each BMT member should schedule a group meeting with their own department managers. Ask each manager to bring departmental marketing plans from the previous year.

- Show the brand presentation and present each department head with a brand toolkit and a brand pin or alternatively, with a branded polo or t-shirt. Discuss the benefits of the new brand to the organization and specifically to organization employees.

- Ask department heads to wear their brand pins or shirts to start building brand awareness and support among employees.

- Allow time for discussion of current logos and how the Jamestown brand might be customized or integrated. (This is particularly important for organizations like the City of Jamestown where the brand will have great visibility on uniforms, vehicles, and signs.) Emphasize the importance of creating a powerful, standardized, effective umbrella brand. Discuss how BMT employees should lead the brand initiative.

- Review department goals and marketing plans and identify ways various departmental initiatives can be branded.

- Each organization should consider whether or not to form an internal brand management team. The need for this will be based on the size of the organization and the scope of the brand initiatives that the department managers have brainstormed. If an organization decides to create an internal team, provide the team with a brand related name (*City of Jamestown Brand Boosters* for example).

Responsibility: BMM, BMT/Attractor members and department heads
Priority: 1
Timing: 1-6 months
Costs: Branded polos for department heads
Quantity of 25 @ $7.31 = $182.75

3. *Hold Up Close meetings with BMT organization employees*

- Now that they have been fully briefed and are on board with the brand, BMT department heads should hold a series of orientation meetings with their employees to present the employee version of the Brand PowerPoint. If available, the Brand and Marketing Manager can also attend.

- Provide each employee with a brand t-shirt at the meeting. Emphasize the employee's role in the brand and ask for suggestions regarding how the company or organization might put the brand to use. Get the brainstorming started by sharing any ideas already

developed for incorporating the brand into the organization's structure. Here are some ideas to that will add up to employee involvement:

  - Community Service Days for each department. Department employees wear their *Up Close* t-shirts and perform a public service activity (do some guerilla gardening in a rundown area, work in a soup kitchen or food pantry, volunteer to help a senior citizen with home maintenance). Leave behind a branded *Up Close and Caring* plaque with the name of the department and the sponsoring organization.
- Hold quarterly or bi-annual meetings for new hires to introduce the brand as employees come on board.

Responsibility: BMM, BMT
Priority: 1 for employee/contractor meetings; 3 for t-shirts
Timing: 3-6 months
Costs: T-shirts: Two-color screen printed logo, one side only, Hanes tagless (or white with red logo) 1,000 @ about $6.59 each = $6,600.00

4. Develop a branded award or recognition program for employees

- It is important to create an initiative for BMT employees that rewards individuals, committees and departments for behavior that exemplifies the character of the brand (dedicated to learning and discovery, positive and fun-loving, more than meets the eye initially).

- Develop employee service awards to recognize superior employees or departments in BMT organizations. You may choose to focus on one major award or to present several awards in various categories. Consider some of the following ideas to get you started:

  - *Up Close and Loyal*: years of service award
  - *Up Close and Innovative: for an employee who brings new ideas to work*
  - *Up Close and Green: for employee who sets the standard in sustainability issues*
  - *Up Close and Caring: for employee who models high levels of community service*
  - *Up Close and Safe: for employee or department that maintains safety standards*

- Annually, present the employee awards in some kind of public organization forum – at an annual all-employee meeting, for instance, with appropriate fanfare and press coverage. If all BMT /Attractor members decide to use the SAME awards and award titles, you could consider a large awards ceremony including the honorees from each BMT member. In other words, there might be five or six safety awards – with one honoree from each member organization. Such a large-scale event will lend more weight and importance to the awards.

- Provide winners with a token of their award – a plaque, t-shirt, or specially designed trophy.

- Showcase award winners in employee communications, on the organization website and in press releases.

- Provide the award artwork in the brand toolkit so that other employers can implement their own awards program within their own organizations throughout the City.

- For additional impact, place the achievement logo on plaques, coffee mugs, hats and in employee newsletter articles of the various employers, etc.

Responsibility: BMM, BMT, department heads
Priority: 2
Timing: 12-24 months
Costs: Cost for additional premium TBD based on items selected.

5. Use the brand for special initiatives

- Use the brand to emphasize current employee initiatives within each organization – or to emphasize a community-wide initiative. For instance, use the brand to promote a new employee or City/County-wide fitness or wellness initiative. Title the program *Up Close and Healthy.* Produce program t-shirts for participants displaying the slogan.

- Sponsor *Take a Closer Look at Health* lunch and learn discussions, walking groups and screening opportunities. Be sure the brand is visible at the events.

- Produce branded fitness prizes for those who achieve specified goals within the program: mini key ring flashlights, exercise logs, umbrellas, first aid kits, etc. A branded pedometer would make a wonderful premium item for a wellness program, as would a branded water bottle.

- Put up a banner or sign and provide information about the employee fitness program in employee gathering places and through the HR department.

- For further information about State and local level wellness initiatives visit the following:

    - Indiana's program is INShape Indiana: http://www.in.gov/inshape/
    - Louisville has the Mayor's Healthy Hometown Movement: http://www.louisvilleky.gov/Health/MHHM/

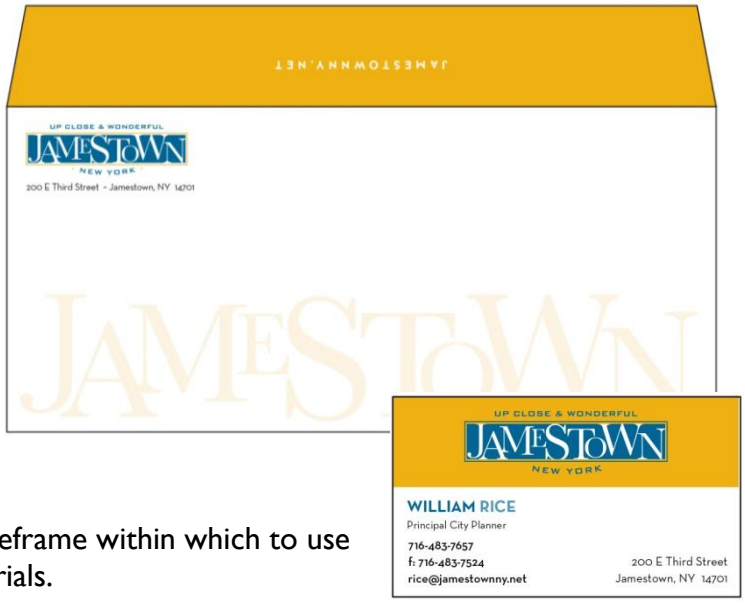
- The brand can also be used to support other organizational or departmental initiatives including recycling, green practices, performance goals, or a customer service program.

Responsibility: BMM, BMT, department heads
Priority: 3
Timing: 6-12 months
Costs: Dependent upon recognition vehicle selected for contests. A high-quality certificate could be designed and produced in-house at little or no cost.

6. *Rollout branded ID materials for public and private sector BMT employees (cards, stationery and letterhead)*

- Branded letterhead, cards, envelopes and folders for organizations involved with the brand should be designed and reprinted as soon as current supply is depleted.

- Existing brochures, recruitment packages, visitor's information, etc. will also need to be reprinted with the new logo. Eventually, these pieces should be reworked entirely to reflect the new brand in copy and tone. Some organizations may choose to brand or co-brand only their letterhead or business cards; others may find it useful to carry the brand theme throughout their internal and external communications vehicles.



- Give departments/organizations a timeframe within which to use up old materials and order new materials.

- Make a production out of presentation of the new materials (package them in a fun way; hold a pitch-in lunch, etc). Set a rollout date after which only the new materials may be used.



Responsibility: BMM, BMT members, organization/ department heads
Priority: 1
Timing: 6-12 months
Costs: To be absorbed into individual organization's regular printing budgets.

7. Communicate regularly with employees

- Reaching out to employees with the brand is one of the top initial priorities of the BMT/Attractors. This is particularly true with employees whose jobs involve a lot of public contact or who are seen as official representatives of Jamestown and its Attractors.

- Introduce the brand and reinforce brand messages in employee communications such as newsletters or e-blasts. Model the brand message of laughter and learning by including short humorous anecdotes (they can be submitted by employees or gathered on-line) and quick tidbits of knowledge (interesting words and their meaning, notes about local history such as your furniture heritage or inventions such as the crescent wrench). Watch for opportunities to recognize those who are furthering their education by taking classes or finishing their degree. Encourage humor and knowledge throughout your organizations. Think of the short humor pieces and quips in Readers' Digest – but with a local flavor.

- Include a regular feature in your employee newsletter or website, which highlights the many resources, activities, restaurants, festivals and attractions around the City. Title it Jamestown…*Up Close and Wonderful*

Responsibility: BMM, BMT, other area businesses
Priority: 2
Timing: 6-12
Costs: None to add brand content to employee intranets/newsletters. Development costs for quarterly brand employee newsletter.

8. Identify private and publicly owned BMT infrastructure opportunities for the brand

- Successful brand implementation requires the best use of available resources. The City of Jamestown owns a number of assets ideally suited for high profile presentation of the brand. Enlist department heads to create a list of departmental physical assets which would be appropriate to carry the brand.

- Other BMT organizations will also have resources for the brand. Does someone have a flagpole available for a brand flag? A parking lot suitable for brand banners? A blank wall on their building for a brand mural? Historic downtown Jamestown offers great locations for showing off the *Up Close* brand.

- The BMT should brainstorm a list of potential locations for displaying the brand. City vehicles are well-suited to the brand, as are Parks and Recreation facilities, City offices and buildings, water towers, etc. City employee uniforms and nametags offer another visible brand opportunity. Have a frank and open discussion about how the brand might be displayed within each organization. Here are some ideas to get you started:

- City vehicles
- Other organization vehicles
- Employee uniforms /arm patch/ name tag
- Employee attire for Casual Fridays (polo)
- Parks signage
- Parks, playgrounds, ice rinks and athletic fields
- Patches for area athletic leagues such as Little League and youth hockey
- City-owned or maintained trails
- Jamestown public art installations
- Outdoor signage and/or façade for all Attractors and BMT organizations
- Chautauqua County Visitors Center



- Don't forget to install the brand inside buildings as well. Place banners in locations where residents and employees gather – City Hall, tax offices, the planning and zoning department, lunch rooms, etc.

- Prioritize the inventories of potential BMT physical assets based on visibility and cost of applying the brand logo. North Star recommends starting immediately with uniforms/employee nametags, recreation and parks/golf facilities, City Hall, police and fire stations and vehicles, bike and walking paths. BMT members can implement their own brand visibility as quickly as resources permit – under the ice in the Ice Arena is a perfect spot for the brand logo, above the marquee at the Reg Lenna, on outdoor signage at Attractor entrances, etc. If JCC is a BMT member, add pole banners on campus and signage to athletic fields. As a cost-cutting measure, where applicable, items can be branded over a period of time (as signage or uniforms need to be replaced or refurbished, for instance).

- Develop a formalized written implementation plan and timeline for applying the brand logo to City and BMT assets.

Responsibility: BMM, BMT
Priority: I
Timing: As soon as feasible based on locations and price
Costs: TBD based on applications chosen.

9. Identify and prioritize current City/BMT programs where the brand can easily be integrated

- For maximum success, the brand should be integrated into applicable City of Jamestown programs and initiatives as soon as economically feasible. The Brand and Marketing Manager and the City/BMT department heads should work together to create a master

list of programs where the brand "fits." 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 signage production schedules.

- Some of the current initiatives that should be branded include:

    - Websites for: City of Jamestown, Chautauqua County Convention and Visitors Bureau , Jamestown Renaissance Corporation, all Attractor websites, Jamestown Community College.

      Programs such as:
      - Water quality programs
      - Downtown/neighborhoods redevelopment programs and areas
      - Public safety education and outreach programs
      - Recreation programs and classes
      - Performing arts series
      - Fundraising campaigns
      - Visitor information pieces at Attractors
      - Wayfinding

Responsibility: BMM, BMT
Priority: 1
Timing: 12–24 months
Costs: Variable depending upon department and program.

Objective III
Establish partnerships with the private sector to move the brand into the business community.

Situation*:*
Once the brand has been established and is at work within the BMT members, it is time to reach out to stakeholders and area organizations. The Jamestown brand is a vehicle by which both the public and private sectors can market the City for the overall development of the local economy, the unification of the community and as a reflection of the values and spirit that make Jamestown unique. The engagement of the private sector in this effort is critical to the overall success of the branding initiative and to its long-term financial health.

■ Tactics

1. Meet one-on-one with business stakeholders

- The Brand and Marketing Manager and Jamestown BMT members should schedule one-on-one meetings with stakeholders (i.e., corporate leaders, marketing directors, developers, retailers, etc.) to present the brand PowerPoint or video. The goal is to create a strong support base for the brand among community leaders of all stripes.

- At each meeting, present the stakeholder with a brand pin and a branding toolkit. Discuss programs he/she could put in place in their business or organization to integrate the brand message. Encourage a retail business to display the brand logo or show an organization how to use the Jamestown Up Close at Work Award in their own business/organization (for employee recognition, student recognition, athletic recognition, citizenship awards, humanitarian awards, etc.). Suggest ways that the organization or business might use the Jamestown brand in their packaging or in their store windows.

- Such meetings can pay off in unexpected ways. Remember the developer who wanted pole banners and the Dayton pizza parlor that used the brand logo on their pizza boxes? Other organizations have gotten involved by requesting brand t-shirts, asking to sell brand merchandise in their store, or using the brand logo in windows, advertising or promotions.



Responsibility: BMM, BMT
Priority: 1
Timing: 3-12 months or as soon as the PowerPoint and toolkit are developed
Costs: No hard cost for meetings.

2. *Meet one-on-one with area organizations*

- The Brand and Marketing Manager and Jamestown BMT should also schedule one-on-one meetings with representatives from various area groups and organizations to share the brand presentation. The goal is to help organization leaders understand the Jamestown brand and to explain and explore how a branding partnership can be mutually beneficial. Among the groups might be:

    - Chamber of Commerce
    - School officials and administrators(public and private)
    - Jamestown Community College (if not a BMT member)
    - Jamestown Business College
    - County/regional/state economic development personnel
    - Other leadership boards such as the Jamestown YMCA and YWCA
    - Jamestown Jammers
    - Prendergast Library
    - Farmers Market
    - Babe Ruth World Series
    - Market on Main
    - Healthcare leaders
    - Service groups
    - Arts Council
    - Planning Commission (and other municipal board affiliations)
    - Volunteer groups such as youth athletic clubs and organizations, etc.
    - Church leaders/groups
    - County level officials
    - City officials from surrounding cities
    - Editorial board members of local and/or regional media outlets.

Responsibility: BMM, BMT
Priority: 1
Timing: 3-12 months
Costs: No hard costs associated with meetings.

3. *Spearhead the development of a Market Jamestown Partnership*

- Eventually, brand leadership and management should be transitioned to a larger group representative of your greater community. Develop a Market Jamestown Partnership (MJP) comprised of key public, private and non-profit organizations interested in marketing Jamestown for future growth and success. This group will serve as the long-term brand drivers who help contribute the funds, the ideas and the manpower that will "drive" the brand forward. (For a chart outlining purpose, membership and titles of groups to be created for the brand initiative, see **Appendix D**).

- Members may come from City government, economic development organizations, Chamber of Commerce, cultural organizations, businesses, hospitals, higher education, financial institutions, regional organizations, non-profits, granting agencies, etc. (See worksheet for identifying potential Market Jamestown members in **Appendix E**).

- Whether public or private sector, an organization or an individual, brand drivers/MJP members must meet two out of three of the following criteria: financial support, community involvement, and/or marketing savvy. Their financial support provides crucial implementation funding and invests them in the brand, their knowledge of the community and marketing know-how can help integrate the brand throughout the City.

- Once a list of potential MJP members has been compiled and prioritized, the Brand and Marketing Manager and current BMT member should make appointments with the prospects to make the pitch. It may be helpful to take a high-ranking public official (Mayor, Council member) along to punctuate the message. It is most important to emphasize these points:

    - The message, meaning and platform of the brand
    - The importance of successful brand implementation at this critical moment in Jamestown history
    - The unique attributes of the MJP prospect that make him/her an irreplaceable piece of the puzzle
    - That brand drivers contribute more than mere funding
    - The passion that you feel for the City and the brand

- Market Jamestown Partnership members are expected to contribute to the brand effort in one or more ways:

    - Funding pledge (establish a minimum financial contribution that can be paid in equal installments over three years. This will provide the necessary resources to continue brand activities when your current grant monies are exhausted). Generally speaking, the larger the organization and its resources, the larger the contribution you can target.
    - Volunteer role (The individual or organization has background, manpower, marketing knowledge or relationships that will help advance the brand)
    - In-kind services or potential high brand visibility (a local marketing or graphic design firm might pledge $5,000 of work. A developer or College might fund pole banners for parking areas.)

    Do not be afraid to ask for a specific dollar contribution or volunteer role. Set a date to follow-up for an answer (if you don't get one on the spot).

- As you sign on MJP members, you may find that they can be helpful in making the pitch to other prospects. Ask them to come along if they have a personal or professional connection to any of your other prospects.

- A team approach (including private and public sector members) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture for the community, it weathers changes in political administrations and it provides additional manpower for implementing brand initiatives. There is no pre-determined magic number of members for the Market Jamestown Partnership. Make the membership pitch to those who will bring value to the table.

- Financial requirements for brand drivers should include a minimum financial commitment payable over a three-year period. Typically, North Star recommends a three year commitment minimum of $10,000. Because Jamestown enjoys the luxury of grant funding for start-up, you may elect to take pledges now for deferred contributions to begin in 2012. You may also feel that a lesser contribution level would be sufficient.

- Brand drivers may pledge in-kind donations or additional grant funding as part or all of their financial commitment. For instance, there may be a local ad agency that can provide graphic design assistance, a printer who can provide brochures, etc. The Brand and Marketing Manager and BMT should adjust this number as necessary to insure a successful fundraising campaign and to reflect realistic local economic conditions.

- Members of the Market Jamestown Partnership should sign a brand charter pledging their support and financial commitment to the brand. Level of financial commitment or other support should be clearly spelled out, including pledged donation amounts, due dates and other donation information (See **Appendix F** for sample brand charter and partnership agreement.)



Members of the Market Gainesville Partnership signing a brand charter

- Set a ***minimum*** total fundraising goal from all Partnership members of $45,000 ($15,000/year x 3). Remember that it is difficult to go back and ask for more money from the same donors. This fundraising effort will likely provide the primary source of funding for the brand several years after grant funds run out.

- In return, Jamestown should acknowledge all Market Jamestown Partnership members on their website, in their marketing materials, in newsletters, in a press release, annually at a City Council meeting and at brand events.

- MJP should elect an executive board to be responsible for managing meetings, providing direction and handling communication among members. Attractors and former BMT members should hold at least three seats on this board.

- Provide Market Jamestown Partnership members with brand pins, brand toolkits and a Market Jamestown Partnership logo for display and use in their own marketing efforts. You may wish to develop other Partnership-related premium items such as branded shirts for members to wear at special events, or certificates recognizing Partnership participation.

- Initially, you may need to meet with your Market Jamestown members fairly frequently. Host a fun, kick-off meeting to introduce the group to one another and set some initial goals. Then, plan to meet on a quarterly basis, unless events dictate more frequent gatherings.

Responsibility: BMM, elected officials, BMT
Priority: 1
Timing: 9-18 months
Cost: Minimal

4. Work with Market Jamestown Partnership to fund and prioritize brand initiatives

- While the Brand and Marketing Manager and the BMT will have to make many of the initial implementation decisions regarding the new brand, Market Jamestown Partnership representatives should begin providing input as soon as the group has reached a critical mass. At that point, the Brand and Marketing Manager should meet with MJP to discuss branding initiatives recommended by this report along with other marketing initiatives developed by Jamestown.

- Prioritize initiatives and determine in-kind sponsors. Market Jamestown Partnership members may want to fund specific initiatives on top of their on-going financial pledge. For instance, the Jamestown Jammers and the Jamestown Concert Association may agree to donate the back cover of their programs to the brand. The YMCA might sponsor a community wide Up Close and Healthy initiative. Wal-Mart may want to fund branded banners for their parking lot or t-shirts for sale (as was the case with the Monticello, Indiana Wal-Mart). The more MJP members know about plans and options for the brand, the greater the possibility they will find new ways to participate.

- Annually, host a joint meeting of MJP, the ad hoc idea incubators and the BMT (until it is disbanded). Give them an update on brand activities and plans, share success stories and show how their participation has allowed the brand to grow and develop.

Responsibility: BMM
Priority: 1
Timing: 12-24 months
Costs: Minimal meeting costs

Objective IV
Use the brand to increase the impact of Jamestown's Attractors

Situation:
Jamestown offers a diverse menu of enrichment opportunities from first-class arts facilities to first-class athletic facilities, from the thrill of bird calls to guffaws of laughter. Unfortunately, in some ways, these venues currently compete against one another for the time, attention and financial support of local residents and visitors. Combat overlapping and competing messages by providing one centralized marketing function to provide direction, consistency and opportunities for cross-promotion.

■ Tactics

1. Centralize marketing functions

- An audit of marketing materials from the Attractors group shows a wide array of quality and professionalism. Some have up-to-date websites; others get by with blog pages. Some sites link to the other attractors, some don't. Some have out-of-date links no longer work. Some capture e-mail address for e-newsletters, others don't. Some have hard copy newsletters while others have none. Some have staff to help with public relations and marketing, others are not so fortunate.

- During our research phase of the Jamestown project, several Attractors expressed the opinion that all would benefit from having access to more professional marketing advice. Earlier in this report, North Star recommended the creation of the position of Brand and Marketing Manager to be located within the structure of the JRC**.** It is North Star's opinion that this position should also provide a central marketing function for all of the attractors and for JRC. In this capacity, the Brand and Marketing Manager would review and coordinate marketing programs for each attraction, ensuring a consistently branded message and tone, coordinated event and fundraising calendars (interview sources also mentioned fundraising schedules overlapped during the past season) and professional expertise for all Attractors.

- Among the duties of the office would be:

    - Formation of an Attractor Marketing Council (MC) to pull together current resources and expertise. The Council will help provide strategy, direction and information for the central marketing effort including tasks listed below.

    - Coordination of event schedules to prevent overlap and competing calendars

    - Coordination of fundraising calendars to prevent scheduling more than one major fundraising event on a single day or weekend

- Development of a branded website hub, which would include information about all Attractors, their facilities and upcoming events (see description of hub, below)

- Creation of a jointly shared Attractor database, using the current e-mail lists of all those attractors who are capturing e-mail addresses; designing database capture strategies for those Attractors not currently collecting e-mail addresses

- Creation of a branded monthly e-newsletter that provides fresh, engaging content about the events, attractions and staff. This newsletter, which could be titled Up Close, would provide far greater reach for all Attractors than each Attractor using only their own database. It is possible; indeed likely, that the same people who enjoy bird watching at RTPI or Audubon might also enjoy Spoon River Anthology through the Fenton or that hockey families in town for a tournament might stop by Lucy-Desi. In order not to intrude on the privacy of those who have shared their e-mail addresses in good faith, it will be important to offer an opt-out option with the first issue of the e-newsletter.

- Development and implementation of a social media strategy for the Attractors group. Think of the impact if you can quadruple your fans on Facebook and spice up your Tweets with more compelling information.

- Development of a YouTube strategy for the Attractors and the brand. Though some, like the Robert H. Jackson Center, have hundreds of videos on YouTube, others have none. YouTube is a perfect place to post learning videos from Lucy-Desi on stand-up comedy or improv, from Audubon Center and Sanctuary on their new Green initiative, from DJDC about great new condo living downtown and so forth. YouTube also offers a channel to promote Jamestown as a great place for young people. Here is a YouTube video sponsored by the Roanoke, Virginia CVB designed to attract young people to the region to work in the tech industry.

  http://www.youtube.com/watch?v=e3NsB6RSVzY

  http://blogs.bizjournal.com/ticker/2010/09/02/film-about-life-in-roanoke-and-new-river-valleys-debuts-at-nctc-gala/

- Research and consideration of the development of a Jamestown Magnified fundraising initiative to benefit Attractors, either a one-time effort or a periodic event.

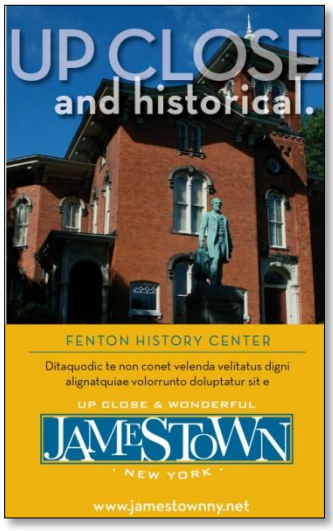
- Development of cross-promotion activities and events among the Attractors. Currently, there is a minimal level of coordination, for instance the Audubon Elderhostel participants pay a visit to RTPI, but they also might enjoy a lesson in researching their genealogy or learning about the Underground Railroad at the Fenton History Center.

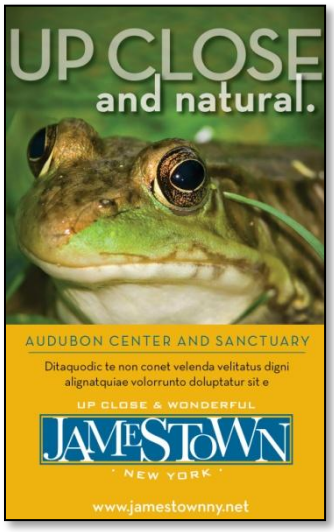
- Addition of the brand to all current Attractor websites, brochures, ads, social media pages and so forth.

- Design and implementation of an aggressive public relations campaign to promote Jamestown as the rightful hub of healthcare, outdoor recreation, culture, entertainment and enrichment, wine country, athletics, retail and entrepreneurship in the region.

- Possible publication of a single joint brochure covering all Attractors and their facilities.

- Combining resources for seasonal joint ads in local and regional media. By purchasing multiple insertions (6x or 3x), you achieve a lower cost per insertion. Feature a different Attractor every month.





- Developing cross-packaging among destinations. For instance, consider a Summer Fling ticket that provides entrance to a special event or show at each of the destinations. (Six or seven events for one price). Or work together to develop special events. For instance, Robert H. Jackson Center and Fenton History Center partner for live re-enactment of dramatic trials at Reg Lenna. Cross-promotions should be available at each of the destinations and on the website. The Audubon Center or RTPI might provide a botanical map of outstanding native tree specimens to visitors at Lakeview Cemetery for the Spoon River Anthology.

- Determining appealing and appropriate methods of displaying the brand at each organization.

- Integrating brand merchandise into the gift shops of all Attractors.

Responsibility: BMT
Priority: I
Timing: 6-9 months to initiate discussion
Costs: $40,000 - $60,000 annual salary

2. Create a Close Friends of Jamestown fundraising initiative

- Currently, many (though not all) of the Attractors offer some sort of preferred membership as a fundraising tool. In addition to those individual efforts, consider implementation of a *Close Friends of Jamestown* group. Through this program, residents or interested parties become members of ALL the attractors for one price, including becoming a *Close Friend of Downtown Jamestown*.

- Memberships could be priced as Individual Friends, Family Friends and Patronage Friends, with price levels and benefits rising accordingly. Then amp up the recognition and the TLC you bestow upon these special residents who have magnified their funding for their hometown. All *Close Friends* should receive additional perks but those who are giving the most should immediately recognize that they are receiving special benefits in return. Those participating at a Patron level often expect both recognition and reward for their efforts. Especially in today's tight economy, it is important to meet those expectations. Below are some thoughts to get you started:

    - Design a fun and attractive t-shirt for the *Close Friends* group. The shirt needs to have both personality and class so that recipients want to wear it (thus providing free advertising for the groups.) In addition to some colorful art, you might include a funny Top 5 Reasons to be a Close Friend of Jamestown or Top 5 Reasons Why Jamestown Needs Close Friends.

    - Provide *Close Friends* credentials and a welcome package. The credentials might be a membership ID on a lanyard (think backstage pass or limited access badge). These credentials should admit *Close Friends* to special seating areas for parades, special events at the Attractors, discounted or free brand and Attractor merchandise and so on.

    - Initiate special events especially for your *Close Friends*. These might include an annual drinks and dinner gathering, or special *Close Friends* preview parties or hospitality tents at regular events. For instance, for the Christmas celebration or Cruise In downtown, host a special *Close Friends* Hospitality Tent with beer tastings and a jazz trio. Set up a membership table outside the tent so you can sign up new *Close Friends*. When you debut a new improvement at one of the venues, sponsor a *Close Friends* preview. For instance, when the Historic Erie Railroad Depot is completed, have a *Close Friends Preview Night* and give your very *Close Friends* the first peek.

    - Pull in other public or private entertainment options for your Friends – consider a one month pass for skating or walking at the Ice Arena or a one month swim pass at

the YMCA or free concert or theatre tickets at Reg Lenna or free golf cart rental at a nearby course. Provide *Close Friends* the best seat in the house at all events and special backstage tours to find out how things work or to meet the performers.

- Give your *Close Friends* a job to do. Encourage them to become Ambassadors for the City. Ask them to talk up Jamestown. Be sure you keep them informed about all the good things going on throughout the City. Give them input and suggestions on how to be an Ambassador in their welcome kit and in their newsletter.

- Recognize *Close Friends* on the hub website and in City publications, with a personal letter from the Mayor or City Council, in a newspaper ad, on bricks in a plaza, or on a special public plaque. *Close Friends* should also be recognized on the individual organization websites and in their publications.

- *Close Friends* marketing and campaign material should carry the Jamestown Up Close logo and messaging. Provide *Close Friends* decals for organizations, businesses and retailers who become a *Close Friend*.

- Market your *Close Friends* membership in a visible and proactive manner. Promote the program prominently on the front page of the new hub and on the websites of the City and the Attractors using a button link to a special page devoted just to *Close Friends* information. Since DJDC will be included in *Close Friends* proceeds, you may want to approach retailers and businesses downtown about hosting the link on their websites, as well. Announce the campaign through local media.

- Insure that the *Close Friends* webpage is lively, fun and details the many exceptional benefits available from the program. Currently, most Attractor membership solicitations are very straightforward and text heavy. Give the page a sense of humor and character that matches the feel of the multiple benefits you have included. Be sure that you provide a secure site, so that viewers can join via credit card payment on the spot.

Responsibility: BMM, Attractors, MJP
Priority: 2
Timing: 6 months to initiate discussion
Costs: No cost for conversation, policy creation. Sponsorship/donations for Friends benefits. Campaign costs covered by proceeds.

3. Take advantage of economies of scale and combined data sources

- Centralizing the marketing function of the Atttractors should pay dividends in cost efficiencies. Orders for branded print marketing pieces can be consolidated and run at one time. Even if brochures or printed pieces are different, running them on the press one after another will provide cost savings due to using the same inks. Running

fulfillment pieces and brand premium items through one central ordering source will help provide more accurate estimates of demand and greater economies of scale.

- The Brand and Marketing Manager can also serve as a point of collection and analysis for visitor information. Attractors should submit whatever visitor survey or visitor demographic information they collect individually to the BMM. Looking at visitor numbers and data trends collectively and comparatively can give the BMM better insight into potential marketing, cross-promotion and cross-packaging opportunities.

OBJECTIVE V

Instill the Jamestown brand into community life and infrastructure

Situation:
One of the goals for Jamestown stakeholders in undertaking this branding initiative was development of a consistent, unified image. Your brand identity (logo, color palette, line and graphic design) are the key visual tools in uniting the diverse assets, signage and infrastructure of the City. Carefully evaluate your communications and environment for opportunities to encourage residents and visitors to take a closer look at Jamestown. (Please note that infrastructure suggestions specific to downtown are contained in Objective VII, pg. 78)

■ Tactics

1. Create branded merchandise/promotional items

- Whether it's a lapel pin, t-shirt or bottled water, branded merchandise is a tangible, memorable way to keep the Jamestown message top-of-mind with residents, visitors and businesses. Work with the BMT and Marketing Council to brainstorm ideas for creative premium items.

- Brand merchandise should be carried at all Attractor gift shops and be featured and sold at special events. Work with local merchants (particularly downtown) and ask them to carry brand merchandise, as well.

- T-shirts and lapel pins are often a community's initial selection as they are relatively inexpensive and can be an important visual component to the brand education effort for employees, residents and stakeholders. T-shirt ideas include:

    - Shirts with joke set-ups
    - Shirts with small printed facts which come with a magnifying glass necklace
    - Attractor t-shirts which mimic the Attractor pole banner and ad designs

- A t-shirt design suggestion is on the right.



- Beyond t-shirts, there are endless creative and interesting ways to involve the community in the brand with specialty items. Here are some ideas:

- Reusable canvas or recycled plastic shopping bags for the grocery store, the Farmers Market, garden stores, bakeries, downtown shops, etc. On the back side, you might include information about the Audubon Center and Sanctuary's Green Spaces initiative.



- Java wraps or disposable placemats for Jamestown restaurants and coffee houses. Feature Knock Knock jokes, fun learning puzzles and games, or interesting historical tidbits about the City. Below are the Top Ten Knock Knock jokes submitted to ***Readers Digest's*** Facebook page:

1. Knock! Knock!
Who's there?
Alpaca.
Alpaca who?
Alpaca the trunk, you pack-a the suitcase.

2. Knock! Knock!
Who's there?
Cow
Cow who?
Cows don't "who" they "MOO"

3. Knock! Knock!
Who's there?
Ach.
Ach who?
Bless you!

4. Knock! Knock!
Who's there?
Robin.
Robin who?
Robin' you! So hand over your money!

5. Knock! Knock!
Boo
Boo who?
It's me, why are you crying?

6. Knock! Knock!
Who's there?
Cash.
Cash who?
I didn't realize you were some kind of nut!

7. Knock! Knock!
Who's there..!
Wevill
Wevill who?
We will we will Rock you.



8. Knock! Knock!
Who's there?
Ketchup.
Ketchup who?
Ketchup with me, and I'll tell you!

9. Knock! Knock!
Who's there?
Sam and Janet
Sam and Janet who?
Samenjanet evening.

10. Knock! Knock!
Who's there?
Amos.
Amos who?
A mosquito bit me!

- Die cut photo magnets of your historical downtown structures
- Custom playing cards with logo and/or jokes
- Children's activity and learning kits:

- *Take a Closer Look at Nature* for Audubon Center and Sanctuary and RTPI
  - Wildflower seeds, gloves and hand spade
  - Children's coloring books
  - Simple bird identification guides
  - *W*ayfinding gear such as maps, compass, GPS devices

- *Take a Closer Look at Creativity* for RTPI, Lucy-Desi, Arts Council and Reg Lenna
  - Sketch book, drawing pencils, brushes and paints, model bird kits
  - Costume, prop and script kits for simple skits
  - Puppets
  - Red Wigs and joke books
  - Basic books on how to do stand up routines or tell a good joke

- *Take a Closer Look at History (or Leadership)* for Fenton Center and Robert H. Jackson Center
  - Playing cards with historical events and figures
  - Children's coloring books
  - Judge's robes and gavel
  - Child appropriate biographies
  - Historical costume kits

- *Take a Closer Look at Sports and Fitness*
  - Pedometers and walking logbooks
  - Stop watch
  - Mini plastic hockey sticks and pucks
  - Children's books about hockey, sports, fitness
  - Nutrition charts

- *Take a Closer Look at Jamestown Genius*
  - Coloring book about Jamestown's famous residents, inventions, historical moments
  - Inventor's kit: things to take apart and put together (with branded Crescent wrench)
  - "What do I want to be" books
  - Child appropriate biographies
  - Viewfinder with picture wheels of Jamestown attractions, events, architecture, leaders

- Custom bottled water
- Water bottles
- Magnifying glasses
- Binoculars

- Reading glasses
- *Up Close and Wonderful (or Personal)* breath mints
- *Up Close and Personal* speed dating events
- Telescope
- Red Lucy wigs
- Guitar picks and straps; drum sticks
- Disposable camera
- Digital picture frames
- Key chains with up close photos
- License Plates
- Branded wind-up chatter teeth, whoopee cushion, or stress ball







- Deck of playing cards featuring "how-to" tips on one side . . . how to tell the perfect joke, cut your bangs, bank a ball in pool, dice vegetables, etc. Subsidize by partnering with 52 businesses in town who would like to sponsor a skill relevant to their business on a card (and get their business name associated with that skill). Could do the same with a calendar. OR ask Jamestown Community College to be a sponsor and feature 52 interesting facts taught in their classes.

- T-shirts with some element of Jamestown so close-up it is difficult to tell what it is. Big, bright and fun.

- Support your designation as the Top Small Golf Town in America with branded golf merchandise for purchase at local golf courses. Consider golf balls, tees, hats and towels.





- Use your vivacious, bright logo as a starting point to create custom wrapping paper. Sell it on-line, at Attractor gift shops, at art galleries, at the bookstore at JCC, in retail stores. Get extra punch from thank you gifts for VIP's and economic development prospects by wrapping them in your custom paper. www.springwise.com/government/manchester/ http://www.customwrappingpaper.net/?gclid=CM6egJ__7aMCFVw65QodNGKB3A



- Elite and travel level hockey teams often collect and trade enamel pins. Develop a cool trading pin with the Jamestown logo and provide them to players and coaches playing in high level tournaments at the Jamestown Ice Arena. You might also develop a *Jamestown Up Close and Good Sports* pin and start a tradition of awarding the pins to the team voted to have the best sportsmanship in each tournament. In addition to giving away pins at tournaments, sell them at the concession area.



- At the Ice Arena concession stand, sell a variety of other brand related items including t-shirts, water bottles, mini hockey sticks and souvenir pucks. Water bottles would also be great at the Audubon Nature Center, RTPI and sold at DJDC special events. Bottles could also be an option at Fenton History Center Walking Tours.



Responsibility: BMM, BMT, MC, MJP
Priority: 1 for selecting premium items for gift shops, stakeholders
Timing: 6-12 months
Costs:

24oz
100 @ $2.56 = $256.00
250 @ $2.48 = $620.00
500 @ $2.39 = $1,195.00
1000 @ $2.42 = $2,420.00

2. *Take the brand on the road with a pop-up retail brand space*

- As we mentioned in our Trends update, pop-up retail continues to surge in popularity. Pop-ups seem intimate and local at a time when consumers are craving more connection. The surprise of an unexpected brand experience creates good will and enhanced reputation. For more on the psychology of pop-up follow the link below (see **Appendix G**).

http://www.psychologytoday.com/blog/the-why-behind-the-buy/201006/pop-retail-why-it-works

- Pop-up is particularly important for Jamestown because you do not have a central downtown Visitors Center in which to create a brand experience. Instead, consider developing a *unique, moveable venue for branded merchandise and a brand experience* to capitalize on the current trend of pop-up and brand place-making. A mobile brand space/Visitors Center can easily transport the brand message from events at the Ice Arena or out to RTPI or Audubon Nature Center. It can also travel to grand openings, special events, hospitals and block parties serving as an ambassador for Jamestown. Your pop-up can travel to Jamestown Community College to welcome students on the first day of class (pop-ups are very popular on campuses) or to SUNY Fredonia to introduce students to Jamestown culture and nightlife (and hand out coupons for area restaurants or concerts). The limited-time, moveable aspect of the venue helps create buzz, mystery and interest.



- Moveable pop-ups extend your reach far beyond the Jamestown city limits. Take yours to regional or area festivals. You can even make an appearance at special events in your feeder markets such as Pittsburgh, Cleveland, Buffalo and Toronto. Louisville, KY sends a large RV to events in Indianapolis like the Big 10 basketball championships. Using brand ambassadors, Louisville distributed Possibility City marketing materials, talked to people at the games and on the streets, handed out promotional items and placed posters around town. Take your brand on the road when local students or teams participate in major out-of-town competitions for academics, the arts or sports. Or take the brand with you to tourism conventions, government meetings and gatherings in other cities or states, or economic development meetings and recruiting events.

- Pop up venues include RV's, trailers, food truck type vehicles, Jeeps, Hummers, school buses. Below is a photo of an EBay mobile pop-up.



- Your pop-up should represent the essence of your Jamestown brand. Stock merchandise from all of the Attractors and the best of your brand premium items. Offer some locally produced food items such as jams, jellies, sauces from local restaurants or small producers, local wines, books by local or regional writers, gear from JCC, items from local arts groups or artists, handheld GPS systems for geocaching, CDs from regional recording artists, relaxation CDs featuring nature sounds, and books and toys that represent regional history, culture and so on. In addition, there should be some sort of interactive experience involved – ideas might be hula hoops in brand colors, connect-the-dots or kids' watercolor sheets of local landmarks, or other fun things to do.

- Whenever possible, include an entertainment or performance element in your pop-up. Consider bands from Infinity Performing Arts; stand-up comics, people who have a repertoire of interesting bird calls, or Lucy impersonators. If you are travelling outside the area, give Close Up mini-lectures on topics associated with Jamestown – international war tribunals, healing power of comedy, laughter therapy, green building practices, sketching birds and nature, inventions and innovation from Jamestown and so on.

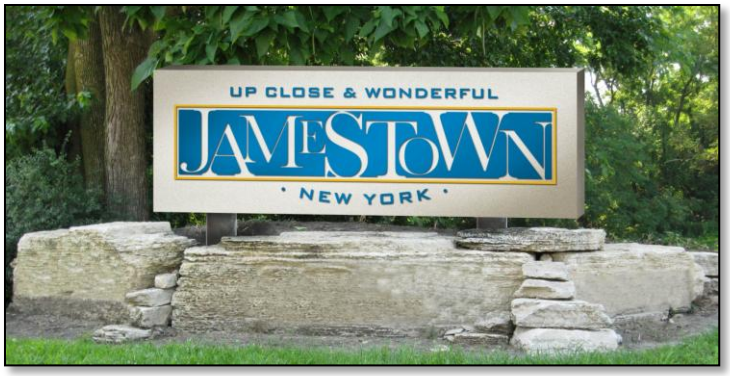
- On your Jamestown hub homepage, include an interactive link with hints about where the pop-up will appear next: *Look Closer* for the Jamestown Pop-Up Close and Wonderful Experience Schedule.

- To see an on-line ad for promoting pop-up appearances, follow the link below:

  http://www.superfuture.com/supernews/wp-content/uploads/2009/11/parra-pop-up-lax.gif

Responsibility: BMM, MJP, MC
Priority: 2
Timing: 12-24 months
Costs: Acquiring, equipping, decorating and stocking of venue. A vintage 60's or 70's Air Stream might run from $5,000 to $15,000 depending on condition. Repurposing for retail may add another $1,000 to $5,000. An alternative would be to purchase a ready-made portable, pop-up trade show booth, which would run $2,000 to $5,000 with custom brand graphics included.

3. Incorporate the brand into signage throughout Jamestown

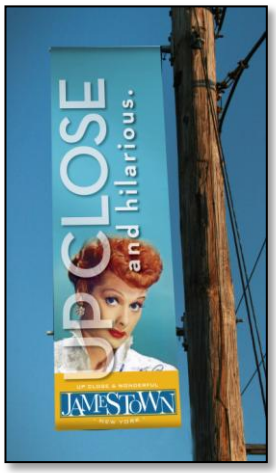


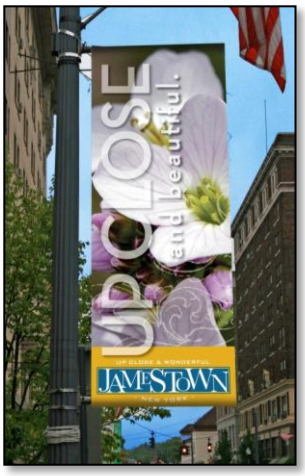
- Both residents and visitors should recognize immediately when they enter the City of Jamestown AND easily be able to find their way to their destination. Entry and wayfinding signage throughout the

City is critical to achieving that goal. Adoption of the new brand represents an opportunity to implement an attractive, coordinated, wayfinding system.

- Install entry signs on major gateway thoroughfares into Jamestown to provide a sense of arrival and place. The first priority should be Hwy 60 south of I-86. Wherever possible at gateway locations, add some pole banners to provide vertical interest and draw the driver in toward town. In the case of Hwy 60, these banners should be of a sufficient size and height so that they are easily readable at the posted speed limit.

- Pole banners are not an afterthought or a throwaway – they are an important piece of the overall feel of your downtown area. Develop a complete brand strategy for downtown pole banners, taking into consideration issues like:





  - Overall visual feel and look
  - Meshing brand banners and outside event/organization banners
  - Banner content: Do you want to change banner design/message on different blocks? (Up Close and Hilarious near Lucy-Desi; Up Close and Dramatic by Reg Lenna; Up Close and Entertaining (for concerts and shows) or Up Close and Competitive (for sporting events) near the Ice Arena)
  - Optimal banner coverage: geographically and quantitatively
  - What other opportunities currently exist for branded pole banners throughout Jamestown? College campuses? City Hall? Shopping centers? Bike paths and trails? Parks facilities? Libraries? Major parking lots? Neighborhood shopping areas? Develop a banner installation priority plan with guidelines on how and where banners are to be used and placed. Include in your pole banner plan a list of private sector corporations, businesses and developments to contact as possible locations and banner sponsors.
  - When you have completed your strategy, formalize it in a pole banner standards guidebook.

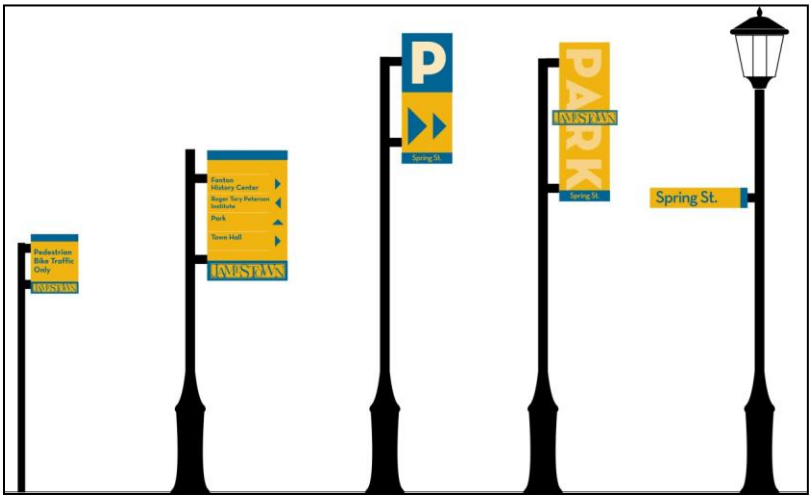
- One method of publicizing both events/attractions and the brand is by alternating poles. To the right is an example where St. Louis alternated its City banners with special event banners for the Final Four basketball tournament.



- In addition to entry signs and banners, Jamestown should install a directional wayfinding system to provide guidance to

recreational amenities, historical and cultural amenities, hospitals, and government services. Be sure to use the brand color palette in your wayfinding signs. Hiring an expert wayfinding firm is the smartest, fastest, most efficient and accurate way to develop a comprehensive directional signage system for Jamestown. Below is a representation of a branded wayfinding system.

Note: *It is critical that the Brand and Marketing Manager be involved in the development process of any new wayfinding system. Though he/she will not have ultimate responsibility for developing the system, the Brand and Marketing Manager will spearhead the branding of the signage and should participate in the design and development process.*



- The transition from neighborhood to the "official" downtown area of Jamestown is often fuzzy. In order to provide a sense of *arrival* in downtown, feature the brand in decoration crosswalks at the corner of the main intersections on the outer edges of downtown. Below is an example of what that crosswalk might look like. The logo's happy feel lends a feeling of excitement and action.



- Jamestown is blessed with a variety of cultural attractions, outdoor venues, and recreational sites. The Market Jamestown Partnership should compile a list of iconic locations where the brand can be prominently displayed. After development of the list, prioritize locations for most efficient use of financial resources. Types of branding vehicles to consider for these purposes include flags, banners, permanent light

pole/building signs, window signs, and window decals. In addition, the brand or brand-related images may be painted on buildings or overpasses. Possible locations to start your discussion include:

- Restaurants
- All Attractors
- Chamber of Commerce
- Chautauqua County Visitor's Center
- Jamestown Community College
- WCA Hospital
- Corporate Campuses or headquarters
- Public parks
- Golf courses
- YMCA/YWCA
- Trail heads and maps
- Hotels
- Skate Park
- Pools
- Cedar Cemetery
- Flagpoles (private or public)

- To the right is a brand flag for the town of Zionsville, IN flying at half-mast below the Indiana state flag on flagpoles at City Hall.



- As part of your signage review, create a schedule for updating any old signs currently in a state of disrepair.



Before



After

Responsibility: BMM, City Planning, MJP
Priority: 1 for pole banner program and first steps of wayfinding/entry signage initiative
Timing: 6-12 months
Costs: 18x24 = $62.75
36x60 = $129.00
60 x 96 = $263.00

4. Expose the brand to riders and drivers throughout the Jamestown region

- In today's fast-paced world, traditional media reaches fewer and fewer people. One of the most cost-effective means of reaching residents and visitors continues to be outdoor and transit-related exposure.

- Put the brand on outdoor boards to reach commuters, carpooling parents, businessmen and women, tourists and errand runners. Use the boards to introduce the brand, to promote your sense of community, to tout your Attractors, to attract and support economic development efforts, to promote retail activity and special events or brand activities.

- All boards should contain the new brand logo and use brand language.

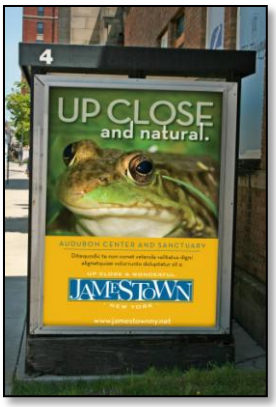
- You may also find it advantageous to rent outdoor space in areas where you are recruiting economic development prospects or tourists such as Pittsburgh, Toronto and Cleveland.

- Don't forget to consider partnerships with community organizations like schools to communicate award-winning programs and noteworthy achievements. Co-brand such efforts with the Jamestown logo and with the school logo.

- Consider contracting with an advertising agency to maintain a consistent tone and feel for all your billboard messages and to insure appropriate use of the brand logo.



- Place the brand at city bus stops and on CARTS transit buses and watch it move throughout Chautauqua County. Few forms of media have as large an impact or can reach people in a greater variety of places than a public transportation wrap or bus board.



Responsibility: BMM
Priority: 2
Timing: 3-12 months
Costs: Excellent opportunity for sponsorship by CARTS. For CARTS advertising opportunities contact Cheryl Gustafson at 1-800-388-6534. For area and outdoor board estimates (excluding design) see **Appendix H**.

5. Export the brand with your local products

- For local handcrafts, chocolates, jellies and jams, food products, etc., produce *Jamestown…Up Close and Handmade* stickers. Distribute these stickers to the artists and cooks producing and selling crafts and locally made syrups, jams, jellies and baked goods and to the boutiques, shops and farmers markets who sell local goods. Busti Cider Mill and Farm Market would be a perfect partner for this program, as would vendors at the Jamestown Farmers Market. You can also approach wineries in the Jamestown area about participating.



- In the photo to the right, notice the round stickers depicting the State of Indiana. These are used by a specialty foods store in Indiana that carries quality locally produced food products. The copy on the sticker reads: *Something Special Made in Indiana.* As part of an agricultural area, it is important that you claim recognition and ownership of the many wonderful food and craft products grown, canned, preserved, and created locally.

- You can also extend the brand through the time-honored tradition of painting it on the side of a barn or outbuilding.

Responsibility: BMM, MJP
Priority: 3
Timing: 6-24 months
Costs: Round Stickers
1.5" Round, Full Color Stickers
20/sheet @ 100 sheets = $3.85/sheet or $385.00
2,000 stickers = $0.19/sticker

6. Develop brand strength through local sports facilities

- Jamestown is fortunate to have some top-notch sports facilities available to residents. Associate the brand with your sports venues by making sure it is visible to athletes and spectators in a variety of ways.

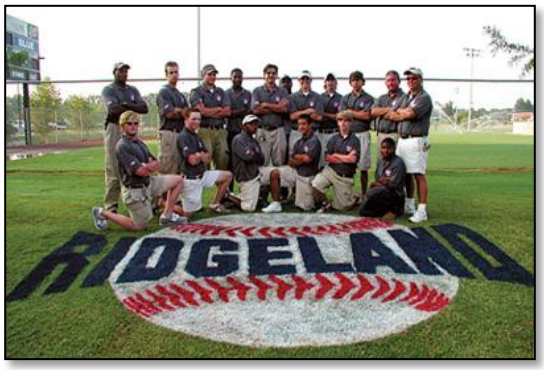
- Introduce the brand to a new market by partnering with Suburban Blend to add the brand logo to their new indoor skate park. Not only does this idea provide brand exposure, it gives credibility to the concept that Jamestown supports its young entrepreneurs and active youthful energy. Also discuss with Suburban Blend the possibility of offering custom branded skateboard decks. (If the decks can't be produced due to cost, have a local artist paint a display deck with the logo and ask the shop to display it on-line and in the store.)

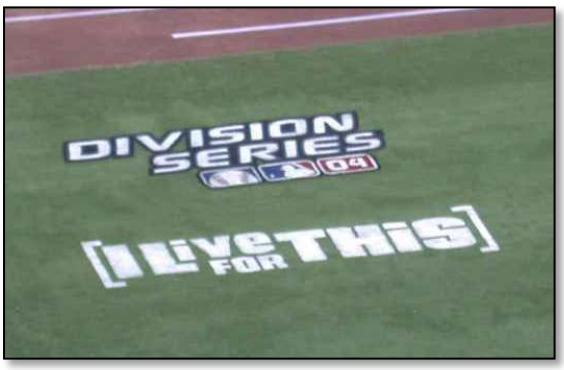
- Consider partnering with the Jamestown Jammers, the Pony Baseball League, Jamestown Community College athletics and local schools to install the logo on athletic fields. The logo can be sprayed onto grass or manufactured and inserted into turf fields. See examples below of logo use with athletic facilities.











- If it is too costly to maintain a painted logo throughout the season, reserve the application for play-offs and tournaments. Or consider placing the logo and line on the scoreboard instead of the field.

- The brand can also be displayed on the bottom of pools or in the center of community basketball courts.

Responsibility: BMM, MJP
Priority: 2
Timing: 6-24 months
Costs: TBD based on application. Great opportunity to partner with private sector or public school system. It is important to establish the brand in at least one or two facilities the first year.

7. Incorporate the brand into playgrounds, community fixtures and buildings

- Use your new logo to dress up understated public venues that need a little extra zing. To the right is an example of the logo painted on one of your local bandshells.



- Turn your standard public fixtures such as benches, trash cans and bike racks into works of art that are uniquely Jamestown. See some samples from other communities below.







- For Jamestown, consider painting your trash containers in brand colors and adding your new logo.

- The City of Columbus, IN, another North Star client, has recently designed new branded bike racks. The design replicates the stylized "C" found in their logo and uses the bright primary colors of the brand's color palette.





- In Jamestown, consider pulling out the "J" and the "T" from your logo for bike racks. Racks will provide a spot of color and some architectural pizzazz downtown, at Jamestown Community College, and on hiking/biking paths.



- In Nashville, The Music City, when you press the "walk" button to cross the street, you're rewarded with a song. In Jamestown, your recording could be a joke, an infectious laugh or some birdsong. Or in the Arts District, a recording of a local band!

- Reflect the brand and recognize your heritage by incorporating brand elements into cool playground fixtures. North Star client Columbus, Indiana was approached by a developer interested in creating a high-design playground in the atrium of his new development. Working together, they decided to construct the playground using brand identity elements including the brand colors and logo.



- For Jamestown, consider construction of a playground with exploratory, interactive elements built around your heritage of innovation. Consider taking a page from Dayton, Ohio's, Inventor's Riverwalk.

This sculpture garden playground consists of climbable sculptures celebrating Dayton's many innovative contributions to modern life. Interactive and accessible, the structures are designed to engage and educate. For example, a six pack of cans (Dayton is responsible for the pop-top can) is also an intermittent hydraulic jump fountain. A representation of an old-fashioned cash register is designed to be climbed through, with the keys arranged as seats. Each sculpture is accompanied by a plaque with information about the inventor.

- Celebrate your inventions like the Crescent wrench as well as your furniture, wood products and mattress manufacturing history in your own signature playground.

- If an outside sculpture garden along the river seems cost-prohibitive, seek out a developer and consider the option of an indoor playground like in Columbus. An indoor playground might make a good addition to potential family-related activities near the Ice Arena.

- Pop-up playgrounds have been hugely popular this summer around New York City. Thousands of children gathered to play at a variety of locations to play with giant blue foam interlocking blocks, mats, wagons, fabric, crates and other building materials. The kids dream up and then build their own playground, creating and rearranging as they go. The blocks and materials are stored in large, rolling carts that can easily be wheeled into a truck for transporting from one location to another. Consider investing in your own pop-up playground which can move about Jamestown for childhood fun. It can easily be used indoors in the winter, or moved inside or outside the Ice Arena for tournaments where additional family activities are needed. Read about the pop-ups at the links below:

  http://www.imaginationplayground.org/
  http://www.thehighline.org/blog/2010/05/19/a-free-pop-up-playground-for-kids-on-the-high-line

- DigiWall, a computerized, interactive climbing wall, offers another option for family activity in or around the Ice Arena. Designed for use in public spaces, the climbing wall has surround sound and grips equipped with lights and sensors. Users (individuals or teams) choose from a variety of games, challenges and creative experiences encompassing sound, light, physical activity, speed, flexibility or tactical skills. Panels can be customized.



  http://www.nypost.com/p/news/local/brooklyn/pop_up_playground_is_child_play_dKV0ndMrNbeNRa7aGn0rnN

  http://www.digiwall.se/

- Recreational installations like interactive sculpture gardens, DigiWall and Pop-Up Playgrounds embody the essence of Jamestown's creative strategy of learning and laughter to tickle the senses and engage the mind.

Responsibility: BMM, MJP
Priority: 1 for installation of some sort of custom application (paint the bandshell, install bike racks, etc)
Timing: 18-24 months
Costs: TBD based on design

8. Provide recognition and visibility for those who support the brand





- Develop a designation (and logo) to recognize those organizations, entities and individuals that support your branding efforts. This list should include the MJP members. Partner logos should be featured on the websites of those who are assisting with the brand and on the Jamestown web portal. In addition, produce a recognition award which can be displayed in their place of business. Below are two examples of Partner icons, one from Kansas City and one from Columbus, Indiana.

Responsibility: BMM, MJP
Priority: 1
Timing: 6-24 months
Costs: Minimal production costs for adding Partners to websites. Production and printing costs for decals and POP signs.

Objective VI
Jump start community morale by involving Jamestown residents in the brand experience

Situation:
North Star research indicates that Jamestown residents may suffer from negative thinking about their community. Overcome this obstacle by using brand events and initiatives to remind locals (and visitors) just why Jamestown is worth a closer look.

■ Tactics

1. Give the brand a visible presence in the community with a staged rollout

- The issue of how best to introduce a new brand to the community is always a decision based on community dynamics, widespread organizational support, funding and the surrounding socio-economic climate. Sometimes eager brand leaders hold a public rollout ceremony and present their new brand and their background research to the community at-large. In other cases, a more relaxed rollout phased in over weeks or months can reap far greater rewards in the long run.

- For Jamestown, North Star's recommendation is a multi-phased brand introduction that occurs over a period of time. This approach will work better for the brand in the long run based on several factors:

    - Brand management: Until priorities are established among the brand driver organizations and a position created (and filled) for a Brand and Marketing Manager, a community-wide rollout is logistically daunting.

    - The current economic climate dictates restraint in the type and kind of rollout, particularly if the activities are partially funded with public money. Instead, move forward with targeted smaller goals.

- The best way to introduce the brand is to put it right to work. Members of the BMT organizations (and the Brand and Marketing Manager, if already hired) should meet and decide on their initial priorities for the brand. For instance, Downtown Jamestown may opt for pole banners downtown and on major entry thoroughfares; the City may install logos on some vehicles, move forward with gateway and wayfinding signage or paint a band shell; the Jamestown Savings Bank Ice Arena may put the new brand logo under the ice; other Attractors might fly brand flags or put pole banners in parking lots.

- Once these steps have been quietly achieved, your brand will have a distinguishable presence in the community. Then, you may choose to host a brand event or introduce a brand element to an existing event. Either way, whether the event is one day or one month in length, it should be a celebration of the community, your many assets and of the benefits of laughter and life-long learning.

- The Jamestown brand revolves around the concepts of curiosity, learning new skills, gathering insights, enjoying life, sharing laughter, looking more closely at everyday things – all rolled together to create a wonderful, convenient quality of life. The brand projects you choose should reflect these messages. While the brand should be in evidence throughout the event, the thrust here is to bring the community together to celebrate who you are and to accomplish something worthwhile. Here are some ideas to get you thinking:

    - Get a jump on the Neighborhood Revitalization Plan by announcing a City-wide beautification program. Involve organizations like Scouting groups, school groups, business groups, service groups and senior groups. Target run-down neighborhoods or homes with seniors and pitch in with some basic clean-up work – prune, mow, mulch, rake. Call the program *Up Close and Caring*.

    - Announce a community-wide "green" initiative led by the Audubon Center. Focus on one behavior change for the entire community (using energy efficient light bulbs, increased recycling, etc.). Ask people to sign a pledge to become *Up Close and Green* or to Take *a Closer Look at Green Spaces*. Hold educational workshops and give a complementary light bulb to the first 50 folks that show up.

    - Kick off an initiative to decide on an annual community-wide service project. Residents can submit ideas online or at church services, public meetings, at school, etc. Set a deadline, then review the concepts and hold a community kick-off to announce the service project. Ask high school students to pledge 50 hours of community service each year. Possible names: *Up Close and Caring* or *Up Close and Giving Back*. (Alternative phrasing: Take a Closer Look at…) Give participants in all of your community service projects a special button or t-shirt with the *Up Close and Caring* phrase.

    - Involve children in philanthropy with a downtown Penny Harvest in conjunction with one of your downtown special events. Kids collect pennies in their neighborhood or at school, then bring their "harvest" downtown to throw in the community pot. Donate the Penny Harvest to a local charity or start a fund for senior citizen home maintenance. To the right are children surveying the pennies collected at a New York Penny Harvest.





    - Announce a community-wide wellness initiative to lose weight, get healthy and become fit entitled *Up Close and Healthy*. Hold free screenings, give flu shots, hand out pedometers (YMCA might sponsor these efforts), and hold weigh-ins; enjoy a community–wide walk along the river, at RTPI or Audubon. In many communities, the initiative is spearheaded by an elected official.

  - Indiana's program is INShape Indiana: http://www.in.gov/inshape/
  - Louisville has the Mayor's Healthy Hometown Movement: http://www.louisvilleky.gov/Health/MHHM/

- Announce the country's (or at least the region's) largest canned food drive.

- Make a non-profit, community service fair a part of the festivities. Provide tables or booths for each of your non-profit service organizations during a major festival or event. Invite the community (including college students) to come and learn more about ways to get involved. Some communities have had great success with Teen Volunteer Fairs, connecting youth to opportunities that have specific appeal to teens. Read about an award-winning teen volunteer fair in Virginia:

  http://www.fairfaxcounty.gov/news/2007/161.htm

- Sponsor a Jamestown *Up Close and Wonderful Discovery* Weekend. Provide free admission to all the Attractors for a two day period. Host short learning workshops for children and adults at each location. For instance:
  - RTPI could hold sketching, birding or geo-caching sessions
  - Audubon could host or kick-off the *Up Close and Green* initiative
  - Fenton History Center could schedule their Girls and Dolls tea or provide architectural tours of downtown Jamestown
  - Lucy-Desi might host a comedy workshop or an open mic stand-up night; or sponsor a laughing contest (residents demonstrate their best laugh, giggle or guffaw and the audience votes). Or hold the world's biggest laugh-in
  - Reg Lenna could give behind the scenes backstage tours and lectures on the Buffalo Bill Cody Billboard
  - The Ice Arena might give a brief talk on how they refresh the ice and how the Zamboni works and/or kick-off the *Up Close and Healthy* campaign with screenings and free walking passes
  - DJDC should coordinate downtown promotions with retailers to support the event
  - Host a web competition to discover Jamestown's take on the World's Happiest Words. Partner with the local newspaper for greater coverage. Recently, a blogger for the NY Times asked readers to make suggestions. Here are some of the answers he received:
    - I do.
    - Yes.
    - It's a boy/girl.
    - It's benign.
    - Go back to sleep. I'll get the baby.

      Read more at : http://schott.blogs.nytimes.com/2010/08/27/weekend-competition-the-happiest-words-in-the-english-language

- Turn Discovery Weekend into a scavenger hunt by printing extreme close-up photos of elements found at each of the locations. Participants who can fill in the location of all the photos are entered in a prize drawing. Or ask participants to take funny photos of themselves at each location. Post the most humorous on your hub website (see pg. 126). Include other iconic locations downtown – public art displays, the historic train station, the Riverwalk as part of the scavenger hunt. The point of the event is to remind your residents of all the great assets in Jamestown.

- Extend the fun into downtown by bringing out street performers, local bands, mimes, barber shop quarters, area comics and improv groups to give live performances. Station area artists at various venues creating *Discovery* art work.

- Give away custom fortune cookies with jokes inside through area restaurants and on the street.
  http://www.e-fortunecookie.com/Details.cfm?ProdID=29&category=0&gclid=CKH_5Jy086MCFQ8E5QodnEaV1g

- Stage demonstrations and instructional workshops at the new indoor skate park.

- Roll out your pop-up retail brand place and your pop-up playground. Give away temporary tattoos of the brand logo and sell branded bottled water.

- Ask local chefs to create *Tickle Your Senses* signature dish to feature on their menu. Offer specials during *Discovery Weekend.* Host a *Tickler Tasting* and let local residents vote on the best dish. Put voting cards inside downtown retailers and restaurants.

- Produce brand placemats or napkins featuring jokes or bits of wisdom for use in restaurants during the *Discovery* event. Create a word search with brand vocabulary and put it on a placemat for kids.

Note: *Even if you do not pursue any of these activities as part of a "rollout" celebration, they should still be considered for brand implementation in their own right. These types of events embody the essence of the brand; they are relatively affordable and attractive to sponsors.*

Responsibility: BMM, BMT, MJP, MC, public officials, community organizations
Priority: 2
*(**Note:** This is a mid-priority tactic because it IS possible to implement your brand effectively without ever holding this celebration event. Determining whether to conduct the event is the job of all parties mentioned above and is based on the political landscape, the attitude of residents toward this type of initiative, funds available, etc.)*
Timing: 12-16 months
Costs: Cost associated with promotional items or programs included in celebration.

2. Use the brand to motivate and recognize neighborhood revitalization

- Jamestown is currently considering next steps for moving forward with its Neighborhood Revitalization plan. Many of the points made in the study by czbLLC have already been addressed in this plan, including:

    - Creation of a position for Marketing and Volunteer Coordinator
    - Creating gateway entry points into the greater Jamestown area
    - Creating community spirit by bringing residents together to work on community projects and to play at special events
    - Helping seniors and disabled with home and yard maintenance

- You can also use the Up Close brand to address some other plan recommendations:

    - Assemble a volunteer team to define and address problems like rusting fences in disrepair, graffiti, signs falling off structures, old tire storage, litter and other issues that affect community pride. Call this group or groups the Look Closer for Community Pride Team(s). If you choose for them to correspond with offending property owners as suggested in the Neighborhood Plan, consider printing some *Look Closer* letterhead to give their communication extra weight. (Other naming ideas include *Look Closer Together* or *Clean Up Close Team*.)
    - Develop an annual curb appeal challenge. Call this program Jamestown…*Ready for Our Close-Up* or *Close-Up Challenge* for short. Solicit area retailers such as Lowes, Home Depot or local hardware stores to host on-going workshops on landscaping, home repair, paint colors and other home maintenance skills. Sign up residents to participate in the challenge at the workshops. As an incentive to participate, ask the participating stores to provide coupons.
    - Advertise the Close-Up Challenge in the paper and provide recognition for your workshop sponsors.
    - When a registered participant is nearing completion of his project, provide a yard sign to recognize the property improvements. Some examples are shown below.





3. Reveal your assets with a branded Geocache Treasure Hunt

- Geocaching is a high-tech form of treasure hunting perfect for discovering more about Jamestown. Cachers use handheld GPS devices to find hidden treasures. Interesting riddles about the locations spice up the hunt. In the caches, place some interesting facts or trinkets associated with the Jamestown (i.e. bird trading cards, plastic insects, mini whoopee cushions, tiny toy wrenches, mini hockey pucks). All caches have a branded logbook, which "cachers" sign when they discover the spot. Wayfaring is the same



activity without the treasures involved. Host a geocache workshop at RTPI or at the Audubon Center and then construct your own geocached treasure hunt.

- Last summer the Asheville, NC CVB sponsored the Ultimate AsheCache with prizes donated by local merchants in categories like Couples Cache (prizes: rafting for two with picnic lunch, couples massage, $50 gift card for an arts performance), Arts Cache (prizes: gift certificates for arts purchase in studios or galleries, gift certificates for performances), Culinary Cache (gift certificates for various restaurants, cafes, coffee houses, cooking stores). For the brand launch, consider your own Jamestown Up Close and Wonderful cache hunt.

  For further information about the Asheville, NC geocache:
  http://www.exploreasheville.com/geocaching/top-geocaches-in-asheville/index.aspx

- Ask residents to submit photos of themselves at the cache locations around town through the brand website or web portal. Enter those who share photos in a drawing for a donated GPS or branded merchandise. Feature the best photos on the site.

Responsibility: BMM, MJP, MC
Priority: 3
Timing: 18-24 months
Costs: Yard Signs
24x28 Yard Sign, Double sided, Full Color
8 @ $2.37 = $98.98
+ Steel Frame = $27.95

4. Work through the schools to get children involved

- Introduce school children to the idea of the brand with a community-wide school art contest. Ask the students to interpret the brand concepts through art or photography: what does *Up Close and Wonderful* mean to you? Suggest that each school hold an art exhibit of their students' finished work (supply the schools with the brand logo to display at the exhibit). Enlist local dignitaries to help judge the exhibit and "hang" the winning pieces in downtown restaurants, at Attractor locations, in City Hall or at JCC. Host a reception for the winners. Continue to display the pieces in empty storefronts or in local businesses after the exhibition closes.

- Partner with the school districts to develop and produce an educational unit for students to study on a brand-related initiative. Topics might include volunteering and philanthropy, sustainability and environmental issues or the benefits of eating local food or being healthy. Hold seminar discussions with high school and college-age students, teachers and professors to discuss these brand-related topics. Why do they think Jamestown has been recognized with so many awards? What will you need to do in the future to continue to be an award-winning community?

- Produce an *Up Close and Caring or Up Close and Historical* unit on community service or local history for Boy and Girl Scout groups to earn a badge.

- Sponsor an Up *Close* photo contest for kids. Give school kids in different grades and locations disposable cameras with the challenge of looking at Jamestown from a different perspective – close up. Students might also submit photos electronically. Share photos in a special exhibit with an opening night as in the art exhibit. Turn the best of the photos into a series of billboards, postcards or a calendar or enlarge and put in empty storefronts.

- Sponsor a student led *Up Close and Changing the Community* interview project. Students contact and interview a local, regional or national figure that they feel has made a difference for their family, their school, their friends or their community. Encourage students to capture the interviews on video. Publish the essays in a book or as a series in the local paper. Post the video interviews on YouTube.

- Encourage creativity in middle and high school students using a program like TreeRing that allows schools to create individually customized yearbooks. School yearbook staff creates traditional core yearbook content, but students or parents customize the core using a combination of personal photos and information captured about each student's stage of life. State-of-the-art digital printing can produce yearbooks with four completely customized pages in a price range of $10-$25. Since ordering and payment are handled completely on-line, school administrative staff do not have the chore of keeping up with checks and paying the yearbook publisher.

- Make the yearbook part of an initiative to impart self-esteem and creative confidence to Jamestown young people. Include workshops on bullying, boyfriend abuse, drugs, alcohol and getting into college as part of the program.

  http://www.treering.com/

Responsibility: BMM, MJP members involved with schools
Priority: 2
Timing: 6-24 months
Costs: Minimal program material costs.

5. Certify Jamestown as an Official Wildlife Habitat Community

- Engage the Audubon Center and RTPI to launch an effort certifying Jamestown as an Official Wildlife Habitat Community through the National Wildlife Federation. A Community Wildlife Habitat project seeks to create an environment where people, flora and fauna can all prosper. Currently, there are NO certified Wildlife Habitat Communities in New York State – Jamestown can be the first!

- Certification involves education (teaching residents about sustainable gardening, organic fertilizers and pesticides, creating habitats within the home, yards and garden that are attractive to birds, butterflies, bees, and wildlife, etc.) and community events such as stream clean-ups or garbage removal. Residents adjust plantings in their yards and gardens to include features compatible with wildlife. Individual properties, public properties (schools and parks) and communities that achieve certification are acknowledged with plaques for display in their yards.
  Learn more about certification at:
  http://www.nwf.org/community/index.cfm





Responsibility: BMM
Priority: 3
Timing: 6-24 months
Costs: No hard costs associated with organizing.

6. Learn more about your local success stories

- Sponsor an interview series with residents who have achieved great success in one or more areas of their life. This Up Close and Wonderful series should provide intimate glimpses with business, social and cultural leaders. Get a glimpse into their childhood, defining moments in their life, obstacles overcome, passions and so forth. Feature the interviews in the newspaper, on the hub website local cable channels, in Chamber publications.

- Solicit stories from residents about their most influential learning moments in life. It might be wisdom passed down from a parent, a teachable moment in the classroom, a lesson learned from a workplace mentor, self-knowledge attained through outdoor activities such as hiking or whitewater rafting or lessons learned in the school of hard knocks. Collect the stories and feature them in a Jamestown Book of Learning. You can use the same concept for stories of laughter and joy.

Responsibility: BMM
Priority: 3
Timing: 6-24 months
Costs: No hard costs associated with interviews.

7. Build self-esteem early-on in the school system

- Develop a good sportsmanship educational unit to be used in middle and high school. Address issues such as team play, motivation, hazing, treating others with respect and winning/losing with character. Title the program "A Closer Look at Sportsmanship". Ask each athletic team to complete a community service project as part of the program and each individual (and their parents) to sign a Sportsmanship Pledge.

- Begin an athlete mentoring and role model program where older athletes meet with middle school athletes several times a year.

- Start an official role model poster program to discourage unhealthy behaviors like smoking and drinking. Select well-respected athletes and feature them on the posters. See an example of a role-model poster program sponsored by the Indiana High School Athletic Association at the link below.

  http://www.ihsaa.org/dnn/Schools/RoleModelProgram/200910/SpringSports/tabid/817/Default.aspx

Responsibility: BMM, public school system
Priority: 3
Timing: 12-24 months
Costs: Excellent opportunities for sponsorship

8. Recognize Jamestown Up Close and Wonderful individuals and organizations

- Businesses, retailers, restaurants, organizations or individuals who are icons to the Jamestown community should be recognized. Recipients might be those who have broken new ground in their industry, spearheaded a major community initiative, or established a local icon that's been around so long they have become part of the fabric of Jamestown (Carlson's Jewelry Smithing, for example). They might be educators, performers, volunteers, business owners, entrepreneurs, public servants, attractions, non-profits or restaurants. They might even be a geographic feature, historic building or a prominent person from Jamestown's past.

- Recognize these community drivers by developing an official seal that certifies them as Up Close and Wonderful.

- The Up Close and Wonderful Award should be presented at a ceremony or dinner worthy of the honor. It might be held at a City Council meeting or be hosted by a Market Jamestown partner. Follow the ceremony with a reception so that the guests and recipients have an opportunity to mingle.

- Allow residents and visitors to participate in the selection process by nominating potential recipients online. Invite the public to the Certification Ceremony.

- Provide a *Certified Jamestown Up Close and Wonderful* sign or certificate which can be displayed in windows and at POS for retail establishments, attractions, or historical structures or on the desks of individuals.

Responsibility: BMM, BMT, MJP
Priority: 3
Timing: 12-24 months
Costs: TBD based on size of tribute and number of honorees

Objective VII
Instill the new brand into the communications of the City of Jamestown, Attractors and affiliated organizations

Situation*:*
The brand and brand messages should be reflected universally throughout the City of Jamestown's communication vehicles, as well as through those of the Attractors. A consistent branded look and feel throughout all these communications vehicles means a consistent brand message and greater brand recognition and acceptance. Make the brand a part of an organized, joint communications strategy from website to newsletters.

■ Tactics

1. Build the resident and employee e-mail database

- It is extremely important to continue to establish an organized method of electronic communications with area residents, businesses and employees. Electronic communications are the quickest, most cost-effective, and most useful method of disseminating news about City operations, Attractors, Chamber events, local issues and initiatives, tourism promotions, economic development and all other events of note throughout the region. Therefore, increasing electronic communications (and thus the database) should be a primary initiative across the board for brand integration. Make it a goal by the end of Year 1 brand implementation to capture e-mail addresses of at least 25% of your residential database. By the end of Year 2, work to increase by another 25%. Each organization (City government, each Attractor, JRC) should create and maintain specialized databases of users, potential users and niche specific markets. Then, merge and purge all these databases to create a single, comprehensive database for general brand/community electronic communications.

- Make sure you have e-mail addresses of BMT/Attractor employees. While work addresses are okay, home e-mail addresses are better – they offer the opportunity to be read by more people. Encourage employees to share their home e-mail addresses by offering a brand prize for the department or organization that collects the highest percentage and/or for the employee who collects the most addresses.

- Ask your Market Jamestown Partners for their assistance in collecting the home e-mail addresses of their employees and patrons (if they are not represented on BMT).

- Continue pushing the collection of resident e-mail information on all your partner websites, at all community events/festivals, in employee and resident publications, etc. To increase participation, put all those who submit their e-mail addresses into a drawing for an Up *Close and Wonderful* prize such as tickets to a show, concert or sporting event; a gift certificate to a local restaurant; or a premium branded merchandise prize. The prize should reflect the spirit and diversity of entertainment and enrichment opportunities in Jamestown.

- Collect e-mail addresses for residents and visitors at Parks and Recreation facilities and programs, all Attractor locations, Arts Council exhibits and events, downtown events, local high school athletic and cultural events, area festivals and anywhere else folks gather. Give away inexpensive premium items to those who take the time to share their e-mail address.

- Be sure that all BMT websites and their affiliated organizations, offer an "opt-in" option for e-mail communications, brand prize drawings, special event notices and so on. Capturing e-mail addresses through these affiliated websites is quick, inexpensive and easy. For maximum exposure, place the "opt-in" button on the front page of all websites for visibility and participation.

- Include the local newspaper and area radio stations in your campaign. Ask these media outlets to participate as sponsors by running ads and stories on the e-mail address initiative. Increase participation through promotion of the contests.

Responsibility: BMM, BMT, MJP
Priority: 1
Timing: 3 months
Costs: Cost of contest prizes (solicit donations and sponsorships to keep costs low).

2. E-mail residents an electronic newsletter

- Continue to broaden the scope of the City of Jamestown publications. Develop a quarterly publication called Jamestown Up Close which provides updates on issues of community interest: public safety, neighborhood redevelopment, business and retail, downtown, the Attractors, and economic development issues. One centrally produced publication is more time and labor-efficient, and offers the opportunity to cover a wider range of issues (and develop a larger audience) than a newsletter that focuses on just one issue.

- Use the newsletter to educate residents on elements of the new brand including plans for the brand with regard to events and attractions, City of Jamestown, economic development, the downtown area, signage, etc. Lancaster, CA has had great success with a similar initiative sponsored by the City's economic development department. (See **Appendix I** for copy of Lancaster newsletter)

- Each issue, profile the success of a City department or a local organization/attraction, focusing on behind the scenes information and new developments. Through people profiles, humorous anecdotes or interesting facts and trivia, provide the reader with an inside peak at each featured organization.

- Introduce an interactive component to the publication. Include reader surveys, ask readers to submit photos to a Jamestown Flickr site or to the Brand and Marketing Manager for a photo contest. Ask readers to share their favorite free local activities, techniques for green gardening or penny-pinching tips.

- When you begin your profile series on Jamestown community leaders, include these in your newsletter, as well.

- Annual reports of the City of Jamestown or any of the Attractors should also be compiled and presented in an electronic format.

- Encourage recipients of the newsletter to forward it on to family and friends – near and far.

- If the City of Jamestown prepares an annual report, it should be distributed electronically, as well.

Responsibility: BMM
Priority: 2 for newsletter, 3 for annual report
Timing: Start with newsletter within 12 months.
Costs: No hard cost for electronic communications other than staff time to write.

3. Add the brand to other City of Jamestown publications

- Be sure to brand other communications vehicles, as well as departmental newsletters. For instance, the City of Jamestown Parks and Recreation Department may produce program registration booklets and forms (both printed and electronic), all of which should carry your new brand proudly. Add the brand logo in a prominent spot, and include brand vocabulary in headlines and content.

- Though your Chamber of Commerce and CVB are both county-wide organizations, they should be willing to involve the new brand with their publications, as well. Work with both groups to add the new logo and a story about the brand to their communications.

- After you have introduced the brand into the publications of organizations directly affiliated with the City of Jamestown, move on and approach local institutions and businesses. WCA Hospital and Jamestown Community College might agree to run a story about the new brand in their newsletters or they may be able to feature the new brand logo. Approach these groups about sharing databases, and including the brand in both their external and internal communications. This kind of cross-communications helps the brand develop a City-wide acceptance. Do the public school systems have an annual report? Work with them to help them brand it! How about the YMCA?

- Don't forget your entrepreneurs. Suburban Blend does a masterful job of marketing their store via their website, their blog and YouTube videos. Work with them to provide a logo version that fits their audience Jamestown *Up Close and Stoked (meaning fired up about skateboards).*

Responsibility: BMM, MJP
Priority: I
Timing: 9-18 months
Costs: No hard cost for adding brand messages to existing communications of area organizations.

4. Enter the world of new media

- Make it a priority to monitor and participate in the media of the new millennia. Regularly check the City of Jamestown listing in Wikipedia. Update your information with news about the new brand and the community identity project. If information is missing, false or misleading, submit a correction. Wikipedia is a community-based resource and thus the listing is the work and opinion of many. Wikipedia has also become one of the top reference resources in the online world. In most searches, the Wikipedia entry appears near the top of the list. Don't leave the brand background or information about Jamestown to chance, submit your own Wikipedia update on the brand implementation, message and background. Add the thoughts and rationale behind the brand to the Jamestown entry and check back periodically for information that needs to be corrected or added.

- Step boldly forward into the world of new media with Facebook, Twitter, Flickr and YouTube sites for the new brand. Once thought to be the domain of high school and college students, recent research shows that the fastest growing user demographic on Facebook is 35 years and up. And Twitter has experienced an exponential rise in participants of all ages, with growth of 1400% in the past year.

- Utilizing these types of communications channels is a wise decision based on the low cost, the real time dissemination of information and the audience. The question is how to maximize the potential? Ask members of the NextGen group and your downtown entrepreneurs to serve as your guide. Hold a focus group and ask for suggestions on what kind of information would be helpful from which types of media. Gather suggestions on how to increase your followers and fans and on developing appropriately engaging content.

- In step with the current trend toward increased community service and volunteerism, use social media to encourage community involvement with sign-up pages, organizations for volunteering and personal stories of locals who are participating in your *Up Close and Caring* program. Include features and photos about individual volunteers, projects or organizations. Be sure to brand your new pages and ask visitors to your site to provide

e-mail addresses. Facebook, Twitter and YouTube also work well for special events and attractions' promotions.

- Add links for your brand social media sites as icons embedded underneath the signature of City and Attractor employees in their e-mails. Also provide links to the brand sites on all Attractor webpages. This provides visibility and encourages readers to click through to the sites immediately.

- Use the power of YouTube to promote the brand message and to bring the power of video to your communications. Here are some ideas for videos:

    - Profiles and interviews with Up Close and Wonderful Award Winners
    - Videos of City Council meetings
    - Fun, educational videos for children on topics such as fire safety, water safety and similar products
    - Brief, informative or how-to videos from Attractors on content related to their individual missions.
    - Videos of locals telling their favorites jokes
    - Videos showing Jamestown babies laughing
    - How-to videos from area chefs demonstrating how to make a restaurant quality dish at home
    - How-to videos from Suburban Blend on basic skateboard tricks and from Labyrinth on scheduled performers
    - Short instructional videos from local professors
    - Architectural tour videos from Fenton History Center
    - Link to Robert H. Jackson's many YouTube videos
    - Bird watching and bird calling videos
    - On-line video of Buffalo Bill Cody Billboard historic panels at Reg Lenna
    - Video competitions among high school and college students for short films interpreting the Up Close and Wonderful aspects of Jamestown
    - City-produced marketing videos that demonstrate visually why Jamestown is a wonderful place for tourists, entrepreneurs, and young people.

- Implement Twitter for all kinds of announcements, reminders and updates. Continue to expand your use to other applications, as well. Below are some ideas currently being used by other cities:

    - Public works: updates on road projects, weather warnings, possible traffic delays, sewer main breaks, water outages, boil water updates. Grand openings of City facilities.
    - New job postings
    - Public Safety: major arrests, crime initiatives, real-time information during festivals and events regarding traffic congestion and detours, information about missing persons or escaped criminals, anonymous tips
    - Economic Development: announcements of new projects, new sites available, quality of life and amenities, special events

- A Day in the Life of: 24 hours of Tweets from venues around Jamestown. The Mayor, a backstage crew member working a show at Reg Lenna, an artist, a birder, a deceased historical figure, a tournament hockey player, a budding young comic, a Jamestown street corner.
- Promote events and provide color commentary and updates from local festivals
- Call residents to action for a community service day
- Tweet a daily joke or bit of knowledge



- When you have established a critical mass of Twitter followers, call them together for a Twestival to meet, greet, tweet, learn a little about the City of Jamestown and help out a local cause. Check out the following link to learn about the 2009 Twestival in Nashville, TN. http://Nashville.twestival.com/

- Enroll Jamestown in Nixle, a community communications and announcements service. Use Nixle to send announcements from the City to resident's phones. Local retailers can send coupons and promotions information via Nixle for a fee. www.nixle.com

- Get going with Foursquare, an app for phones that allows users to share their location with friends by "checking in" at locations around town. An easy way to recommend restaurants, exhibits at museums, new stores or to see if any of your friends are attending the same concert you are. Those who check in most often at a venue become the "mayor". Participating attractions and retailers offer a variety of discounts for Foursquare users:

  - Mayor Specials: Daily discounts or freebies for the mayor
  - Check-in specials: unlocked when you've been to a venue multiple times (Foursquare says you've visited 10 times – that means a free drink for you!)
  - Wildcard Specials: verify extra conditions to quality
    - (Show me your "Foursquare Swarm Badge and get 10% off. Foursquare players earn their swarm badge by checking into a location where 50 other people have checked in during the last three hours – a sporting event, for instance.)

  Check how your venue is performing over time using Foursquare analytics. www.foursquare.com

- Develop an iLaugh app for smart phones. Click for a variety of infectious, entertaining, amusing or annoying laughter sounds.

- Monitoring and updating social media outlets is an important, but time-consuming job. Some North Star client communities devote a full-time position to this responsibility. It would be beneficial for the members of the BMT to meet and consider whether or not

it might be to your advantage to share a New Media Coordinator position. This staff person could handle the gradual introduction of new media techniques into the marketing plans of all the BMT organizations, refresh and update content and monitor activity. (See **Appendix J** for a sample New Media Coordinator job description and **Appendix K** for a bibliography of Social Media White Papers and resources.)

Responsibility: BMM
Priority: 2
Timing: 12-24 months
Costs: Minimal hard cost for using social media unless a coordinator position is created.

5. *Develop a branded City-wide web portal*

- In this electronic information age, websites are absolutely critical to any communications plan. As computers become more affordable and high-speed access readily available, web usage will continue to increase (Americans currently average more than 100 hours per person per month online). Already, the internet is the fastest growing new information medium of all time. In addition, internet communications are an extremely affordable way to share your message and reach both residents and visitors – at the time and place most convenient for them.

- As part of your new coordinated approach to messaging, a single *Jamestown…Up Close and Wonderful* website should exist as the hub for all information regarding Jamestown. This central portal should reflect the brand in both design and content and should link to all City of Jamestown elected officials and departments, area Attractors, Jamestown Renaissance Corporation, local foundations such as the Gebbie Foundation and the Chautauqua Community Foundation, arts groups such as the Arts Council and Infinity, neighborhood groups, and major community initiatives such as the Neighborhood Restoration Program. This type of centralization allows internet users to easily find and access comprehensive information while each organization maintains their independence. The URLs jamestownupclose.com and wonderfuljamestown.com are available and have been reserved for a year for Jamestown by North Star.



- Use the portal to tell the brand story of Jamestown in interesting and unique ways. Employ interactive elements, video, sound and/or animation to illustrate the brand concept of Jamestown Up Close. Imagine the sounds of bird calls on your hub page, or audio of a stirring oration by Robert H. Jackson. Imagine a website that features a new joke every week or short learning videos from the attractors. Create a site where fun and learning combine to create a total web experience. Instead of an arrow, feature a magnifying glass cursor.

- The Brand and Marketing Manager should be in charge of changing the editorial content and keeping it fresh. The topics and possibilities are practically limitless, but some potential angles include:

    - *My Jamestown – Up Close and Personal* This page might feature short descriptions by locals and experts of their favorite fishing spots, trails, restaurants, shopping finds, skateboard spots and hang-outs in the Jamestown area. For instance, a local skateboarder shares his favorite spot for practicing a specific trick, a chef reveals where he'd go for a great meal, a local artist tells where to buy affordable contemporary art, or a dog owner shares the best spot for hiking with your pooch.

    - *Create a commercial contest* – Sponsor a contest for locals or visitors to submit short commercials about the *Up Close* brand. Participants submit videos showcasing what the Up Close brand means to them. Is Jamestown Up Close and Friendly? Up Close and Funny? Up Close and Musical? Open a YouTube site for people to post their entries. Upload the best of the videos onto the portal and allow site visitors to vote for a winner. (Until you can get a central portal in operation, you can host the commercial competition on YouTube alone.)

    - *Recreation news updates – Up Close and Fun.* Include times and dates of program registration, unique programming offerings, special events and operating fees and hours for golf courses, information about facilities and so on.

    - *Showcase local schools* Provide a spot for local schools to post student artwork or essays, videos of choral or band concerts, athletic highlights and more. Refreshing school content regularly helps ensure many repeat visits to the website by parents, friends and teachers. Call this page of the site *Up Close and Learning.*

    - *Neighborhood hot spots – Up Close and Neighborly.* Serve as a link for neighbors and neighborhoods by providing a forum page where registered users can discuss their ideas for neighborhood improvements. Ask residents to list the things they love about their neighborhood and things they would like to see changed or improved. Have a virtual neighborhood garage sale. Provide a spot where neighbors can share recipes and entertainment ideas for various seasons, holidays and special events. Share facts and figures about each neighborhood such as history, architectural styles and significance, interesting residents past and present, median home prices, and so on. Provide on-line tools for planning a neighborhood block party. To support

Neighborhood Revitalization efforts, post before and after photos of *"Ready for my Close-Up"* properties and blocks.

- Interview homeowners about their remodeling/maintenance experience. Interview tenants to get comments on the benefits of living in a property that's being properly maintained.

- On the economic development and/or young entrepreneur page feature a series of Up Close and Successful business profiles.

- Provide a daily/weekly joke or fact of the day or interesting vocabulary word (again think Readers Digest.)

- Scavenger hunts **–** If you didn't organize a scavenger hunt during Discovery Week, try hosting an *Up Close* "virtual" scavenger hunt on the web hub to encourage residents to learn more about their City and its neighborhoods. Post pictures of a unique architectural element somewhere in town, an interesting street corner, a bit of an iconic business sign, a special nature scene, a portion of a piece of your public art from different spots around town objects/events from the attractors. Make sure these photos are true close-ups showing only part of the total scene. For each item, give some geographic boundaries of its location. Participants can e-mail in the address or venue of the scavenger hunt items. Have a prize drawing for each item found and a LARGE prize drawing for those participants who find ALL the items. This is similar to the Amazing County program, but should be more Jamestown focused and brand related.

- Launch *Jamestown: Up Close and Just Saying.* Develop a regular schedule of bloggers who write about issues of importance to the Jamestown community. You might have a blogger covering the subject of downtown redevelopment, a blogger from arts/culture, a blogger on outdoor recreation and certainly a college or young entrepreneur blogger who shares the youth perspective. Include City staff and elected officials in the blogging schedule. Staff can write about their jobs – i.e., what is a day in the life of a Jamestown police or fireman like? What are the dirtiest jobs in town? What are the innovative technologies being used in storm water management these days? Upload videos showing the technology being used in various departments. Feature interesting and diverse writers who share thoughts on issues related to the brand – exploration, creativity, discovery, engagement, humor, conservation, ecology, the sporting life and more.

- Online maps for trails and parks– Include trails for hiking, biking, and other outdoor activities. Don't forget maps of walking trails along the River and local/regional parks with legends showing activities (fishing, swimming, and so on).

- Provide access to ongoing communication – Be sure to include the opportunity for website portal visitors to opt-in for newsletters, e-blasts and other communication

vehicles. Provide access to past issues of Jamestown *Up Close* newsletter. Allow site visitors to also opt-in for individual Attractor newsletters on the portal.

- Use lots of photos and fun graphics on the portal to grab the attention of your visitors right away. This is the perfect spot to feature the entries in a photo contest (with close-up perspectives) or the winner of an interpretive photo essay.

- Create an *Up Close and Playful* calendar offering a central view of all the kid/family oriented activities for a given week or month. PlayPlanIt is a family friendly calendar available in San Francisco. The service is funded through advertising by local businesses.

  http://playplanit.com/

- Set up an on-line store featuring brand merchandise as well as merchandise from each of the Attractors.

- A central portal is a win-win for all involved. Residents and visitors enjoy the ease of finding all the information they need on one site. Everyone shares and benefits from the traffic that others bring to the site. The portal can be a powerful communication tool for connecting the many diverse online initiatives and organizations throughout the City. In addition, managed with creativity and care, it can become a valued window into all that makes Jamestown unique. The key is to make the site fun, colorful, entertaining, interactive, thought-provoking, informative AND BRANDED. Make it a one-stop shop for everything you need to know about Jamestown. Remember, the portal should be designed from the ***consumer's point-of-view***.

- For examples of how a central portal can work, check out the following North Star clients: McKinney, TX site www.uniquebynature.org , Dayton, OH www.daytonoriginals.org , Warrensburg, MO www.goburg.com . Notice that in each instance, the brand is carried from the URL to the portal to each website link. And yet each of the sites maintains its own individuality.







- The City of McKinney website won the award for best site in the state of Texas for 2006. On the Warrensburg website, notice the page option across the top toolbar for military families and newcomers – a nice amenity for a military community.

- For another example of how a brand portal can work, look at Louisville's recently launched portal site: http://www.possibilityCity.com./ (Be sure to scroll down on the landing page to see all the goodies! Then click on topics up top.) Things to note about this site include its design and tone (fun, interesting, engaging and not too serious). Also of interest is the ability to interact with the site; you can type in a comment or question or observation about the City, and it will be answered by a real person. You can also sign up to become a Friend of Lou, which takes you to another website with additional opportunities to vote, sign up for newsletters and interact: http://friendoflou.com/index.php .





These sites are jointly managed by the City of Louisville, the Chamber of Commerce and the CVB. Links to these three entities are provided at the bottom of their portal webpage.

Note: *Even if you decide that creation of a web portal is not financially feasible, all Attractors and the City of Jamestown should move forward with implementation of brand colors and descriptive vocabulary on their individual websites.*

Responsibility: BMM, Marketing Council (MC)
Priority: 1for discussion of feasibility and integration of brand into Attractor websites
Timing: 6 months to initiate discussion
Costs: Design and construction of an attractive, interactive website: $50,000 and up.

6. *Update your web communications*

Today the whole world has instant access to your communication pieces via the internet. No medium is more powerful in reaching people with more information. To communicate your true community spirit, evaluate all brand-related websites and make sure they are easy-to-use, interesting, informative, interactive and attractive.

First, spend some time clicking around at sites of other municipalities – their government sites, chamber sites, tourism sites, economic development sites, public education sites, parks and recreation sites and so on. Look at the information from a consumer's point of view – is the site fun, visually attractive, INTERACTIVE, well organized, informative and easy to use and follow? Is it easy for citizens to do government business online (pay tickets, pay utility bills, download forms, report potholes, apply for permits) and to get information (interactive maps with park locations, hospital locations, locations of City services and attractions). Check out the websites of 2010 website award winners from the recent City-County Communications and Marketing Association Convention (the winners below are in the population category under 45,000.

Park City, UT http://www.parkcity.org/
Germantown, TN http://www.germantown-tn.gov/
Montrose, CO http://www.montrose.org/
(This is an example of a web portal by a North Star client. The project involved linking and bringing together five different existing sites).

To read the judges' comments and see the winners in other population categories, including the following North Star clients, visit the link below.

http://www.3cma.org/DocumentView.aspx?DID=880

Northport, Fl an award winner in the 46,000 – 112,000 population category
Lancaster, CA a winner in the over 112,000 population catergory
Dublin, OH Irish Festival a winner in the Issue Specific Website Category

- Some suggestions for improvements of your current sites:
    - Add maps:
      Map to provide directions to Attractor
      Map of locations of all Attractors
      Trail maps – biking, hiking, walking
      Waterway maps
      Map of Chautauqua County
    - City of Jamestown: zoning map, site locations map for economic development, crime map, parks map
    - Add interactive elements – maps, games, rollover icons, pop-ups. The ability for people to download information and upload photos significantly increases the value of your site. Add music.
    - Link up. You can never have too many ways to link. All organizations should link back and forth. When your portal is up, be certain all Attractor and City sites mention the hub and provide a link.

- If several organizations decide to revamp their sites, bundle these initiatives into a single RFP. Combine your resources for cost-effectiveness and hire a sharp, cutting-edge web designer to take you into the next decade.

- Work with the Chautauqua County CVB to add the brand and improve Jamestown information on the tourism website

  - Add logo to the Jamestown and Greater Jamestown maps
  - Add Audubon Center and Nature Sanctuary to the Greater Jamestown map
  - Add bed and breakfasts to the map and lodging information to better represent available options

- Ask the Chautauqua County Chamber of Commerce to add the brand logo to the Jamestown page.

- Be sure to reciprocally link to other area attractions to increase your regional presence. Doing so will also increase your search engine optimization, which will move your portal further up the list on web search engines. Link to as many major attractions as possible within a two hour drive, including ski resorts, Chautauqua Institute, wineries or wine trails and so on.

- Remember, even if you cannot launch a portal page right away, all Attractors, City of Jamestown, JRC and other brand affiliated organizations should begin integrating the brand color palette and vocabulary into their existing sites.

Responsibility: BMM, BMT, IT firm
Priority: 1 for integrating brand color palette and vocabulary into sites; 2 updating and improving Attractor websites (While this is a very important piece of the brand strategy, it does not have to be implemented immediately.)
Timing: 12-18 months
Costs: TBD based on desired improvements.

Objective VIII
Enrich and enliven downtown Jamestown

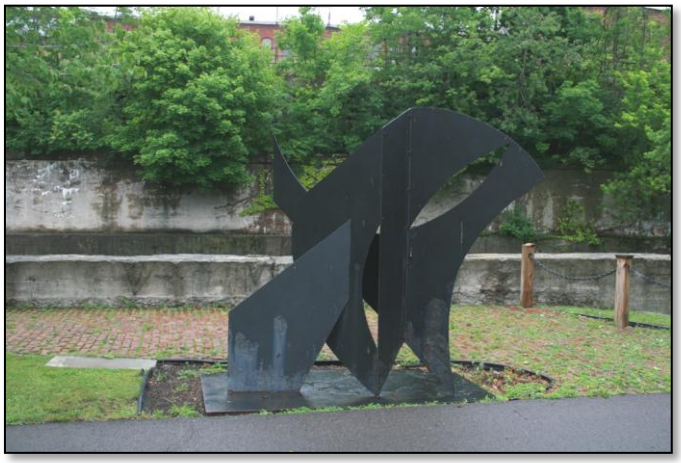
Situation:
As the regional hub and the "living room" of the Jamestown region, the City of Jamestown must take a hard look at the "feel" of the downtown area. Façade and alley restorations and the addition of Renaissance Square have had a tremendously positive impact. What else can be done to ensure that downtown is accessible, inviting and appealing? Welcoming to pedestrians and drivers alike? Well lit and well marked? Does it have enough spaces and places that encourage people to gather for conversation and people watching? Are there interesting displays of public art and culture that relate to the brand? Are there barriers (physical or visual) that deter pedestrians or drivers from accessing specific areas?

■ Tactics

1. Train residents and staff to assess downtown

http://www.pps.org/

- The Project for Public Spaces is a non-profit placemaking organization that has assisted hundreds of communities in the creation of vibrant gathering spots. Continue to monitor and improve the livability of downtown Jamestown by sending staff to learn about the PPS citizen survey approach for rating locations. The PPS approach utilizes a team of staff and residents to conduct a walking survey of downtown's strengths and weaknesses. Involving residents in the assessment will help with community acceptance and provide perspectives other than that of professional planners and design staff. After assessment results are in, prioritize your list of places still needing attention. For further perspective on placemaking, read the article linked below (see **Appendix L**).



http://www.fastcompany.com/magazine/149/this-land-is-your-land.html

- For instance, the downtown pocket park above has a lovely piece of public art. But the sculpture is unidentified and in need of repainting, the grass is overgrowing the brick walkway, and there is no seating to encourage pedestrians to stop and linger. A branded

plaque identifying the piece and the artist, a bench, weed control and some flowers would make this an inviting stop on a downtown walk.

- Send staff members and brand volunteers to the PPS workshop "How to Turn a Place Around" on October 21-21. If unable to attend the workshop, subscribe to PPS newsletters and review their library for titles of interest to Jamestown.

Note: *At the time of publication, Project for Public Spaces' website www.pps.org had been hit by a hacker and was unavailable. They hope to have it running again by the week of September 20, 2010. You may still reach them by phone at 212.620.5660. For training information, you may also e-mail Dana at dkitzes@pps.org.*

Responsibility: BMM, BMT
Priority: 2
Timing: Immediate for researching workshop dates/content
Costs: Seminar fees and travel costs for staff to attend workshop, subscription and book purchase costs: $2,500. May be piggybacked onto existing department travel and education budgets.

2. *Develop a strategy to add visual appeal to downtown Jamestown buildings*

- Jamestown has a rich history of passionate innovators, leaders and achievers in industry, the arts, government, the philanthropy and more. While Lucy murals already dot the downtown there are many other personalities also worthy of recognition. Use the brand to take a closer look at these local geniuses both past and present.

- Showcase these individuals with a large format poster program on key downtown buildings. The purpose of the program is multi-fold: 1) to foster civic pride by recognizing the many achievements/achievers from the Jamestown area, 2) to provide visual interest in the downtown area and a fresh look for buildings or structures that may currently be lacking in visual appeal and 3) to reinforce the brand message of creativity, productivity and passion. A similar program has proved a huge success in the Louisville area over the last 10 years.


KENTUCKY'S
DERBY

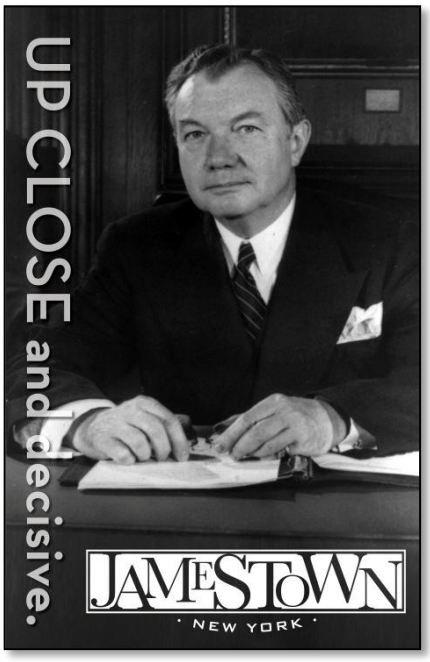

STARKS BUILDIN
DIANE'S LOUISVILLE


LOUISVILLE'S BRANDEIS


HEYBURN BUILDING
LOUISVILLE'S SLUGGER

- Note that the grand format posters can fill the side of an otherwise blank wall, cover the side of a multi-story parking garage or jazz up a currently unused building. In Louisville, each Hometown Hero poster is sponsored by a local business that pays printing and installation costs. See all of Louisville's Hometown Heroes and read about the program at the link below:

  http://www.louheroes.org/index.html



- In Jamestown, you might choose to use the general format of your small ad series for your posters.

- Make a celebratory media/public event of poster installations. Provide background on the person, the size of the poster, the sponsor, how the giant posters are printed. At (or near) the installation, set up a brand venue and hold a festive viewing party with the sponsor and the public. Bring your pop-up venue for branded merchandise sales, incorporate street performance artists, sell refreshments and offer interactive brand activities.

- The posters do not have to be grand format. You may choose to do some smaller ones to place in more intimate venues that need sprucing up. Or size the whole series to cover vacant storefront windows downtown.

- Create a link on your portal website where all posters can be viewed. Over time, you will have quite a collection. Also consider a poster and/or postcard series for sale in gift shops, on the website, etc.

Responsibility: BMM, BMT, MJP
Priority: 1to begin discussion on interest and feasibility
Timing: 9-24 months
Cost: Minor production costs associated with program organization and promotion. Production costs for macro posters range from $15,000- $40,000 in the 30' to 40' height range (and depending on whether poster is black and white or color). Smaller posters for indoor venues or street level installation would be considerably less ($3.50/sq. ft.).

3. Enlarge your mural program

- Jamestown's mural program has had great success. Take it to the next level by using it to transform old or boring buildings through large trompe l'oeil painting. The paintings below were done by muralist Eric Henn. See the difference between the original buildings and the completed painted buildings.

- Murals like these provide huge visual impact and offer the added advantage of becoming a tourist attraction both during the creation phase and after completion. Choose a scene from Jamestown's history or a montage of Jamestown's celebrities.







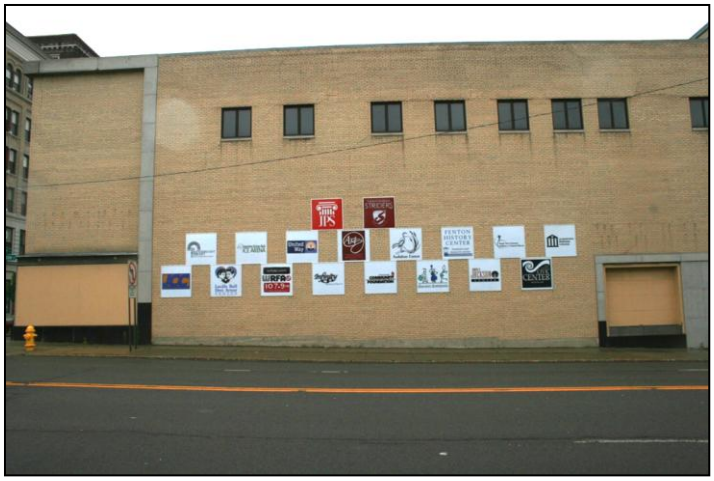




(Pumpkin show; Circleville, Ohio)

http://www.erichennmurals.com/index.htm

It is North Star's suggestion that Jamestown choose one or both of the above strategies to add visual interest to the downtown area. Contrast the feel of the downtown Jamestown building below (located in a high traffic area) with either of the options discussed above.



(If it is necessary to provide exposure for the sponsors currently presented on this wall, add attractive multi-panel information kiosks at the corners of the intersection. Style of the kiosks should match your wayfinding signage.) The current arrangement of sponsor signs is cluttered and presents far too much information for drivers to process.

Responsibility: BMM, BMT, MDA
Priority: 3
Timing: 6-24 months
Costs: TBD based on creative approach and artist.

4. Extend artistic improvements to other kinds of structures as well

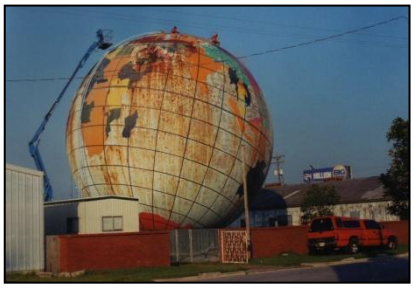
- In any industrial city, there are always a variety of functional structures such as tanks, towers, walls and overpasses that are ripe for transformation into works of art. When considering possible locations for beautification, don't forget these structures. If they are privately owned, approach the business owner to cover the cost of production.

- As in wall murals, these structures can be wrapped with a grand format poster (see the Busch Gardens Sesame Street example), or painted by a muralist (tanks painted by Eric Henn).













- You can also use art to transform functional structures around the city into a part of your public art collection. See the example below of a basic wall around the Lexington, Kentucky airport that has been turned into a three dimensional piece of art focusing on their thoroughbred brand (mural by Henn).





(Lexington, Kentucky airport)

Responsibility: BMM, BMT
Priority: 3
Timing: 18-24 months
Costs TBD based on structure and artistic approach. Partner with property owner.

5. Perk up the downtown parking situation



- The downtown parking meters in Jamestown are a bone of contention for both residents and retailers. Lighten the mood and transform the meters into an artistic community fundraising project. Many cities are recycling old parking meters by donating them to be decorated by civic groups, businesses, individuals and charitable organizations. Installed around town, they add fun and whimsy to the streetscape. Money inserted into the meters is used for a charitable cause, often for homeless initiatives.

- In Jamestown, create your own Up Close and Caring charitable meter program. If the City has a backlog of retired meters, these can be auctioned off and installed freestanding on streets throughout downtown.

- If the City does not already have old meters to recycle, choose several existing parking meters throughout downtown to designate as Up Close and Caring. Auction off the decorating rights (auction funds also go to the specified charitable cause). Proceeds from the Up Close meters should be collected and counted independently from the other meters. If there are particular parking spots that are considered most convenient in downtown, designate these as the Up Close meters because, well, they're up close! And they will produce great revenue for the chosen charity.

- Annually, you can re-auction the decorating rights and choose a new charity to support, if you desire. Parking meters in Jamestown may soon be associated with good will and philanthropy, instead of hassles and whining.



Springwise.com photo

http://inspiredeconomist.com/2010/08/15/repurposed-parking-meters-collect-donations-for-homeless/

Responsibility: BMM, BMT
Priority: 3
Timing: 18-24 months
Costs: Minimal if City has meters to recycle

6. Review and revise special events and promotions to achieve desired goals

- Downtown Jamestown is home to several major events each year. DJDC should evaluate each of those events in order to measure their contribution to the Jamestown community. An event can attract thousands of people, yet do little to expose Jamestown to new markets or drive traffic to retailers.

- In very basic terms, events can be grouped into those designed to build community, collaboration and pride for local residents and those whose purpose is to attract visitors

on a regional basis. In many methods of special event economic impact analysis, local residents attending downtown events are not considered to be revenue generating consumers based on the reasoning that if a local comes to the Holiday Parade and has lunch downtown, he or she will compensate by not coming downtown for a meal the next weekend. In other words, events for locals can be considered quid pro quo as far as the downtown economy is concerned: *The money I make on festival day is a trade for what I would have made from that customer the rest of the month.*

- Regional or non-resident visitors, however, inject new money into the local economy. Their expenditures on hotels, food, souvenirs, clothing are an addition to Jamestown revenues, as their distance keeps them from having a regular opportunity to frequent the community. Out-of-town, overnight visitors are the primary reason sports tournaments are such a coveted commodity.

- In this day of limited budgets, it is very important that Jamestown analyze their annual major events. First, define the purpose of events such as the concert series, Holiday Parade, Thunder in the Streets/Cruisin, Farmers Market and so on.

    - Bringing NEW people into downtown
    - Driving traffic to downtown retail and restaurants
    - Delivering and reinforcing the brand message and strategy
    - Building community, collaboration and pride in the local residents

- Right now DJDC is recording attendance at events. In order to gauge success in the above areas, Jamestown must drill deeper into the nuts and bolts of the event itself. Measuring attendance is not always a viable measure of event success. Some tools to consider:

    - Attendee origin. This information can be accomplished through visitor surveys at the events by asking attendees their home zip code. A quick way to get a visual snapshot of where event visitors come from is to map the responses on Google Earth.
    - Year over year, event day revenue reports from downtown merchants, hotels, bed and breakfasts, and restaurants. These can be submitted anonymously or by category, if necessary.
    - Behavioral surveys as attendees exit and return to their vehicles: Did they purchase food, beverages or souvenirs/merchandise at the festival? Did they purchase any of these items from restaurants or retailers downtown? Are they staying overnight? For how long? What else do they plan to do while in Jamestown?
    - Attitudinal surveys – has a visitor's attitude about downtown Jamestown changed as a result of attending the event? Will they come back to the event next time it is held? Would they come back to downtown on their own to shop, dine or attend a cultural or sporting event? If not, what are the primary deterrents?

- Information from the City of Jamestown on costs associated with each event. Items falling into this category might include: police and fire assistance, waste management and so on.

- While this is not enough information to complete a true economic impact analysis, it can certainly give you a much clearer idea of whether your current events are meeting the goals you have outlined for them. (For a look at a study on how to conduct an economic impact study for special events, see **Appendix M**).

  http://ageconsearch.umn.edu/bitstream/46857/2/Measuring%20Visitors%20SAEA.Final.pdf

Responsibility: BMM, BMT
Priority: I
Timing: 18-24 months
Costs TBD based on survey instrument and hiring outside help

7. Repackage existing events with the brand in mind

- Review your existing downtown events, looking for ways to include the brand through messaging and content. Each event should include the brand logos on signs and banners and promotional items. You should also include brand language in event promotions: "Jamestown Thunder In – an up close look at the meanest machines around." And of course, you should be sure that your mobile pop-up brand retail space has a visible presence at all events.

- Incorporate components of the brand strategy of learning and laughing into each event. These activities can be used to pull people through your retail venues downtown. For instance, at Cruisin'/Thunder in the Streets invite regional artists to paint the cars/motorcycles while they are parked downtown, host an exhibition of painted hubcaps with entries displayed in your downtown merchants and restaurants, provide workshops that show how to take care of the paint job on a classic car – the basics of washin', waxing and buffin'. Host motorcycle safety workshops for teens. Sponsor an exhibit of painted motorcycle helmets downtown. In the evening, stage a comedy performance around the theme of cars and drivers. At sports tournaments held at the Ice Arena, find a top-notch player/coach/conditioning expert who will come to town during the tournament and give learning workshops, bring in sports photographers to take action shots of the players, host artists who do real-time sketches of the action. On the event program, provide a box of "Top Ten Hockey Tidbits" which relay interested off-beat information about the sport. At tournament games, after the national anthem kick off the game with a fun joke or an informative tidbit of information.

- Consider new events built around downtown, the Attractors, and the brand:

    - Host an event that energizes and shows off all aspects of downtown: shopping, dining, working, and living. Design an event entitled Downtown Up Close and model it on Dayton, Ohio's Urban Nights event.

        – The success of the event lies in opening up ALL of downtown – commercial properties, retail properties, restaurants, bars, downtown living spaces, art galleries, proposed developments under construction, Reg Lenna and other theatres, historic homes that have been refurbished and those that are being remodeled. Add in a liberal dose of entertainment, culture, food, fun and education for a vibrant, textured evening of all that Jamestown has to offer. Designed as a walking event to get people crisscrossing to all parts of downtown, the night should showcase area artists, performers, bands, dance groups, food, wine, beer, unique retail, architecture, business, history and downtown living. Start at 5 p.m. and close with a major concert/street dance that runs from 9-11 p.m. (Retail and other venues may close at 10 p.m. if they like). Attractions might include:

            - Free concert (ending at 11 p.m.) by major recognized local or regional band (good for dancing)
            - Free tours of historic downtown buildings such as the Reg Lenna, the Fenton History Center or hardhat tours of sites under development, and/or artist studios or gallery space
            - Free tours of cool downtown living spaces such as loft apartments, condominiums and proposed development areas (put up a tent and have the Urban Design Plan on display and an expert to explain it)
            - Free guided walking tours of architectural highlights around downtown
            - Special installations of interesting local/regional artists in spaces such as parks, commercial building lobbies (banks, office buildings, the Chamber) etc.
                - Special one night "mini" preview performances by of the upcoming local/regional performing arts groups such as ballet companies, singing groups, school bands and more
                - Artists demonstrations in the lobbies or storefronts at downtown, commercial, retail, and restaurant locations
                - Cooking demonstrations by top local chefs
                - Street performers
                - Special Downtown Up Close hours and discounts by local restaurants and retailers
                - Free trolley rides or carriage rides around downtown
                - Chalk art competition by local artists, residents interpreting the event name
                - Booths, workshops and demonstrations by all Attractors

- Be sure to include events that are appealing to the young adult market: alternative music, skateboarding demonstrations, tattoo art display/workshop, sustainability displays and events
- Aim to include some unique performances: graffiti art demonstrations and fire dancers were both on the program in Dayton

– Marketing is one key to the success of Downtown Up Close. It is important to meet the young adults/college crowd on their own turf, so look at components of "guerilla" marketing for the younger demographic as well as traditional advertising and public relations approaches. These tactics might include: sidewalk chalk advertisements on downtown corners, on college campuses and around the public schools, YouTube videos, MySpace or Facebook pages. Take the campaign to neighboring towns, as well. Overall, the event should aim for a contemporary and slightly edgier feel than your current downtown family-oriented events. Include as many free components as possible.

– The Dayton event also reaches out to the college crowd by providing free shuttle buses back and forth to each of the nearby college campuses throughout the evening. A special reception for the students is held on the courthouse steps to kick off the evening and make the students feel welcome. One of the area colleges has made it mandatory for their freshmen to attend in order to learn more about the history and culture of the City.



– This event has taken off in a huge way in Dayton, where it is held twice a year. Urban Nights attendees and participants would like to see additional dates added, but the organizers have decided to stick with their current calendar in order to keep demand high and events fresh. The event is organized by the Downtown Dayton Partnership.

– See links and contact information below for further information and examples of marketing.

- Contact: Sandra Gudorf
  Downtown Dayton Partnership
  937-224-1518

- Urban Nights traditional web pages:

http://www.downtowndaytonpartnership.com/experience/urban_nights/index.html
http://www.downtowndayton.org/news/releases/urbannights0507.html

- Urban Nights YouTube promotional video site:
http://www.youtube.com/watch?v=93iqTWZucIE

- Urban Nights myspace.com site:
http://www.myspace.com/urban_nights_downtowndyt
(go to MySpace sight, click on Urban Nights maps –View More, then click on Event Map/Program to see a complete program of the event listing performances, tours, restaurants, event sponsors and more)

- Celebrate your heritage with a Swedish-Italian festival full of great food, music and cultural activities. Incorporate an I Madonnari street painting festival. Invite architectural and graphic design firms from around the region to participate.

  http://www.aiacentralcoast.org/I_Madonnari-info.html





- Host a Jamestown Up Close running event that traces a route through all of the Attractors. Stage pit stops along the way where the runners have to stop and tell a joke on the street corner. OR have the participants stop and answer a trivia question at each venue.
- Work with Lucy-Desi to host a comedy film festival or a workshop on laughter/art therapy
- Ask the local improv group to host workshops for locals and school kids on topics like how to do a spit take, pratfall or pie-in-the-face shticks.
- Add learning to everyday experiences downtown:

  - In ethnic restaurants, include a quick lesson in fun sentences on placemats, napkins or from the wait staff. ("Meatballs make me smile")
  - Wine or beer dinners which teach the subtleties of tasting and food pairings
  - Cooking lessons where local chefs teach a favorite recipe from their restaurant (Up Close and Regional/Local Ingredients)

- Start a Jamestown Charm Trail. Collect charms from downtown merchants, Attractors, and organizations. Be sure to include charms that represent the brand (drama/comedy masks, birds and other wildlife, historic attire or history book, judge's gavel. Visitors and residents enjoy collecting all the available charms and must stop in retailers to see what charm they carry. For more information about charm trails:
  http://www.fortbentonchamber.org/pages/charms.html

  http://www.omakstampede.org/?page=charmtrail

  (See **Appendix N** for a Charm Trail brochure from the Omak Stampede)

- Consider coordinating downtown restaurants into a "progressive dinner." Choose 3-4 to do 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). Advantages include:

  - By focusing on one course, restaurants can keep their prices a little lower and still maintain quality
  - The progressive nature of the meal encourages participants to get to all parts of the City
  - Ensures guaranteed exposure for many restaurants
  - Young adults can sample some of the City's best food and beverages at a reasonable cost.

8. Make downtown a fun destination

- Rev up the fun quotient downtown with strategies that encourage interaction and lingering.

    - During good weather, install outdoor pianos for pedestrians to play at their leisure. If possible, feature the instruments at several locations. These have been exceptionally popular in cities including New York, London, Cincinnati, Dayton, Iowa City, Colorado Springs and many more.
    - On Friday afternoon/evening or Saturdays, feature strolling street performers – local musicians, mimes, comedians, hula hoopers, jump rope teams.
    - From time to time, stage an impromptu flash mob event downtown – possibly before or after a show at the Ice Arena or Reg Lenna or during a large sport tournament. The flash mob routine can be performed by local high school or JCC students.
    - Take a page from the lifestyle malls and add a built-in gas firepit to the sidewalk near the Ice Arena entrance, in the Arts District or other areas where folks might linger
    - Encourage restaurants to offer al fresco dining options…or retailers to put seating outside their stores

9. Ramp it up a notch with retail promotions and merchant guidelines

- As downtown Jamestown retail space becomes more popular and storefronts begin to turn over to new retailers, the time is ripe to insert retail best practices into the downtown mix.

- Draft a downtown retail charter outlining minimum standard operating hours for downtown merchants. The standards should also include a specific operating schedule for special events such as the Holiday Parade, Cruisin', or Downtown Up Close. You may want to specify other best practices requirements such as attendance of owners/employees at a customer service workshop (to be taught/sponsored by DJDC) and other training events throughout the year, lighting for storefront window to be on until certain hours (This strategy is used by many communities to ensure that the downtown area has a warm and welcoming appearance as people are leaving restaurants and bars later in the evening. If merchants do not want to leave on their large window spotlights, agree that everyone will use electric candles in their windows after hours.) and similar standards.

    - While you may not be able to require downtown merchants to sign the charter standards, you can apply pressure by supplying those that do with a Certified Close Up Customer Focus sticker for their window and POS card for the counter. Over time, as more merchants and restaurants become certified, peer pressure will cause most of your retailers to join.

- One area in which many local retailers struggle is attractive window merchandising. Bring in a consultant (graphic designer or professional merchandiser) to conduct a workshop/demonstration for downtown retailers. To increase participation, put the names of all those who pre-register in the pot for a chance to be the store that serves as the demonstration project. Negotiate discounts with area home improvement and fixture stores to provide further incentive for improving windows.

- Encourage merchants, restaurants and venues to partner through interesting cross-promotions. Start by producing a Downtown Jamestown Up Close and Wonderful map which shows the location of each merchant, restaurant, bar and attraction in the downtown area. For each location, provide a short, fun and engaging description of the type of establishment. Since parking is often listed as an obstacle for shopping downtown, be sure to show the location of all parking ramps on the map. Distribute these maps at all downtown retail and restaurant locations, at special events, through welcome packages, etc.
    - Promotion ideas might include:
        - Produce a local loyalty card which rewards residents for shopping in Jamestown. Make certain that Attractors are included. Card might offer a standard discount for residents, or offer rewards in exchange for certain levels of spending.
        - Dinner and a show packages: all restaurants offer discounts on nights there are performances downtown –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 downtown in their pajamas. Include fun events as part of the promotion: RTPI provides people to walk around downtown doing "early birdcalls", provide free mimosas in some stores and pastries in others.
        - Package a Girls Day Out featuring some pampering treatment (manicure, massage, facial); an interactive component offered by one of the Attractors (sketching or drawing lesson, ghost tour of downtown, special tour of Robert Jackson Center, pottery workshop, etc), a lovely lunch or dinner downtown, and tickets to a performing arts venue. Partner with an area bed and breakfast to extend the experience overnight.
        - Hold weekly Senior Community Strolls. Seniors walk the downtown area for exercise. Each week they browse a different block and have coffee and snacks at a different restaurant. Retailers/restaurants provide Senior discounts.

- Host a Dogs Night Out, Retailers put out dog bowls with water and have doggie snacks available. Dogs are allowed to sit by owners at al fresco dining locations. Discounts for all those who bring a pooch with them downtown. Stage a downtown doggie parade to add to the fun.
- Zombie Shopping Night = one night a week (or month) when retailers stay open light. Use a zombie theme to tie the evening together.

Responsibility: BMM, BMT
Priority: 1 for initiating consistent merchant guidelines/policies and for initiating some new downtown promotions
Timing: 18-24 months
Costs: TBD

Objective IX
Attract and retain businesses using the brand as a rallying cry

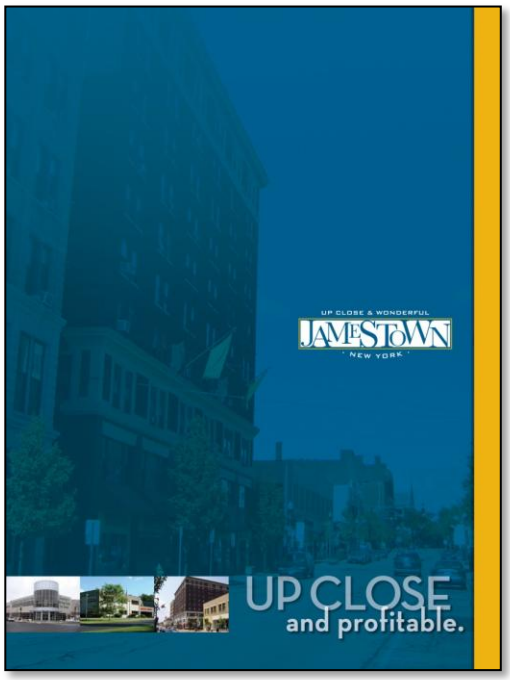
Situation:
Jamestown is an area with much to offer businesses with regard to location, affordability, workforce and quality of life. Use the brand to emphasize your assets and your resources and to make an impression on top prospects.

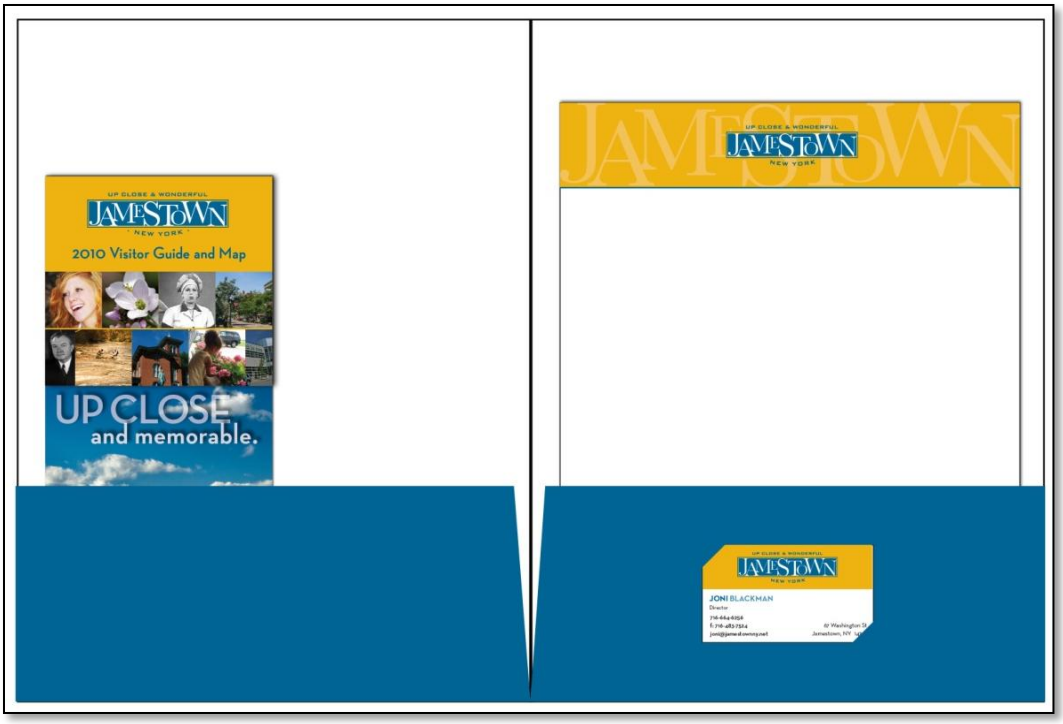
■ Tactics

1. Incorporate the brand into Jamestown economic development communications materials

- The Jamestown brand can easily be customized for use in Economic Development activities by substituting the strap line Up Close and Profitable in strategic applications. North Star has provided a sample economic development folder, stationery and business cards (below). Begin to phase in the new logo as you reorder office supplies such as business cards and stationery, brochures and marketing material.

- The essence of the brand lies in the fact that Jamestown is wonderful in so many areas: affordability, location, cultural and recreational amenities, natural beauty, workforce, education opportunities, quality of life, community values, etc. In addition, Jamestown is a community with a storied history of innovation, leadership and profitability. Together, these messages can be used to strengthen your economic development pitch.





Responsibility: BMM, Jamestown Economic Development personnel
Priority: 1
Timing: 6-12 months
Costs: Replace current materials as they are depleted.

2. *Introduce the brand to existing economic development/business/industry leaders*

- City Economic Development staff should meet with the various entities that provide economic development funding or services for Jamestown; including Jamestown Chamber of Commerce, Chautauqua County Chamber of Commerce, Chautauqua Opportunities, Jamestown Community College Small Business Development Center, Chautauqua Industrial Development Agency, Jamestown Urban Renewal Agency and Downtown Jamestown Development Corporation.

- Host the meeting in Jamestown after the brand presence has been established through pole banners or other applications. Use the meeting to introduce the brand to the economic development community, explaining the reasoning and meaning behind the brand message, strategy and strapline. Discuss among the attendees potential methods of utilizing the brand in local recruitment and retention efforts. Provide each organization a brand toolkit.

- As the largest city within the Chautauqua region it is important that Jamestown lead the region by example. Stepping up with a professional, strategic brand message and identity clinches that position. It is possible to extend the Jamestown brand to cover

county-wide economic development agencies, as well. This would provide greater impact for all involved in the economic development arena.

- Once you have introduced the brand to fellow economic development professionals, hold an event for the area business community introducing the brand and explaining its importance and impact on Jamestown's (and Chautauqua County's) future. Since this is a time of economic uncertainty and few have excess funds, piggyback the introduction on one of your existing economic development/Chamber of Commerce events.

- Do not rollout the brand to the business market 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 meeting venue with the brand color palette, logo and strapline. At every table, include tent cards with the brand's strategic platform on one side and economic development sample brand ad or the logo and strapline on the other.

- Customize the brand PowerPoint presentation for the business audience. REMEMBER, a rollout is for sharing what you've learned about your community. Discuss North Star research insights, the brand direction and message, and how the message fits with the mission of regional economic development organizations.

- Keep it short and simple. The brand presentation should be no more than 10-15 minutes.

- Involving many players in the introduction sends a public message that everyone is united and excited about moving forward. Involve the Brand and Marketing Manager, economic development officials, Chamber officials, a few strategic business leaders and local government officials.

- Encourage businesses to support Jamestown and your new brand in marketing signage, product packaging, advertising campaigns, on their websites, etc.

- In the spirit of the brand, be sure to showcase volunteer or corporate philanthropy opportunities. Companies might sign up to become a member of Market Jamestown Partners, to make a financial donation or to use the brand message and logo on their own billboard. If Jamestown is sponsoring some sort of a branded community service project (world's largest canned food drive or a Penny Harvest, see Obi VI, pg. 111) provide a way for businesses and corporations to get involved.

- Supply businesses with the brand toolkit to help them bring the brand to life. Businesses should have some leeway to make the brand work for them. For instance WCA (or other healthcare facility) might adapt the strap line to read *WCA Up Close and Comforting*.

- In the brand toolkit, include an order booklet/catalogue for brand merchandise. Include an option for businesses to add their own corporate name/logo to brand items. *Up Close and Wonderful* sticky notes and notepads, post cards, coffee mugs, t-shirts, pens and window signs are additional ideas.

- Recognize those businesses that do an exceptional job implementing the brand. For example, Nashville gives a nod to its brand champions by running a credit and the company logo on the Music City website. (See **Appendix O** for a look at the Nashville webpage) http://www.visitmusicCity.com/members/brandchampions

- Give away merchandise from the brand catalogue as door prizes at your event.

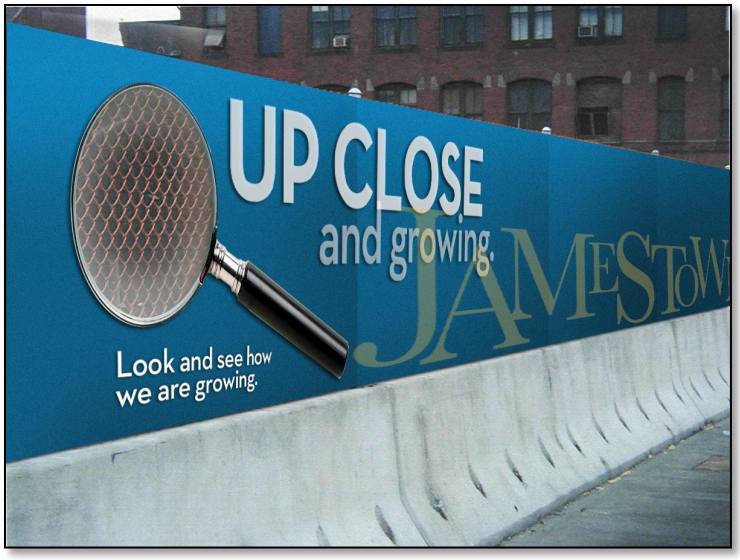
- Remember that the brand does NOT have to be presented at a major event to be successful. If it better suits the current economic or political landscape in Jamestown, just begin using the brand in JAMESTOWN planning and economic development materials without throwing an event. Then start meeting with business leaders in small groups or individually to talk about how the brand might help them in their marketing and to ask for their financial support.

Responsibility: BMMMM, City of Jamestown ED personnel, DJDC
Priority: 2 (This is a mid-priority tactic because it IS possible to effectively implement the brand without public rollout meetings if you desire.)
Timing: 9-12 months
Costs: Tool kits already budgeted under Objective I. Tent cards can be produced in house and should be reusable at multiple events. Door prizes: $250 (30 prizes @ average of $8/prize).

3. Use the brand to stimulate interest and support for economic development

- Part of knowing where you're going is understanding where you are. North Star recommends that you administer the Economic Development Community Assessment document to Economic Development professionals and key business stakeholders in your region. The results of the survey will provide a snapshot of strengths and weaknesses and help you determine priorities for the immediate future. You might choose to make this a part of your business brand roll-out, if you choose to have one. (Find a copy of the survey in **Appendix P**)

- Jamestown is a community that is undergoing great transformation. From your façade program, to private redevelopment to renovation of the historic train depot, new projects abound. Stimulate public interest and curiosity with the use of old-fashioned construction fences. Use the fence for safety purposes and to encourage passers-by to stop and take a closer look at Jamestown progress. Use the fences on all City and Gebbie Foundation development and redevelopment projects. You may also choose to offer the fence to private developers, either on loan, or at cost.



- Focus the attention of top economic development prospects on Jamestown with branded premium items. For instance, send qualifying prospects binoculars with the brand logo and strap line. Create a card reading "Take a closer look at Jamestown…" Inside the card list all your assets and attributes.



- Another idea to deliver the same message would be to create an economic development information piece with small type and send it along with a branded magnifying glass.

- Use the latest technological advancements to highlight your helpfulness and community resources. Give top prospects a GPS system or cell phone pre-programmed with everything they'll need to find in Jamestown – from business services to local culture. Be sure to put the brand logo and/or the Up Close and Wonderful strapline on the gift.

    - Small business resources (program the device with names of printers, suppliers, government offices, utilities, etc)
    - Continuing education opportunities (program with universities, community college, tech schools, training resources and consultants)
    - Educated/skilled workforce (program with temp agencies, head hunters, trade schools, etc.)
    - Great neighborhoods (program with realtors, neighborhood association numbers)
    - Local chefs (program with quality, unique eateries)
    - Remarkable cultural scene (program with numbers of theatres, performing arts groups, galleries, museums)
    - Rewarding recreational opportunities (program with golf courses, classes, parks locations, skydiving, etc).

- History (program with Attractors, historical sites and societies, museums and so on).

  Wrap gifts in your custom brand wrapping paper for delivery.

- Top prospects should be invited to "take a closer look" at Jamestown by coming in person for a weekend of culture and wonderful outdoor activity.

Responsibility: BMM, ED personnel
Priority: 3
Timing: 12-24 months
Costs: Design and production of branded applications. $300-600 for GPS system

4. Initiate a formalized small business assistance program and brand the materials

- Downtown Jamestown small business owners, particularly retailers and restaurants, are in need of educational opportunities. While Jamestown Community College provides courses and counseling in business start-ups, financing and developing a business plan, they do not provide some of the more specialized training that applies to retail and hospitality enterprises. Either DJDC or the Jamestown Renaissance Corporation should shoulder the responsibility of ensuring that your retailers get the training they need to be successful and stay in business.

- The Brand and Marketing Manager should work with either DJDC or JRC to incorporate the brand into the retail training and assistance program. Among the topics that would be beneficial for retail and hospitality training are:

  - Retail best practices
  - Marketing and promotions
  - Store/restaurant window merchandising
  - Customer service training for owners, managers, employees
  - Human resources strategies: hiring, firing and managing employees
  - Sales training
  - Fam tours of Jamestown (Owners and employees of retail shops, restaurants and attractions serve as your front line ambassadors. Not only should they provide impeccable customer service, they should be educated and informed about the City of Jamestown and its assets, including Attractors, education facilities, athletic teams and facilities, parks, outdoor recreation and so on. Put together Jamestown Up Close Fam Tour and workshop which exposes these employees to the wonders of their town.

- In addition to retail training, Jamestown should consider formalizing an approach to business retention, particularly downtown. Form a committee of dedicated and successful Jamestown business owners who are willing to make regular calls on other Jamestown businesses. Call this group the Look Closer at Success Committee. Their

purpose is to call on every business owner at least once every 2 years. Data from these visits should be captured and analyzed in order to evaluate effectiveness. In these meetings, the Look Closer group should try to assess:

  - The target's business health and general profitability
  - The target's general satisfaction with Jamestown services and responsiveness (i.e. permitting, taxes, codes, utilities, etc)

- While you are organizing and recruiting for the Look Closer at Success team, you may want to develop and administer a business satisfaction survey to establish a baseline measurement. SurveyMonkey is an easy on-line survey tool.

Responsibility: BMM, ED personnel, DJDC, JRC
Priority: 1
Timing: 6-12 months
Costs: TBD based on speaker fees. Excellent sponsorship opportunity

5. Develop a local economic development web page

- In today's world, the internet serves as a community's primary economic development marketing vehicle. While the Chautauqua County Industrial Development Agency maintains an economic development presence on the web, all available sites and data are presented on a county-wide basis.

- It is imperative that Jamestown develop a local economic develop website. The site should be located within the organization that has the most resources and information regarding economic development and the City of Jamestown. This organization will take primary responsibility for being the local contact regarding all economic development questions. North Star believes that the City of Jamestown is the likely candidate for this role.

- The website should include:

  - Demographic data about Jamestown and the region
  - Maps of industrial sites
  - Maps of available buildings
  - Maps of commercial office space
  - Details about all available product
  - State, regional and local maps of transportation corridors to emphasize your accessibility
  - All financial incentives
  - Listings of major employers
  - Links to special reports about Jamestown and the region that would not be available from national data sources
  - Jamestown lifestyle information

- Local contact information – this should be the name of a specific person, not a generic "Contact Us" and should include a cell phone number that is available after hours

- This site should link to the Chautauqua County Industrial Development Agency, Chautauqua and Jamestown Chambers of Commerce, DJDC economic development webpage (when developed), and the JRC site. Be sure to register the site with search engines and keep all information on the site updated. In tone and feel, the site should utilize brand colors and vocabulary and emphasize that Jamestown is Up Close and Wonderful, Up Close and Profitable, Up Close and Accessible and so on.

Responsibility: BMM, ED personnel, City of Jamestown
Priority: 1
Timing: 6-12 months
Costs: $10,000 - $30,000 depending on number of pages, bells and whistles

6. Integrate the brand into your DJDC economic development page

- Jamestown has indicated a desire to conduct a Business Mix Analysis to provide focus in recruiting new retail and small business for downtown. While you are waiting for results of the study, begin improvement of website and communications for retail recruiting. DJDC serves as your primary Jamestown economic development website. As such, it needs to add additional economic development information and data to the site. Again, the messaging should encourage retail or business prospects to take a closer look at Jamestown.

- For an example of an excellent downtown website, click below for the Downtown Dayton Partnership. Note in particular the data pages with demographic information for one-mile, three-mile and six-miles from downtown. This kind of data is critical for informed retail recruiting. Notice the other features of the downtown website: information about downtown redevelopment, projects, complete maps, parking information and more.

  - Other kinds of data that should be available include:
    - New business success/failure rates; established business success/failure rates
    - Office vacancy rates: downtown vs. other areas of the City
    - Office space lease rates for Jamestown vs. neighboring towns
    - Retail space lease rates and vacancy rates
      - Number and type of businesses by category

  http://www.downtowndayton.org/index.php?option=com_content&task=view&id=66

- The City of Mesa, Arizona has been targeting retail growth for quite some time. Their Economic Development department devotes several pages to retail development information. Links from the retail page take you to interactive maps showing retail sites,

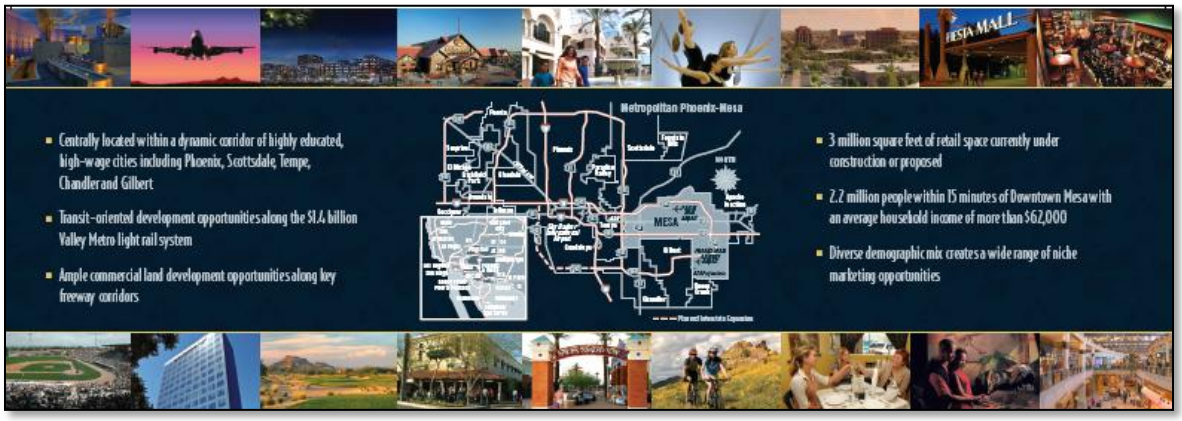
traffic counts, and public transportation options. Prospects can also link to past studies on Mesa retail and to their retail development strategy. (See **Appendix Q** for a copy of the 2003 Mesa Study titled "Recruiting Retail Development.") While Mesa is a larger city, the observations of the report and the impact of a retail-only economic development page fit equally well with Jamestown.

To visit the Mesa retail webpage, use the link below:
http://www.mesaaz.gov/economic/Targeted_Clusters/retail.aspx

To access the brochures that are pictured below, see the link:
http://www.mesaaz.gov/economic/PDF_Files/Brochures_Handouts/MesaICSCBrochure.pdf

Below is a copy of the basic Mesa retail recruitment brochure.





- As mentioned earlier, retail developers need current demographic, traffic and spending data to help them with their decision-making. You can customize your demographic data for retail clients by using Business Analyst software to provide information on population, household income, etc.

  For more on the Business Analyst software, see:
  http://www.thebusinessanalyst.com/

Responsibility: BMM, DJDC, Economic Development personnel
Priority: 1
Timing: 6-12 months
Costs: Begin immediately to update current sites.

7. Brand ribbon cuttings, groundbreakings, grand openings, construction sites and available properties

- Make a production out of new business development and new business openings in Jamestown– large and small.

- Brand the shovels for groundbreakings by painting handles and using ribbons in the brand color palette. Display a banner or erect a sign using the brand logo with the Up Close and Growing strapline. 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.

- Mark your site and property inventory with signs bearing the strap line Up Close and Ready for Business or Up Close and Build-Out Ready. This calls attention to your commercial or industrial site inventory as people drive by. Do the same in printed materials for sites that are ready for development.

Responsibility: BMM, Economic Development personnel
Priority: 1
Timing: 6-9 months
Costs: Construction signs depend on material and final size. Heavy duty outdoor vinyl banner: $3.50 square foot, 3' x 15' @ $160 x 10 = $1,600.

8. Create an Up Close Rapid Response Team

- One of the points of concern raised by sources in North Star interviews was the protracted and difficult process of dealing with City of Jamestown offices such as Permitting. Create a new Up Close Rapid Response Team with the goal of responding to requests within 24 hours. The City of Jamestown Planning, Zoning and Development departments should pride themselves on accessibility and customer service. The team's

purpose is to serve as a single source of information and trouble-shooting for any prospective or current business. This group should be trained in customer service and have resources at its disposal to handle any sort of development emergency. To introduce the team, produce red buttons that are reminiscent of the "easy button" for team members to wear. The button should read UP Close...Rapid and Ready. (Be sure to include a contact number for the team on your easy button). Distribute your "easy buttons" to existing businesses through the Chamber and City offices.

Responsibility: BMM, City planning/development staff
Priority: 2
Timing: 12-24 months
Costs: Minimal costs for employee training program and easy button stickers

9. Develop an economic development e-mail database and use it to communicate with stakeholders

- In order to live the qualities of its brand, Jamestown must take advantage of the most cost-effective, time-efficient method of communicating about economic development issues – the internet. Continue to expand your electronic database of stakeholders interested in or affected by the economic vitality of Jamestown. This list should include current and past economic development prospects, economic development consultants/site selectors, elected officials (local, regional, national), business leaders, non-profit leaders, education leaders, business owners (small and large), entrepreneurs, Chamber of Commerce leaders, investors and financial professionals, trade group heads and members, journalists, retail and site consultants.

- Be sure to offer an opt-in link for economic development updates on the FRONT page of the City of Jamestown website, DJDC website, the new web portal, the Chamber of Commerce sites, and other economic development websites. You may also want to include an opt-in option on web pages for planning and zoning departments. Solicit internet addresses at all business functions throughout the year and from all prospects who contact you. Ask the Small Business Development Center at Jamestown Community College if they are willing to share their e-mail database. Encourage them to add an opt-in link for your ED updates. Do the same with the Business Technology Incubator at SUNY Fredonia.

- Send a monthly or quarterly e-blast to your list highlighting interesting economic development or business tidbits. The news item doesn't have to be monumental, just informative. It might be a business building trip by local officials or ED personnel, the expansion of a manufacturer, a new contract won by a local businessperson, or plans for redevelopment, etc. Keep the article short and sweet so that readers can skim it quickly and get a dose of positive news. Brand the publication with your new logo. In this way, all stakeholders and prospects receive a steady stream of news about positive business and job developments in Jamestown. (See **Appendix R** for a sample of a weekly economic development e-blast from the City of Dayton, OH.)

Responsibility: BMM, Economic Development personnel
Priority: 1
Timing: 6-24 months
Costs: No direct costs for e-mail distribution. Affiliated costs for adding e-mail sign-up to various websites.

10. Entice potential entrepreneurs with creative spaces

- A recent article by Stephen Goldsmith, former mayor of Indianapolis and professor at the Ash Institute of Government at Harvard University, suggests that the days of effective economic development by "firm chasing" are over. Instead, Goldsmith suggests that the age of the entrepreneur and entrepreneurial clusters are here. He goes on to relate that cities offering streamlined services and quick answers (see *Rapid Response Team*), accessibility and high quality of life are most attractive to entrepreneurs. Read the article at the link below.
  http://www.governing.com/column/hope-be-next-silicon-valley-what-every-mayor-should-know

- Jamestown has indicated an interest in attracting the creative class. A recent study by RDA lists factors which make a community attractive to the creative class. These are:
  - Jobs, particularly the ability to move from one employer to another
  - Community with microcultures
  - Unique neighborhoods
  - Authenticity
  - Convenient, compact and walkable community
  - WiFi access
  - Green spaces

- Jamestown is fortunate to have some of these factors already in place. Your Swedish-Italian heritage is an interesting blend of cultures. Highlight both sides of this ethnic background through festivals, programs and the pursuit of restaurants that bring it to life. Offer interesting workshops and programs that point out how this history has influenced the charater of Jamestown. Your edgier young entrepreneurs also represent a micro-culture. Meet with them to see how they would like to be supported. Jamestown also offers unique neighborhoods, authenticity and access to green spaces and the outdoors. Continue to highlight these amenities

- Downtown Jamestown is certainly convenient, walkable and compact. Continue to develop downtown living spaces and lifestyle amenities. The creative class values art and culture. Continue to evaluate and upgrade your Arts District. Provide some branded entry signage for the area. Upgrade apartments and lofts in the area. Consider expanding the boundaries of the Arts District. While Jamestown has many performing arts venues, you are lacking in studios and galleries. Develop some shared space studios and additional gallery space.

- You might focus a gallery or two around the theme of furniture-making – a historical heritage unique to the Jamestown area. Feature handmade wooden furniture or furniture as art. Provide a fellowship and living space for an Artist in Residence who creates beautiful furniture. The artist can fill a studio and gallery with unique furniture art, as well as conducting workshops in the schools and for the public.

- Focus on creating the kind of space entrepreneurs need. The trend toward free agents, minipreneurs and the creative class initiative all point toward the need for more shared-space offices and studios. These locations offer a spot for writers, artists and entrepreneurs to get out of the house and actually get some work done in an office setting. Usually divided into work areas and lounge areas, shared spaces provide an affordable alternative for those who do not need (or cannot yet afford) full-time individual office space.

    - Shared space writing centers usually have WiFi, shared workstations and free access to a laser printer while art studios may have shared studios for painting, sculpting or other artistic media. Lounges may hold a kitchenette, a large table for meetings, smaller tables for chatting and comfortable seating. Shared office space offer office spaces, meeting rooms, office equipment and sometimes clerical support. Facilities are open to members around the clock all year. Members may purchase either a part-time or full-time membership.
    - These kinds of shared spaces would be perfect tenants for your new second floor office initiative downtown. Find a local developer/entrepreneur interested in providing a home for Jamestown's minipreneurs and creative class.

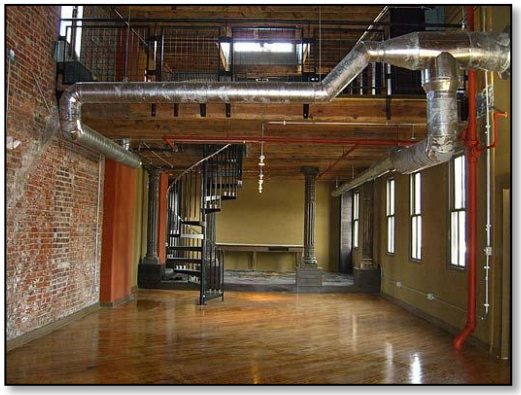


To read more, follow the links below:
http://www.downtownexpress.com/de_89/writersspaceopens.html
http://www.nytimes.com/2005/10/09/fashion/sundaystyles/09writers.html

- In your shared space center, include amenities like post office boxes, shipping supplies and services, and an e-bay photography studio for the thousands of minipreneurs who now make all or part of their income from e-bay sales.
- Create a Laughter and Learning Lounge (risky using the rejected line…perhaps Laughter and Learning Lounge or Laughter and Learning Living Room) to provide a beings space for creative/entrepreneurial professionals to gather, show off their wares, and collaborate. For instance, local coffee shops might initiate tastings and get feedback on a new coffee blend under consideration; local artists can establish a communal gallery and curate their own exhibits for the public; restaurants can test new recipes; a furniture store might contribute the latest in funky furniture; local groups can play their CDs; open mic nights can provide exposure for young comics; learning events can focus on web design workshops and business boot camps. Photographers might offer free head shots for artists who are putting together publicity brochures. Walls can be decorated with the works of local and regional artists/photographers. This should be a collaboratively run effort designed to bring together the creative class in Jamestown. As such, it is the cooperation which will allow users to test their talents and ideas and to keep hard costs low. DJDC and JRC might partner with the Jamestown Community College for development.



- Downtown meeting space/creative space. Partner with a developer who would like to provide a "third place" downtown. Work carefully with the prospect to choose a convenient location with some architectural/historical aesthetic that is not available in standard office space. Develop a "destination" meeting facility, where smaller businesses can book meeting time in an interesting, fully-equipped venue. Catering should be available. In addition to large meeting rooms, the facility should also offer smaller conference rooms and workrooms for pulling together large reports and presentations. Equip the facility with the latest and greatest in presentation, recording, and document production equipment. Learn more about a "third place" meeting facility in Cincinnati: http://www.boostmeeting.com/.





Boost! The raw space before being furnished and the small group breakout area after furnishing

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





Hats, balls, bean bag toss and other toys from the creativity area of Boost!

Responsibility: BMM, DJDC, JRC, MJP
Priority: 2
Timing: 12-24 months
Costs: Potential subsidy costs can be shared among all partners; grant funding may also be available if adapting older structure.

11. Decrease commercial downtown vacancy rates

- Downtown Jamestown is fortunate to have a cohesive historic center. While officials report that empty storefronts are down somewhat over the past, it is critical that Jamestown move forward quickly with the completion of the Business Mix Analysis and an accompanying recruiting strategy to achieve that mix.

- While awaiting the results of that study, Jamestown should move forward with a strategy to increase the downtown worker base and begin to fill upper floor office space downtown (an initiative that JRC is pursuing).

- To support these efforts, make downtown more attractive to potential tenants by providing special attention and services including desirable, time-saving conveniences that tenants cannot find elsewhere. This service is particularly attractive to harried small business owners like those in your downtown area.

    - Concierge service. Many corporations offer concierge services in their HQ locations. Find a local provider who will open a concierge service for the downtown area. The concierge provides such amenities as dropping off and picking up dry cleaning, making reservations, delivering lunch, running errands, buying gifts and gift

baskets, delivering coffee, etc. Subsidize the service for a specified period of time (possibly in conjunction with property owners/developers/leasing agents) then have businesses pick up the fee.

- Offer an Up Close Downtown Discount card to downtown employees. With the card, downtown workers receive a specified discount for downtown area restaurants, shops and services.

- Keep businesses aware of resources. In this internet driven world, new business resources pop up every day. Through timely e-blasts, keep your downtown tenants and local businesses aware of opportunities like 31 Projects. This program connects businesses with students and graduates from the country's top business schools. The business pays a small fee to post their challenge, and the students respond with solutions. Students or student teams are compensated for their solution if it is used by the business or, in many cases, may end up working for the business. This same project marketplace concept could be developed using local or regional student talent. To learn more, click on: http://www.31projects.com/

- Downtown child-care provider. Locate/relocate a qualified child-care provider to downtown, including sick-child care. Subsidize as needed until the demand can carry the center.

- Downtown fitness center or classes with schedules designed to fit around the workday. Discount for downtown businesses and employees.

- Market the amenities to downtown employers who can purchase the services as an individual amenity or as a suite of services on a per annum basis. Employees can pay individually for childcare, with a discount if they work downtown.

Responsibility: BMM, DJDC, JRC, MJP
Priority: 2
Timing: 12-24 months
Costs: Potential subsidy costs can be shared among all partners; grant funding may also be available if adapting older structures. MJP may want to produce branded marketing materials for this initiative.

Objective X
Attract and retain college graduates using the brand

Situation:
Jamestown struggles with an issue affecting many communities today – how to attract and retain the creative energy of college graduates. The City is making some progress in involving young leaders in the community. Build on this progress and find a way to connect with and retain college students upon graduation.

■ Tactics

1. Welcome college students to the area

- Jamestown has been fortunate to find an interested and interesting group of young adults eager to become involved with their community. Invite this NextGen Young Leaders group to meet and brainstorm ways to use the brand to broaden appeal to young people, including reaching out to students at Jamestown Community College and at SUNY Fredonia. Develop a plan that involves staying in touch with students from the time they arrive on campus until they graduate.

- In interviews, NextGen representatives emphasized that today's young people consider themselves from an area or a region, rather than from a particular town within that region. Artificial boundaries like city limits are not important to them; they are used to being mobile and don't mind driving. Thus, it is realistic to assume that SUNY Fredonia students might be interested in driving to Jamestown to eat, attend a concert, or serve as an intern.

- Work with SUNY Fredonia and Jamestown Community College to provide *Take a Closer Look at Jamestown* goodie bags for incoming students. Include coupons from local merchants that might appeal to the college market: restaurants, bars, book stores, drug stores, local retail, outdoor outfitters, etc. Include information and a free ticket to an Attractor event. Add a schedule of performances scheduled for Labyrinth. Provide a discount to the indoor skate park or a show at the Ice Arena. Be sure to enclose information about the area bus schedule.

- Meet with college and university administrators to partner on an educational program introducing students to the area's cultural and historical amenities. Colleges across the country offer a variety of introductory/orientation exposures for their students; encourage Jamestown area institutions to do the same.

  Brainstorm events and attractions which would add to current courses and would be worth a closer look. Options might be the Fenton Center's Spoon River Anthology, an art and architecture tour of the Reg Lenna Theatre, a lecture or exhibit at the Robert H. Jackson Center or green building practices at the Audubon.

- Promote Jamestown local events on college campuses. Place ads and calendar notices in campus newspapers, place event posters around campuses, inform college radio stations, and create sidewalk chalk advertisements to get the word out about Jamestown.

Responsibility: BMM, MJP
Priority: 2
Timing: 12-24 months
Costs: Small expense for advertising in college publications. Seek sponsors for goodie bags.

2. Stay in touch throughout the college experience

- Look for ways to strengthen your connections to students throughout their two or four-year experience. Meet with the Volunteer Coordinator at each higher education institution and make sure that a variety of Jamestown community opportunities are listed.

- Invite athletic teams to come to Jamestown to provide coaching clinics and sportsmanship clinics to the high school, middle school and youth teams.

- Provide facilities for staff, club and team retreats.

- Invite area hockey teams to conduct demonstrations at the Ice Arena.

- Check with local restaurants and attractions to ensure that student discounts are available.

Responsibility: BMM, MJP
Priority: 2
Timing: 12-24 months
Costs: Minimal hard costs.

3. Provide extra support to entrepreneurs and interns

- Invite the SUNY Fredonia Entrepreneur Club to work on a case study presented by the City of Jamestown or by a Jamestown business. Provide office space locally for the Club.

- Provide local business mentors for business majors or Entrepreneur Club members.

- Jamestown is a great, affordable location for young and mobile entrepreneurs. Sponsor an annual or bi-annual young entrepreneur's conference and give students a glimpse into what the area can offer. Name the program with a youthful twist like: Front and

Center Entrepreneur's Weekend. Ask students (or student teams) to present entrepreneurial proposals for possible funding at the conference. Choose a winner and provide seed money for the endeavor. Ask Digitel to share their success story with the students during the weekend.

- Using local media and personal contacts, put out a call for all Jamestown employers to consider developing internship opportunities within their organization. Compile these positions into a Jamestown database. Sponsor an employment/internship fair for students from all area schools. Include workshops and learning experiences as well as connecting students and potential employers.

- Encourage Jamestown area employers to post entry level jobs and internships at aftercollege.com, a database that students can search by geographic location or by job type. This resource is used also by journalists to rank a community's attractiveness to college grads. Currently, Jamestown has no listings.
  http://www.aftercollege.com/

- Become a partner with the National Foundation for Teaching Entrepreneurship. The mission of the organization is to provide entrepreneurship education for students from lower income areas. Teachers must go through a training program and become certified. The group features curricula starting with middle school through high school and advanced groups (age 18-34). Currently, New York has NO registered NFTE schools or partners (their closest location is Cleveland). Jamestown could be the first!
  http://www.nfte.com/

Responsibility: BMM, MJP
Priority: 2
Timing: 12-24 months
Costs: Minimal hard costs. Use donated office space for students. Consider small stipend for work on case study. Seek sponsorships to cover cost of Entrepreneur's Conference.

4. Expand the current Gebbie Internship Program

- The Gebbie Internship Program continues to grow in popularity and scope. Brand the effort and continue to expand the opportunities for participation. Use your newly created internship database to solicit companies for participation.

- Name the program the Jamestown Discovery summer internship program. Invite college students to apply for summer internships through the program. While a salary would be nice, many internships offer only real world experience and/or college credit. When structuring internships, incorporate any specific class requirements (some classes require a project or summary paper, for instance). Internships should be REAL jobs with real responsibilities. Positions may pay a small stipend.

- House all Discovery Interns in one location. The preferable spot would be apartments in the downtown area. If these are not available, interns could be housed at JCC. In addition to the job, the program should serve as a social network for the students with regularly scheduled group outings and events such as lectures, trips to the Attractors, sporting events, area festivals and performances. Remember that these interns think regionally, so include regional recreational opportunities in their summer experience. For information about how a similar program has worked in Dayton, OH, follow these links:

  http://www.daytondailynews.com/localnews/content/oh/story/news/local/2007/06/04/ddn060407internsinside.html?cxtype=rss&cxsvc=7&cxcat=16

  http://www.youtube.com/watch?v=hv_Cwi-a3xw

  In Dayton, the summer interns meet weekly in the evening for dinner at different restaurants, receive tickets to area baseball games, volunteer together at a local non-profit, and attend festivals and special events throughout the summer.

- Continue to work to add opportunities to your internship list and to make connections between employers and students. *Positive internships have been statistically shown to be powerful predictors of remaining in a geographic area after graduation.* (In Dayton, the Chamber of Commerce has assumed responsibility for putting together the internship database, but it is also important to have a committee that actively solicits internships from all possible area businesses and organizations.)

- As part of the programming for the summer interns, hold a budgeting work session to help the students understand cost of living in Jamestown. Include categories for rent, entertainment, dining out, transportation and so on. Compare these costs to the cost of living in a larger metropolitan area to drive home Jamestown's affordability.

Responsibility: BMM, MJP, Chamber
Priority: 2
Timing: 18-24 months
Costs: TBD based on events. Seek sponsors to cover summer rent and official Discovery activities.

5. Provide incentives for students to stay

- Make it financially worthwhile for students to consider staying in the area after graduation:

  - Ask local colleges or local economic development/business organizations or foundations to provide a tuition discount for students who sign an agreement to work within the region for a specified number of years after graduation. In addition

to the tuition discount, students who participate in the program should receive career counseling and assistance finding a suitable job after graduation.

- Ask Jamestown area developers and property owners to offer a "Graduate Discount" for students who want to rent in the area after graduation. Discount could be contingent on a long-term lease, but should offer an appreciable mark-down. This is a particularly beneficial arrangement for property owners who have a backlog of available apartments or condos.

- Provide tax incentives on the purchase of a first home.

Responsibility: BMM, MJP, Economic Development personnel
Priority: 3
Timing: 18-24 months
Costs: Minimal if partners are found within the local developer, banking/investment, and college communities.

6. Host a massive Close to Home Jamestown Reunion

- Invite all your former Jamestown residents to come close to home for a massive reunion celebration. Search out residents through the high school, local colleges and universities, and relatives. Invite participation via e-mail and national/regional media. If you've established a Jamestown Facebook page, send out a Facebook invitation to all your fans. Do the same for Twitter.

- Host an athlete's reunion, a band reunion, a military reunion, and an Infinity reunion. Take photos of each of the special group reunions, as well as families, high school classes and one snapshot of all the attendees.

- While everyone is in town, have reunion events at the Attractors and provide tours of your new and improved downtown.

- Be sure to host tours of downtown condos and living spaces, shared work spaces (for the creative class and young entrepreneurs), the Arts District and new galleries, the restored train depot, your Attractors, and regional assets.

- Invite residents to supply the email addresses of their grown children to the Mayor's office. The Mayor might also send an email invitation encouraging the visit.

- Be sure to publicize the event in your feeder markets: Buffalo, Toronto, Cleveland, and Pittsburgh. Send the brand pop-up, the mayor and other Jamestown ambassadors to sporting or cultural events in these cities to call attention to the Homecoming. Seek stories from the media, place announcements in calendar sections of feeder market publications. Book radio spots in each City with the Jamestown mayor so he can invite former Jamestown residents to come closer to home.

- Capture attendees e-mail addresses and add them to your database.

Responsibility: BMM, MJP
Priority: 3
Timing: 12-24 months
Costs: Minimal if campaign is conducted by email.

Objective XI
Embrace your role as a regional leader

Situation: As the largest community in Chautauqua County, Jamestown must embrace the role of regional hub for culture, outdoor recreational activities and more. To shy away from this position is to forfeit a natural advantage in the marketplace. Be confident in your position and your potential, establish connections with County and regional partners and step boldly forward into a brighter future.

■ Tactics

1. Serve as a hub for regional tourism activities

- Claim your natural position as a hub destination for tourist activities within a 100 mile radius. Geographically, Jamestown offers convenience and value as the place to stay to ski, fish, and hike, tour the wine trails and brew pubs, enjoy the lake, museums, concerts and shows, or take a day trip to Niagara Falls or the Allegheny National Forest. Pursue the assets and relationships which will solidify this position.

    - Jamestown is served by the Chautauqua County CVB. As one of many communities within the County, it is easy for Jamestown to get lost among the multiple tourism assets and opportunities featured in County CVB materials. Rise above the background clutter by establishing your own tourism page(s) on the brand portal. This page should vividly illustrate via messaging and maps, that Jamestown is "up close" or "closer than you think" to all the regions wonderful assets. To treat Jamestown as the center of activity is to claim all of the region's attractions as your own.

    - Illustrate your proximity via an interactive hub and spoke type map showing the Jamestown logo in the center and the location of various attract actions and activities that make up an easy day trip. As a viewer mouses over a given location, the image and information associated with the attraction should "pop" up into a close-up box for easy reading. Include the approximate drive time for reference.

    - Build on the county tourism brand of learning. Jamestown is fortunate to have the most year-round learning assets in the County. Piggybacking on this existing established brand provides additional exposure and impact for Jamestown's own brand strategy and for those assets. Continue to grow your learning opportunities -- whenever possible, add workshops, demonstrations and learning components to your events and attractions. These can then be listed on the Learning tab of the CVB website, as well as on your portal tourism page.

    - Work with local providers to put together packages like a Girls' Getaway Weekend. The weekend might include a stay at a local bed and breakfast, some pampering at a local spa, a visit to two of the Attractors and some sort of hands-on learning

experience like a cooking lesson, a photography workshop or a guided nature hike. Other packages to promote might be:

– Three and four day golf packages, Family Camp experiences, Family Reunions, Genealogy Research Weekends, Scrapbooking Weekends, Family Fitness Weekends, Laugh and Ski Weekends (lift pass for the day, Comedy Show in the evening). There are many partners out there who would love to partner with the Jamestown resources. Provide the tools on your website to support planning these types of events.

  - Build relationships with other area attractions and organizations and improve communications with key marketing personnel.

    - Engage more fully with Andrew Nixon at the County CVB by soliciting his participation on your Marketing Council and Market Jamestown Partnership.

    - Employ the same strategy with the Director of Institution Relations and Public Affairs at Chautauqua Institute. During conversations with North Star, Chautauqua indicated willingness to work with Jamestown on promoting outings for Chautauqua visitors to Jamestown and to include information from Jamestown Attractors in their newsletter, particularly during the off-season. Jamestown must take advantage of this offer. To ignore it is to ignore the opportunity of reaching the tens of thousands of people across the country that are part of the Chautauqua database.

    - Lily Dale Assembly offers another opportunity to reach a new market. During the season, classes and workshops end in mid-afternoon. Work with Lily Dale administrators to provide transportation and packages for Lily Dale participants in the evening. Fenton History Center might present a Lily Dale program in the cemetery regarding ghosts and spirits. RTPI might hold a meditation walk. A local artist could develop a fun workshop on building fairy houses. Or perhaps participants might just like to tour some of the Attractors. While in discussion with the Assembly, ask if Jamestown might provide information for their newsletter.

  - Provide transportation from major hubs in the area and around the lake to Jamestown and Jamestown Attractors via an Up Close and Wonderful Trolley. Trolley guides should be able to share humorous stories and tell jokes while informing riders about the area.



- Add regional attractions that are true to your brand and can't be found elsewhere in the region:

    - Chautauqua County has no comedy clubs – but it should. And the natural place is Jamestown. Work with Lucy-Desi to open a comedy club which offers nationally and regionally known comedians, provides a home for Jamestown's improv group and trains young comics.

    - Jamestown is the perfect community for a good brew pub, a beer festival and or workshops on brewing your own beer. Bring something totally new to the region with a pub where you serve yourself at your table. The Pilsner Unique Bar is a European franchise featuring bar tables where patrons pull their own pints. Electronic display tallies the total pints for the table, reducing the need for staff and reducing wait time for patrons. In addition, technology connects the pub to other franchises allowing barflies to offer friendly challenges. Unique Bar also offers workshops on pulling your own beer. By day, Unique Bar is a coffee shop and restaurant with WiFi. http://www.thepubworld.com/



Springwise.com photos

    - A similar concept is in use at The Baggot Inn in Dublin, where patrons swipe their credit cards and serve themselves. http://www.thebaggotinn.ie/

    - Establish a Jamestown Beer School offering a closer look at beer from around the world and how to brew beer at home. For a look at classes offered at the Philly Beer School, check out their website. Their beer 101 class has been featured on CBS News. http://www.vinology.com/beer.php

    - Honor Jamestown's working class tradition with the addition of an entertainment/educational experience like no other – learning to operate heavy machinery. In Germany, a different kind of

entertainment complex allows people to get in touch with their inner construction worker by getting down and dirty playing with excavators, wheel loaders, Caterpillars, 4-wheelers, Jeeps and more. The park is located in an old factory and offers 18 different stations with activities such as picking up and moving huge stones, leveling ground with a bulldozer, off-road riding on a 4-wheeler and Jeep obstacle course. Participants must be 18 and admission is limited in order to minimize waiting time.
http://www.maennerspielplatz.de/
http://www.youtube.com/user/Maennerspielplatz#p/a/u/2/MDp10-_wNZ0



Springwise.com photos

- Recognize Jamestown's furniture making history with a furniture museum that presents the history of furniture manufacturing (both wood and metal) and offers experiential workshops and demonstrations, furniture as art and an artist in residence. For ideas regarding what the museum might include, consider the Corning Museum of Glass. Extend the experience by developing a concentrated area downtown containing art spaces and a co-op gallery focused on furniture design, building and restoration
http://www.cmog.org/

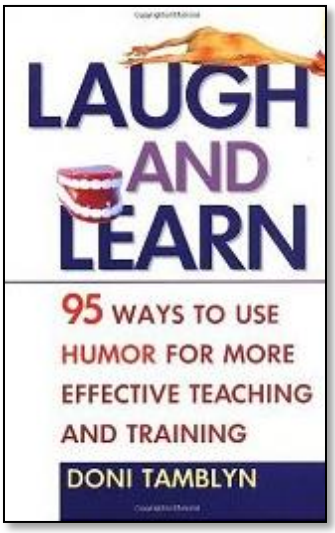
- Solidify your position as a central hub by recruiting a quality outdoor outfitter to provide gear and clothing for all outdoor activities in the region. Your outfitter should also serve a link to experts like fishing guides, naturalist guides for bird watching, private ski instructors, boat rentals and so forth. Consider adding the brand to outdoor gear like canteens or binoculars.

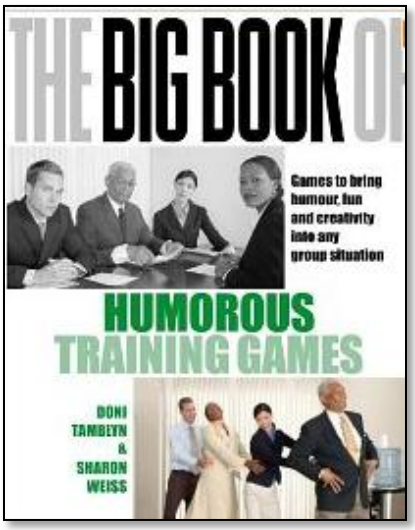
Responsibility: BMM, Attractors, MJP
Priority: 1 for establishing connections; 3 for new attractions
Timing: 12-24 months
Costs: Minimal if campaign is conducted by email.

2. Establish Jamestown as THE center of life-enhancing learning opportunities in Chautauqua County

- Jamestown Attractors and organizations already present a wide selection of workshops, lectures and other learning opportunities throughout the year. Inventory and summarize those options on your tourism hub page in both a descriptive and a calendar format. Share the list with the CVB so that they can include the Jamestown opportunities under their "Learning" tab on the CVB website. While Audubon Center, Fenton History Center and Robert H. Jackson are listed on the tab, their specific classes and programs are not listed individually as are many Chautauqua programs (and RTPI and Lucy-Desi are currently not listed at all). Get organized and claim your share of the learning market. After inventorying all of your current learning assets, consider what can be added to broaden or deepen your reach. Here are a few ideas:

    - Career counseling and workshops
    - Host a trade show for learning games such as Gravity HD, Egghead, Einstein Kids, etc.
    - Package a seminar on using humor at work and for effective workplace teaching and training. Approach author and speaker Doni Tamblyn as one of the workshop presenters. Partner with Lucy-Desi to produce the event. Present the book as a premium item with a personalized, humorous inscription for corporate VIPs or Economic Development prospects that come to Jamestown.





    - Present workshops on art and laughter therapy. How and why they work, and what kinds of careers are available.

    - For meetings booked at Jamestown venues, offer a meeting packages with a humorous side. Keynote speakers that are good comedians, performing mimes for refreshment breaks, and short sessions on humor in the workplace.

- Take a page from the Folk School tradition of the United States. Adapt an old church, school or farm for the year-round study of the region's arts, crafts, storytelling, and music traditions. Folk school classes are down to earth and rooted in tradition. Involve all of the Attractors in providing programming and instructors for the school. For examples of folk schools, visit:
  https://www.folkschool.org/
  http://www.philadelphiacommunityfarm.org/cedarbend.htm

- Organize quarterly (or monthly) one-day skillshare workshops covering a wide array of subjects. Call the program the Live and Learn Institute. Workshop topics might range from furniture making to stand-up comedy to bird calling to HTML programming to social media to reverse decoupage and are presented by local people with a passion for their topic. Reach out to college students and solicit their participation as instructors and participants. Attendees are encouraged to propose and then teach future course to keep the learning going.

- Create a Jamestown 101 Expert certification program. Many communities offer "Universities" or Leadership Programs featuring a series of seminars or presentations on the operations and assets of the community. Brainstorm a list of topics that residents should be informed about – local government planning, Neighborhood Revitalization, recycling and sustainability, volunteer opportunities, local Attractors, the financial impact of tourism, etc. For every unit a resident completes (by attending in person, or completing on-line) award points toward Certification. Those who complete the entire program become Certified Experts and receive a desirable prize (tickets to a local event or a pass to all the Attractors).

Responsibility: BMM, MJP
Priority: 1 for discussion and planning, 2 for implementation
Timing: 12-24 months
Costs: TBD based on type of program. Seek sponsorship and grant funding.

OBJECTIVE XII

Improve external image of Jamestown

Situation:
A major part of motivating outsiders to take a closer look at Jamestown will need to be a planned, proactive effort to change Jamestown's external image. A lot of really great things are happening in the community. Don't miss a single opportunity to let the world know about them. Remember, the key is to be proactive with positive news rather than being reactive to negative news.

■ Tactics

1. Contract with a part-time public relations writer

- Jamestown needs to embark on a public relations campaign focusing on all the aspects that make the community up close and wonderful. It is not realistic to expect the Brand and Marketing Manager to manage brand implementation and conduct an aggressive public relations campaign. Ideally, you would contract with a public relations professional/writer to manage this initiative. However, if funding does not allow for a full-time position, contract with a part-time public relations writer under the supervision of the Brand and Marketing Manager. It may also be possible for a Marketing Council representative with good media relationships to assume these responsibilities.

- This would be an excellent position for a recent graduate of Jamestown Community College or SUNY Fredonia

Responsibility: Brand and Marketing Manager
Priority: 1
Timing: 3-6 months
Cost: $5,000 and up for a part-time public relations consultant.

2. Create a media plan for communicating to the media about Jamestown's wonderful assets

- The Brand and Marketing Manager and/or PR Coordinator should serve as the primary source of contact for brand messaging and communications about the City. This centralized approach will help you control the brand message and helps guarantee that the story you want to see in the paper is actually the story that runs in the paper.

- Develop a series of talking points and graphics to use for every brand-related encounter with the media. Remember to emphasize the ideas of creativity, learning, experiencing, laughter, accessibility and discovery. Great things are right under your nose in Jamestown.

- Use the following mediums for distributing information about the brand:

    - News releases: electronic and paper
    - Fact sheets
    - Media advisories
    - News conferences
    - Tours (architecture media tour or sustainability media tour)
    - Roundtables
    - Briefings
    - Special events

- Seek coverage for positive activities associated with the brand such as new events, awards, new signage, etc.

Responsibility: Brand and Marketing Manager, public relations professional
Priority: 1
Timing: Immediately
Cost: Minimal hard costs to develop plan.

3*. *Develop a comprehensive editorial calendar

- During a Market Jamestown Partnership meeting, survey all the members on what they feel are important stories that support the ideas of Up Close and Wonderful.

- As you develop your story ideas, work with your PR consultant to find unique angles that make the stories special.

- Divide stories into calendar months. Remember publication lead times. Submit event article ideas giving writers enough time to publish prior to the event. This is your general editorial calendar.

- Next clump story ideas according to topic. For example, history, art and culture, comedy and humor, international law, sustainability, nature and outdoors, your status as a hub locations, young entrepreneurs and innovators, food and restaurants, outdoor activities, tourism and so on. These are customized editorial calendars.

Responsibility: BMM, MJP, public relations consultant
Priority: 1
Timing: 3-8 months
Cost: Minimal.

4. Develop an electronic media kit

- In addition to the editorial calendar, put together a comprehensive photo library that media can use to support their stories. Categorize photographs by topic. Make sure to include information about the photographers and the topic of each photo.

- Place editorial calendars and photographs on a disc. Stamp the disc with the Jamestown logo and line for distribution to media.

- Just as you did with the general editorial calendar, cull down general pictures and to create customized media kits for special events and initiatives.

Responsibility: BMM, photographers, public relations consultant
Priority: 1
Timing: 3-8 months
Cost: $50 -$100 for CD's or thumb drives (depends on final size of your media list).

5. Develop a general and customized media list

- Work with your PR consultant to develop both general and customized media lists. The general list should include local, regional and national newspapers and television stations, relevant regional and national magazines, online publications, etc.

- Customized lists should be created according to topic. For instance, for the Fenton History Center activities create a list of history, architecture and education editors at newspapers and magazines, Civil War magazines and publications, history travel editors, etc. Don't forget organizations like the American Civil War Society and top websites.

- Send general editorial calendars to feature writers at general interest publications. Send custom editorial calendars to specialty writers at relevant media lists.

- Make sure that all public relations templates – whether sent electronically or through the mail – include the new Jamestown logo and strapline.

- Follow up every package sent with one or more personal phone calls.

- In the future, correspondence will be primarily electronic, but initial distribution of discs containing media kits will be via the mail.

Responsibility: BMM, public relations consultant
Priority: 1
Timing: 3-8 months
Cost: Minimal

6. Send branded merchandise to key writers

- Working with your PR consultant, determine which media is most important to furthering the Jamestown message.

- Include a relevant and appropriate merchandise item when you send them the electronic media kit -- perhaps your brand binoculars or magnifying glass.

- Remember to send all correspondence on branded letterhead. Direct media to the Brand and Marketing Manager for more information.

Responsibility: BMM, public relations consultant
Priority: 2
Timing: 3-8 months
Cost: TBD based on premium item selected.

7. Send out regular releases

- In addition to the editorial calendar comprising suggestions for stories that could be written, select certain topics on which to write press releases.

- Focus on those topics that are most critical to the promotion of Jamestown including the Neighborhood Revitalization, new learning opportunities, tournaments and concerts at the Ice Arena, anniversaries and important special events at the Attractors, and downtown promotions and new tenants/redevelopment. For instance, be sure to send out a release in plenty of time for feature magazines to cover the celebration for Lucy's 100th birthday at the Lucy-Desi Center. Include information on their new broader mission. Have your PR writer develop these releases in accordance with the editorial calendar. Send releases electronically to appropriate media, organizations and websites.

- Follow up the mailing of every release with a personal phone call.

Responsibility: BMM, public relations consultant
Priority: 1
Timing: Ongoing according to editorial calendar
Cost: Minimal hard costs.

8. Invite area media to major events

- Make sure that media are invited to all of your major community events. This might be the kick-off of the Neighborhood Revitalization Plan, the ribbon-cutting for the train station, the Lucy birthday celebration or other major events. Develop a list of media you would like to see attend these events.

- Send these select media personalized invitations along with a relevant branded gift. Include an itinerary of events the reporter or writer can expect to participate in while in Jamestown. Make sure your chosen media has comfortable lodging.

- Make sure to promote these events according to the editorial calendars of the publication placement you are seeking. For example, the lead time on a magazine may be up to six months. Plan ahead for coverage of major events. You want as much advance coverage and well as post-coverage as you can get.

Responsibility: BMM, public relations consultant
Priority: 2
Timing: according to event schedules
Cost: Food (and lodging for regional, state or national media). Premium items, if desired.

9. Partner with Patch

- Patch is a for-profit company that helps small to mid-sized communities like Jamestown who are often neglected by the media. Using the Patch website, the company sets up small newspapers that focus on "hyperlocal" content by city. A secondary function is to provide an online directory of businesses in each city because they feel that the Yellow Pages are not an accurate or adequate forum for this information.

- Currently, the majority of the communities Patch has partnered with are wealthier, boutique cities and towns. However, the company is starting a charitable branch that will serve struggling communities across the nation. Their plan is to reinvest any profits back into the community being served.

- According to Patch representatives, the more a community writes and contacts Patch requesting their help and services, the more likely the company is to set up shop there. They are looking for communities that are going to be active and likely to read a newspaper of this sort.

- Keeping that in mind, start a community-wide electronic letter writing campaign seeking a partnership with Patch. Start with Market Jamestown Partnership and work out to stakeholders, business leaders, students, churches, etc. Check it out at www.patch.com.

Responsibility: BMM, public relations consultant
Priority: 3
Timing: 10-24 months
Cost: None.

TIMEFRAME FOR COMPLETION

North Star recognizes the tremendous volume of work presented in the BrandMAP. While this document represents our optimal plan for implementing the brand, we are well aware of today's economic and staffing realities within government agencies, non-profits and their affiliated organizations. Do not be overwhelmed by the scope of these recommendations. This plan presents a variety of tactical options for each of the stated objectives. This variety allows the brand drivers to select the approach that works best for Jamestown and its corporate partners. Moreover, many of these tactics represent long-term planning.

An important note: The priority system for objectives differentiates between short-term and long-term tactics, Priority 1 goals should be met in Year 1 and Year 2 in order to ensure success and keep the brand momentum going. Recognizing that there is currently a single, finite brand funding source, we have limited our list of "must do" items. While these activities will scratch the surface, the ultimate impact of the brand will be dependent on a financial partnership with the private sector partners Jamestown and on diligent pursuit of additional grant monies.

Also, keep in mind that certain tactics such as public rollouts of the brand to residents or businesses are not included on these "must-do" lists. They are not deemed absolutely necessary in any brand implementation project, nor are they necessarily advisable in the current economic downturn. It is entirely possible to effectively implement your brand without ever holding a public rollout.

Finally, North Star recognizes that the following two-year schedule is very aggressive. It may be that it will take two years to complete Year 1 priorities and two more years to complete Year 2 priorities. Consider the following list a guide to the tactics that should be tackled first. But don't panic if they are not completed within the designated year. Language such as "start discussions" means exactly that. Start talking about how you are going to accomplish this task. Start the ball rolling, get people thinking and discussing. Forward progress does not necessarily require completion of the task during the designated year.

At the end of Year One, Jamestown should have completed the following tasks to get the brand off on the right foot:

Brand structure and organization

- Considered the benefits of centralizing Attractor communication functions
- Assigned responsibility for the brand to a single position and provided resources to support that responsibility (Brand and Marketing Manager)
- Selected, trained the Brand Management Team
- Considered contracting with an advertising agency and local photographer

Brand funding

- Established the Market Jamestown Partnership and begun securing additional financial commitments from the private sector
- Assigned responsibility for sourcing potential additional grant funding

Brand marketing/communication materials

- Created a media plan for the brand and for Jamestown
- Developed a brand presentation
- Created custom logos for departments/organizations that need them
- Initiated branding and updating City/Attractor (and affiliated organizations) existing publications and websites
- Initiated development of a portal website
- Integrated graphics, vocabulary and language into Attractor/City programs and promotions
- Selected and ordered premium items to sell at Gift Shops, and to use as gifts for media, economic development prospects, Market Jamestown Partnership members, etc.
- Adopted strategy to provide recognition for those who support the brand
- Met with Jamestown stakeholders to present and explain the brand, offered brand art for performance awards, window signs, and other uses
- Implemented a program to capture residential e-mail addresses and begun publication of a brand newsletter
- Started discussion of cross-promotion opportunities and program development among the Attractors

Infrastructure

- Begun plans to integrate brand into wayfinding initiative
- Started development of plan for entry signage into Jamestown area and into downtown Jamestown
- Created or revamped signage on top priority City/Attractor facilities, parks, athletic fields and downtown area
- Developed a pole banner program for major arteries into Jamestown and for downtown

Jamestown employee awareness

- Rolled-out branded ID materials for City/Attractor employees (business cards, folders, letterhead, envelopes as re-prints are needed)
- Developed a brand presentation for employees, met with department heads, achieved buy-in of brand, discussed customized logo needs and prioritized existing programs where brand can be integrated
- Held *Close Up* meetings with employees
- Branded employee communications
- Considered implementation of brand-based employee awards

General brand awareness

- Commenced planning to add brand to existing community events
- Developed priorities for a community-wide volunteer/public service project using the brand strategy as a platform
- Begun discussion of potential new event that would celebrate your heritage and identity
- Designed a strategy to add additional learning elements to existing events and/or add new learning opportunities

Business awareness/Economic development

- Met with Chamber to discuss co-branding and Chamber services
- Met with local businesses to introduce the brand
- Started creating Economic Development e-mail database for electronic communications with prospects, current businesses and stakeholders
- Integrated the brand into Economic Development recruitment tools/website, small business assistance tools
- Integrated the brand into ribbon-cuttings, groundbreakings and construction site signage
- Initiated discussion of tourism as component of Economic Development
- Facilitated discussion of using brand in retail recruitment materials

Downtown Jamestown

- Installed pole banners
- Considered addition of branded fixtures such as park benches and trash receptacles
- Evaluate current downtown events to make sure they are meeting your primary objectives
- Begun collecting more detailed data about events
- Added elements to downtown events that will create interest and draw people into stores
- Developed and begun educating downtown retailers on standardized merchant policies covering issues such as hours, promotions, etc.
- Begun brainstorming cross-promotion ideas among retailers, restaurants and special events
- Begun discussion of adding interest to downtown through a Jamestown version of Hometown Heroes or through expanding the mural program

- Trained staff and residents to conduct a community assessment. Upgrade maintenance, add placemaking elements and provide informative plaques for pocket parks and public art
- Developed plan for gathering detailed demographic and business data for downtown area to use in economic development and retail recruitment
- Initiated discussion on developing downtown creative space for entrepreneurs, and artists

Special issues and initiatives

- Involved the brand in the Neighborhood Revitalization Program
- Initiated discussions on "beefing up" the Arts District with signage and additional gallery space (possibly with a concentration on the art of furniture)
- Initiated discussion of where economic development contact will be housed in Jamestown and start collecting information for an effective economic development web presence
- Begun planning for claiming a role as regional leader in tourism and as the centerpiece of lifelong learning opportunities

At the end of Year Two, Jamestown should have completed the following tasks:

Brand structure

- Centralized the marketing function for Jamestown attractors
- Considered adding a part-time or contract public relations

Brand funding and partnership

- Signed on additional Market Jamestown Partners to provide a dedicated source of funding
- Completed a priority list of community-based assets appropriate for the brand (outside City/Attractors)
- Secured some grant funding for specific projects

Brand Marketing/Communication

- Increased visibility of the brand throughout Jamestown with pole banners, storefront signs, etc.
- Created an interactive, well designed community web portal with information on tourism, economic development, City operations, lifestyle, recreation, arts and culture, and the Attractors
- Added brand logo to golf course signage and other parks signage
- Implemented brand in several existing City programs

Infrastructure

- Implemented brand in a variety of visible ways: custom bike racks, under the ice, on bandshell, etc.

General brand awareness

- Expanded the residential e-mail database and begun development of an electronic residential newsletter and begun planning for an Annual Report
- Added at least one additional community event to the brand
- Completed first community public service project

Business awareness/Economic development

- Met with business leaders and encouraged them to incorporate brand
- Branded materials distributed to business prospects and used at construction sites and ribbon cuttings/groundbreakings
- Updated Economic Development website and marketing materials
- Assembled a comprehensive economic development electronic database and communicated to them on a regular basis
- Developed some downtown shared office/creative spaces

Downtown

- Implemented standard policies and procedures for downtown merchants
- Conducted workshops for downtown retailers on merchandising and marketing
- Developed calendar of cross-promotions
- Analyzed data on special events and made necessary adjustments
- Integrated brand into DJDC website
- Revamped DJDC economic development information on website to be more professional and to provide more detailed downtown data

Other Issues

- Considered possibilities for new attractions/additional product in Jamestown
- Established/improved relationships with regional providers such as ski resorts, County CVB and Chamber, Chautauqua Institute, college students
- Added several learning opportunities

(See **Appendix S** for spreadsheets detailing timing of tactics.)

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 Jamestown's brand progress. This schedule begins immediately after the delivery of your BrandPrint.

- Immediately – North Star recommends that Jamestown 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 – Jamestown 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 above 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 Jamestown's one-year mark may include:

- Resident and Inquiry Tapestry Profile Who and What Reports update (Community Tapestry Study)
- Economic Opportunity Analysis
- Community Brand Barometer
- Online Community-wide Survey
- Consumer Awareness and Perception Study
- Business Development Awareness and Perception Study
- Return on Marketing Investment Study.

JAMESTOWN TAPESTRY PROFILE STUDY

Purpose

A Community Tapestry Study is conducted to understand the target audience's lifestyle in detail. This includs profiling reports for Jamestown residents, area attraction visitors, overnight guests 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 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 Jamestown 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.

JAMESTOWN COMMUNITY BRAND BAROMETER

Purpose

The Community Brand Barometer™ measures strength of the Jamestown 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 Jamestown to a friend or colleague?
- Would you recommend traveling to Jamestown to a friend or colleague?
- Would you recommend conducting business in Jamestown to a friend or colleague?

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

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).

JAMESTOWN 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 Jamestown.

Methodology & Results

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

- Overall top-of-mind perceptions of Jamestown
- Strengths and weaknesses of Jamestown
- Resident suggestions on what is missing from Jamestown
- Measurements of Jamestown 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 Jamestown.

Methodology & Results

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

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

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

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).

BUSINESS AWARENESS AND DEVELOPMENT STUDY (BDAP STUDY)

Purpose

The purpose of this study is to gain insight into how business leaders in the region make site selection decisions. It also tests consumer awareness, visitation and perceptions of Jamestown.

Methodology & Results

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

- Behavior and decision patterns of consumers (prospective businesses)
- Overall top-of-mind perceptions of Jamestown and immediate competitors
- Consumer visitation trends (frequency and nature of visitation)
- Consumer visitation drivers (business, leisure, friends and family)
- Measurements of Jamestown business attributes
- Measurements of Jamestown quality of life indicators

Timing

The BDAP 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).

JAMESTOWN RETURN ON MARKETING INVESTMENT STUDY

Purpose

The Return on Marketing Investment (ROI) Study measures how well you convert visitor inquiries into actual visits. The findings from this study will help refine the media plan and communications in order to ensure media efficiency.

Methodology

The ROI Study is a quantitative methodology which acts as a report card to evaluate Return on Investment (ROI) for advertising efforts. An online survey will be sent out to a database of inquiry email records gathered by the Jamestown Tourism Department. Specifically, the survey will measure:

- Consumer views about the new brand and ads
- Advertising and brand recall
- Reactions to the new brand
- Advertising conversion to visitation
- Why consumers have NOT visited
- Community perceptions
- Changes in perception brought about by advertising and the new brand
- Visitation expenditures
- Visitation primary purpose and other activities
- Lodging choice
- Length of stay
- ROI report card calculation.

Timing

The ROI Study should be conducted annually. The first survey should be conducted no sooner than one year from the release of visitor-targeted marketing materials (e.g. Visitors Guides, visitor-targeted mailings, maps, etc.)