ABOUT NORTH STAR DESTINATION STRATEGIES

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

ABOUT THE BRANDPRINT PROCESS

Through the Community BrandPrint process, North Star determines Carbondale’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 a compelling creative identity to support the strategy, a range of deliverables showing that creativity in use and an integrated action plan for bringing the brand to life. Each of these tools reinforces Carbondale’s strategic positioning and ensures brand equity and growth.

ABOUT THE BRANDING PARTNERS

The City of Carbondale contracted with North Star Destination Strategies to determine Carbondale’s true, unique and relevant brand position and help the community stand out in the marketplace.
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Executive Summary

North Star conducted research to identify what differentiates Carbondale from its competitors. We set out to learn the perceptions and beliefs of stakeholders, consumers, and influencers as well as understand how Carbondale is positioned among its competitor cities. North Star then worked collaboratively with the City of Carbondale to determine a strategy for guiding the rebranding of the community.

A community rich in diversity and the arts, Carbondale is anchored by the presence of Southern Illinois University which is the region’s largest employer and economic driver. Carbondale enjoys a reputation of being an entertainment spot, regional retail hub, and having a unique, local dining scene. Conveniently located on the northern border of the Shawnee National Forest --the largest single body of publicly owned land in Illinois-- Carbondale is a haven for lovers of the outdoors.

Even with its assets and advantages --which also includes a very well regarded public high school and gigabit internet availability-- Carbondale has suffered from a prevalent reputation for being unsafe and lacking in career opportunities. It has also suffered from the political climate within the state of Illinois which has resulted in drastic cuts to SIU’s funding, further exacerbating an already existing issue of decreasing enrollment at the university.

Carbondale leaders have begun the hard work of renovating sections of town (particularly the downtown area) that had become rundown, improving collaboration between the university and city leadership, and leveraging Carbondale’s full potential to be a tourism destination for those who are interested in exploring the Shawnee. The evidence of those efforts can be seen in the implementation of the first phase of the downtown streetscape plan as well as the effort that was put into attracting visitors to Carbondale for the Great American Eclipse.

The research showed that Carbondale enjoys a good reputation among residents in Bloomington-Normal and Greater St. Louis, while negative perceptions were stronger among neighbor communities in Southern Illinois. As implementation of the strategic, creative tools and action plan begins, it will be important to engage St. Louis and Central Illinois audiences to build a stronger visitor base from those markets while addressing the need to improve Carbondale’s reputation among its closest neighbors.
Executive Summary

Research data was analyzed for trending insights that hone in on the Carbondale story. These insights were funneled into a strategic brand platform, also known as your Strategic DNA. Just as an individual’s DNA influences everything from how that person looks to how that person acts (as well as their health and vibrancy), Carbondale’s DNA should be the foundational touchstone for all positive planned action in your city from marketing to infrastructure to policy development.

Target Audience: For those wanting the progressiveness of a college town and the solidity of the Midwest,

Frame of Reference: Carbondale, home to Southern Illinois University and bordering the Shawnee National Forest,

Point-of-Difference: is where compassion is seen as strength and an inclusive and artistic community inspires engagement

Benefit: so you’re encouraged to both be yourself and express yourself.
Executive Summary

The final package of foundational creative tools supports the Carbondale strategic brand platform, or DNA. These tools layer personality on top of the strategy in order to make an emotional connection with the consumer. They include a strapline, a narrative, a logo family, a color palette and a creative execution look. Together they tell the Carbondale story in a consistent, compelling and memorable way.
The Brand Action Plan contains hundreds of ideas – large and small – for integrating the brand into the Carbondale community. Ideas touch on leadership, infrastructure, tourism, economic development, community outreach and more. Dozens of deliverables were designed using the visual brand identity and brand language to serve as a guide for putting the brand to work. The collage below is a sampling.
Creativity
Brand Identity
You are about to see a range of creative expressions that will help bring Carbondale’s brand to life. This Brand Identity Guide should serve as a blueprint for the creative rendering of your new brand. With the exception of the logo, files do not represent camera-ready art. Many communities choose to work with local talent for the actual refinement and production of creative communication pieces. This allows for true customization and brings local perspectives to the work.

A Creative Committee, identified by brand drivers in Carbondale was charged with evaluating and selecting the foundational tools in the Brand Identity Guide. All creative decisions were made using the city’s strategic brand platform as a guide. Those tools include:

- Strapline and narrative
- Logo and color palette
- Graphic Standards Guide (included in the Google Drive folder)
- Creative expressions of the brand (in the form of a full page ad)

Every creative element in this Brand Identity Guide represents North Star’s best suggestions for how to put your new brand to work creatively. Elements included in the Creativity section influence, guide and inform the tactic-driven Action Plan that follows in the next section.

**Note:** All final logos for Carbondale are included in the Google Drive folder in both JPEG and Vector/EPS format. We encourage you to share this folder with city departments, branding partners, organizations, vendors or other outlets requesting a copy of the logo. All files for the creative deliverables contained in this section are also included in your Google Drive folder.
Carbondale . . . All Ways Open

- The implication here is that possibilities in Carbondale are limitless.
- Boldly reflects Carbondale’s reputation for being a welcoming community.
- Aside from welcoming people, this line also does a nice job of pivoting to commerce and business, recreation and education, signaling that Carbondale is open for everything and anything.
- This line also wraps in Carbondale’s natural beauty and landscape.

North Star ran a search for Carbondale’s strapline on the United States Patent and Trademark Office’s Trademark Electronic Search System (TESS). No conflicts for use of the line were revealed in the search. North Star highly recommends that Carbondale pursue trademark protection of the straplines along with the new logos. By trademarking the logo and line together, this will ensure that the identity is protected from usage by other communities or conflicting parties. North Star’s trademark search is documented in Appendix A.
A Brand Narrative was developed using artistic language to set the emotional tone for the brand. Its purpose is to help visitors, stakeholders, merchants, attractions and organizations connect the emotional story of the brand to their own situations. Each partner organization or attraction should develop its own brand narrative leveraging the assets and language here for the community.

The Brand Narrative is critical to successful integration of the brand for a number of reasons:

- It can serve as a guide for users working to integrate brand tone and language into their own marketing and communications.
- It helps maintain consistency of tone and message amongst all users, thus preserving the integrity of the brand.
- It provides language users can replicate verbatim in their own communications when applicable.

Because of the inherent value in brand narratives, North Star recommends wide distribution of the copy, typically in tandem with the logo. Many of our clients use the strategic brand platform and the brand narrative together as a touch point for each new project or policy they initiate. In other words, “Does this idea support and further what makes us special?”
All Ways Open

Every college town can teach you something, but in Carbondale, Illinois you learn to boldly be yourself and express yourself. With arms flung wide open, this uninhibited college town is a Bohemian Rhapsody of people who steadfastly believe in nurturing open minds, open hearts and open dialogue.

Carbondale woos its community of diverse visitors, students and residents with an enviable blend of edge and ease. It’s a cultural town, yet free of pretense, embracing the great outdoors as readily as urban sophistication. Here, you are enveloped by the rare mix of inspiration and acceptance, a life-altering elixir. A refreshing free thinker in a conservative region, this enclave invites you to express yourself openly, in all ways.

All Ways Welcoming

In Southern Illinois’ most progressive town, welcoming people of every nationality, ethnicity and faith is a common priority. It’s manifested by the town’s steadfast and amiable commitment to be the only “safe and welcoming city” in the area. This friendly Midwest town exudes an inclusive spirit that invites diversity with international flavor. Thanks to a devout and compassionate Interfaith Council, all religions and beliefs are accepted and supported here. It’s no wonder it is a magnanimous home for people of Muslim and Jewish faiths, who feel a peace of mind that can be elusive elsewhere. Here, the slower pace of life gives pause to discover how to happily let You be You, in all ways.
All Ways Thinking

Southern Illinois University is undoubtedly the most prominent place where curious minds are fed a healthy diet. Aside from being the area’s largest employer, it is truly the engine that drives this town. And it fuels the power of open-mindedness, in all ways.

Thanks to SIU’s citywide influence, learning contagiously flourishes beyond the college campus. Everyone here is encouraged and expected to stay curious. Top-rated Brehm Prep School and Carbondale Community High School provide open avenues for expressive young minds. This is fertile ground for imaginations and ambitions for everyone from young entrepreneurs and growing companies to aging Hippies. The town is also blessed with top medical minds, providing uniquely advanced medical care at Southern Illinois Healthcare and NeuroRestorative.

All Ways Creative

Carbondale invites self-expression, in all ways. In fact, that elusive feeling of self-realization has become Carbondale’s calling card. Here, your creative voice is a valuable asset and the town has a knack for producing boundless talent in every art form. There is a why-not ingenuity born of the community’s no-judgment mentality, and the Carbondale Community Arts, fundraisers and public arts initiatives nurture it wholeheartedly. As the region’s honored “Creative Capital”, venues like The Varsity Theater and Artspace 304 attract art goers from near and far. Even the town’s historic buildings provide artistic flair. Culture rules and music is king, producing and attracting top names in every genre. Here, the artful life has an international palette that is enjoyed, in all ways.
All Ways Fun

When it comes to diverse things to see and do, Carbondale also brings its A-game. It's a regional epicenter for entertainment, in all ways. Shawnee National Forest is Mother Earth’s 280,000-acre playground, offering breathtaking beauty and activity for nature lovers of all shapes and sizes. In turn, Giant City Park attracts naturalists, adrenaline junkies and outdoorsy types of all ages. And, Cedar Lake has been deemed one of the “best lakes in all 50 states”. Enjoy the prolific music scene all over town, from Live on Main to sunset concerts. It’s also a foodie’s haven, with local eats at Longbranch Café, Global Gourmet and Neighborhood Co-Op. It’s the region’s shopping headquarters, with everything from fashionable boutiques to the fresh Farmer’s Market. Cyclists have dedicated paths to cruise and when you’re ready to truly relax, it’s just a stone’s throw from wineries along the Shawnee Wine Trail.

All Ways Accepting

As a community that applauds expression in all ways, the peace of mind and acceptance found here feels precious and rare in a time where conversations are divisive and freedom of expression can be risky business. This is a place that keeps multiple paths open, encouraging personal journeys that delight in everything from its natural beauty and Midwestern generosity to inspired artistry and culture. In a more perfect world, the congenial aesthetic of this enlightened college town is not just how people should strive to live, it’s how we want to be: All Ways Open.
This logo is an icon using the concept of an abstract “crossroads”. The icon has a layered meaning.

- On a literal level, Carbondale is not only the eclipse crossroads, but the city also literally has an intersection of two highways at the heart of downtown.
- On a more abstract level, speaks to the intersecting of differences within the community that are held together in balance.
- The paths created by the lines produce an open, continuous feel.
- At the center of the icon, a circle looks like the sunset/sunrise, striking a hopeful tone.
- There is a subtle C that has been flipped on its side as well.
Creativity

Logo Variations
The color palette presents a combination of greens that give a nod to outdoor recreation and a maroon that speaks to the community’s ties with SIU.

Purple, gold and gray are supplemental colors that give the palette some range and versatility.

This concept creates a somewhat earthy palette, but it is also artsy and academic.
This look focuses on how Carbondale allows people to find themselves through the openness of the city and community.

The headline structure is a call to action to “Find Yourself Here.” This image of the person is positioned at the crossroads of the logo, ultimately speaking to the idea that a person can find themselves in Carbondale.

This ad is modern and youthful in tone, while being smart and sophisticated. This look could not only work with the college, but it could also be a way of connecting to individual business owners, people exploring the outdoor nature, or a multitude of other individuals in the community.

The headline script again creates a softer, more relatable form of expression.
All creative files are included in your Google Drive folder. As you introduce the brand, be sure to show the logo in the context of an execution rather than by itself. You want to avoid making this branding effort about a logo and line. North Star has produced Carbondale’s Graphic Standards Guide, included as an attachment to this report, which provides some rules for implementation to ensure consistency and accuracy.
Creative Deliverables
Using the foundation creative tools developed for the Carbondale Brand Identity Guide, North Star has developed a full slate of creative deliverables demonstrating how the Brand Identity can be used throughout the community. The majority of these deliverables were identified by the City of Carbondale as being priorities and some were recommendations or examples that North Star created to illustrate the tactics identified in the Carbondale Action Plan.

Creative deliverables are shown on the following pages.
TO: John Doe

SUBJECT: Lorem ipsum et dolars

Dolore quae expellor aliquid vero est et alia est, sám et pe veniam poribus

Nunkip qus quis aquis eisquitur? Nuntius un quisquid quis qua qusque occum simiunt.

Epist. Nam, omnis nigui doluptatem fugiam qui sit eum quam lab identer la cuss
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quintur lab uis ea av non repudam rendare testuprat.

Ferspel lupieni hitam re pos sit qui sit uter etique dolore, necest repra
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quasperpous, aut aut addispedit asima volupcius porpor aut voluptaquip, con

Sincerely,

Amy Fox
Creativity

Business Card

CARBONDALE
All Ways Open

AMY FOX
Public Relations Officer

200 South Illinois Ave.
Carbondale, IL 62901
618.457.3262
615.559.1939 Cell
ExploreCarbondale.com
Creativity

Lapel Pin
Creativity

New Resident Folder
Creativity

Coasters
Find Your Rhythm Here.

ExploreCarbondale.com
Creativity

Pole Banners
Creativity

Pole Banners
Creativity

Long Street Banner

CARBONDALE BREWFEST
CARBONDALE TOWN SQUARE PAVILION • MAY 4 • 6PM-9PM
Creativity

Public Space Signs

TAKE A SEAT.
OPEN YOUR MIND.
Unwind in a place of beauty.

PHONES SHOULD
BE TURNED ON.
Enjoy this free WiFi zone.

TODAY’S SCOOP?
IS YOU.
Always pick up after your poodle.

IT’S A LONG
WALK HOME.
Secure your bike in style.
Action

Bringing the Brand to Life
You’ve got a distinct and relevant brand, now what? Strategic implementation is the most critical, and sometimes the most challenging aspect of branding. Community brands are not just about straplines and logos. They are about emotion and experience. True branding requires strategies and tactics aimed at getting your brand off the page, onto the street and into people’s hearts, minds and souls. Specifically, your brand is about demonstrating how Carbondale is an environment that is open to everything from new ideas to new people to new opportunities. A city that is always and in all ways looking for a better way to make a better world, embracing challenges as opportunities.

Your brand is most vulnerable during the 24-month period following launch simply because both support and awareness are low while skepticism is high. (As you know, that is the nature of many public initiatives.) The main goal of this time period is to convert the “players” and the community of Carbondale into brand ambassadors through education and information sharing. While numerous other brand marketing and communication initiatives can take place concurrently, this incubation period is primarily devoted to strategies that reinforce and demonstrate the value of Carbondale’s community brand. Our goal – and yours – is to make sure that Carbondale’s focus on being a guiding light for positive change and progress becomes the guiding principle for your branding efforts. Not just a logo and line on your letterhead.

Once everyone is on board the brand team, there is no end to the powerful things you can do with your brand. We have seen it happen in other communities across the country, and we are excited about seeing it happen in Carbondale.
North Star has identified the following 18 brand action categories designed to get your brand going. To ensure momentum, these tasks should be accomplished within the first 6 to 36 months after brand development. Many of these tasks address “organization” and are designed to evoke the cooperation that will propel your brand forward. Many are focused on simply informing residents and existing businesses as well as potential visitors and prospective businesses about what Carbondale has to offer. They should serve as a way of thinking about your community and how the brand can support a variety of interests. Others are designed to give your brand the richness, texture and the three-dimensionality it needs to be fully integrated.

While North Star has prioritized the categories, there are numerous ideas presented within most categories. These should be evaluated and prioritized by the branding partners in Carbondale taking into account priorities and resources. You don’t have to complete all these ideas, but your branding team should complete a representative sampling in each category. This ensures that the brand becomes deeply woven into the fabric of your unique society, rather than just serving as a logo and line on your letterhead.

When helpful and relevant, the creative deliverables presented earlier will be used to illustrate how a specific tactic could look, sound or feel. Again, these deliverables are North Star’s best recommendations and are in all ways open to revision by Carbondale based on Carbondale’s own interpretation of the brand.
Brands cannot grow and thrive if no one takes responsibility for them. Successful implementation of the Carbondale brand will require accountability, passion, understanding, and respect for the branding effort. It will also require cooperation and partnership with other organizations, businesses, and individuals. The most important contribution the community and branding partners in Carbondale can make to the ongoing success of its brand is appointing/hiring a brand leader to champion the process. Having a dedicated leader for the brand will help create momentum and longevity for the brand.

This brand leader can be:

- A brand manager whose sole job is to implement the brand. Hired from inside or out.
- An existing position within Carbondale or another branding partner that would take on brand management tasks as part of his/her position. North Star recommends Amy Fox, Public Relations Officer at the City. She has taken the lead on the branding project, is familiar with the passion and purpose of the resulting brand and her background in PR/Communications seems appropriate for the role.

North Star has provided you a job description for Brand Manager (See Appendix B). If hiring, this will give you a framework within which to make your decision. If appointing or assigning, the job responsibilities will give you a feeling for the tasks this individual should manage. And remember, avoid brand management by committee. The brand will fall through the cracks.
Every time City of Carbondale employees interact with the public, it is an opportunity to build the brand in the minds of residents and visitors (see suggested list of obvious “touch points” below). One of the first tasks of the Carbondale Brand Manager should be to review and augment the following list of touch points. You might want to do this in conjunction with department heads. (For more on working with departments, see p. 78.)

Divide the list into three categories:
1. Easy, do immediately
2. Moderate difficulty, implement within the first year
3. Difficult, revisit later (designate a time)

- City employee uniforms
- Phone greetings
- Services
- Website
- Voicemails
- Email signatures
- Word of mouth
- Stationery/Letterhead
- Printed and Digital Publications/Newsletters
- Packaging
- Signage
- Products
- Experiences
- Proposals
- Environment
- Public relations, press releases
- Public affairs
- Marketing and advertising
- Volunteer training/interactions
- Customer service interactions
- Events
- Annual report
- Sales promotions
- Networking
- Direct mail
- Trade shows
- Exhibits
- Presentations
- Videos
- Speeches
- Maps
- Social media
- Outdoor boards
- Posters
- Buttons/pins
- Gifts
- Marketing partner resources
- Sponsors
- Local, state, national marketing
- Nametags
A few suggestions on how to integrate the brand graphically and strategically into key touch points:

**Stationery:** It’s obvious but vitally important. Every presentation, letter, envelope, business card, memo, and invoice issued by the City of Carbondale should reflect the brand’s graphic identity. Give all involved a designated number of weeks/months to use up existing stocks of stationery. Require reprinting to occur in the spirit of the brand.

PowerPoint slides, digital stationery and email signatures are also critical components to consider. See example PowerPoint slides below. Title slides and body copy slides can be created in any color from the palette.
Stationery (continued): The stationery set includes letterhead (first and second sheet), envelopes and both a vertical and horizontal card option. The bold cross pattern in the icon and the rich colors from the palette ensure that Carbondale communications will be noticed. Each piece is unique but they work together to support the city’s graphic brand identity. On the following slides we will point out specific details of note on your stationery package.
Stationery (continued): North Star created two letterhead designs with both first and second sheets. The first design uses two colors while the second option is simpler and should be less expensive to print. Second pages are essentially the back of the first page of the letterhead. They add significant design appeal to a letterhead package but do add to the cost. Either letterhead design below can be created with or without the second sheet.
Stationery (continued): The envelope design can be just as important visually as the letterhead design. The options to the right show a relatively simple envelope front featuring generous white space. A subtle design element at the bottom gives a nod to the logo icon. Color is added to the envelope flap, which, when open, reveals the full extent of the icon. Envelopes can be produced with or without the colored flaps although they do help correspondence stand out in a stack of mail!
Stationery (continued): The business card design to the right features the more typical horizontal orientation. One side of the card showcases the logo while the other side contains contact information. The crossroads from the icon are a high-impact way of organizing information. The design below uses a more unusual vertical orientation that will ensure your cards get the attention they deserve.
Phone Message: Change any recorded outgoing message as well as the language that employees use when they answer the phone. “You’ve reached Carbondale, we are all ways open.” One of our clients went so far as to write and record a jingle based on their brand that plays whenever callers to their offices are on hold!

Trade Show Booths: Using the new brand identity in conjunction with high quality photography and imagery, present Carbondale’s message of openness, acceptance, engagement and big ideas. Design the booth using the distinctive crossroads in your logo with headlines and photography for different audiences. A general trade show exhibit the city might use would have a headline “We’re All Ways Open.” The booth for tourism could read “All Ways Open for Fun”, “All Ways Open for Adventure”, “All Ways Open for Memories”, etc. Economic Development lines could read “All Ways Open for Business”, “All Ways Open for Opportunity”, “All Ways Open to New Ideas,” etc. Photographs would focus on the breadth of revolutionary things happening in Carbondale. To the right is an example of a branded trade show booth from North Star client, Petersburg, AK.
Press Releases: All releases should contain a closing statement/paragraph that supports the essence of the brand strategy and the community. This paragraph will serve as an ongoing resource to remind media about the brand message and purpose (the brand narrative can guide this language). One of the keys to successful branding (or any kind of persuasive communications) is to reiterate your essential strategy whenever possible.

SAMPLE CLOSING PARAGRAPHER FOR ALL PRESS RELEASES

Carbondale woos its community of diverse visitors, students, businesses and residents with an enviable blend of edge and ease. It’s a cultural town, yet free of pretense, embracing the great outdoors as readily as urban sophistication. Here, you are enveloped by the rare mix of inspiration and acceptance, a life-altering elixir. A refreshing free thinker in a conservative region, this enclave invites you to express yourself openly, in all ways.

That’s Carbondale . . . All Ways Open . . . for family, for fun, for business, for new ideas, for a brighter tomorrow.
One of the first steps in brand integration is brand education. And that takes a nuts and bolts educational presentation that can be customized for different audiences. To make these many presentations possible, multiple people within the city and business community should be versed in making the presentation to your varied audiences. Your brand manager should make creating and giving the educational presentation a priority in the first few months of the brand’s rollout. Many communities use the Final Brand Presentation given by North Star as the foundation for building this educational presentation. Use your new PowerPoint designs to reinforce the brand’s graphic identity.

Once the presentation is complete, it’s time to recruit your team of trainers. Consider individuals who were originally on the branding team, leaders of partner organizations, eloquent and interested voices from the business community, religious community, education community (professors, administrators and students), volunteer community, tech community and more. The more diverse your training team, the more widespread will be the passion for and use of the brand.
In a train the trainer session go through the brand PowerPoint. Answer questions, identify sections of the presentation that could be improved or customized for specific audiences and brainstorm ways for various community members to get involved. Make sure the presentations addresses the following topics:

- Why was this project started?
- Who else was involved?
- What did you learn from the research?
- Share and explain the strategy – your strategic brand platform.
- Show the creative work. Tell others what it allows you to do. Why were the colors/images/words used?
- Talk about how this approach helps Carbondale market its assets.
- How do you plan on using it immediately and long-term?
- Focus on planned initiatives that take the brand beyond just a logo and line.
- Focus on existing partnerships, activities, festivals, and events that could integrate brand messaging.

Finally, provide your audience with a list of ways they can participate in and benefit from the new brand. Anytime you bring a group together you must have immediate ways for them to become involved with the brand. And don’t forget to brainstorm with each group on new ideas for brand integration. This will further buy-in from various partner groups.
Give all trainers branded merchandise that they can wear during presentations including hats, t-shirts, and lapel pins. Place the presentation on branded thumb drives for distribution to interested audience members. Consider using the round shape from the new logo icon to create a one-of-a-kind thumb drive like the example from North Star client Tempe, Arizona bottom left. Also give your trainers large supplies of branded car decals (see example bottom right) for distribution to all audience members. Your goal is to have every car, bike and longboard in Carbondale proudly announcing its affiliation to your great community.
Once you’ve got your team of trainers, work with them to schedule a slate of presentations over the next few months. Consider making presentations to realtors, developers, civic groups, major business leaders, restaurateurs, retailers, downtown merchants, service business owners/organizations, SIU administrators and professors, church leaders, student groups, arts organizations, historical societies/organizations and more. Don’t forget to work with public sector departments and organizations like those below:

- Schools/Board of Education
- Chamber
- Councils and Commissions
- Downtown Carbondale
- Economic Development
- Neighborhood Groups
- Green Carbondale
- Public Library
- Carbondale Tourism
- Transportation Division
- Trash and Recycling Program
- Parks and Recreation

The goal is to create a strong support base for the brand amongst community leaders who have a stake in enhancing and advancing the community. Such meetings pay off in unexpected ways. In McKinney, Texas, the Brand Manager met with a local developer to explain the branding initiative and various ways it could come to life. Months later, the developer contacted the Brand Manager, interested in flying a flag and banners with the McKinney brand logo in his upscale retail area.
As the facilitators of the new brand identity, City of Carbondale employees and departments should be early adopters, embracing and leading this brand initiative. It is critical that they understand and accept the brand (not just the logo, the strategy), championing it both within their departments and in the outside community. This will involve both education regarding the value of the brand and engagement initiatives to get them involved and excited. Remember that word of mouth is one of the best ways to build awareness.

Start by presenting a city-specific version of the PowerPoint presentation to city department heads before introducing the brand to all city employees. Host the meeting in a relaxed environment to spur creative thinking. This audience is key to getting the larger group of city employees on board. This will further buy-in. Hand out branded merchandise like car decals, hats or t-shirts.

Then hold a brainstorming session where department heads can identify all the ways their departments are open. These ideas should include existing activities and responsibilities as well as new ideas. As part of this activity, specifically identify communications or publications like the annual report, newsletters, maps, blogs, etc. that can be reworked in the spirit of the brand.

Once you’ve met with department heads, engage your city employees. They are a large and captive group of brand ambassadors. Work to develop a program that builds excitement about the potential of the brand for both their work lives and for the community of Carbondale at large. It is critical that employees understand that they are pivotal to spreading the good word about the brand.
To get them excited, plan a fun employee brand introduction that takes place in a large venue. Elevate this meeting above the typical department meeting to build enthusiasm and interest. The more people who attend, the more energy and excitement you will generate. A few ideas:

- Serve lunch from local restaurants. Include a few “out of the box” menu items.
- Following the brand presentation, launch a “Open Up to New Thinking” contest. Ask all employees to submit up to 3 ideas for improving/changing the way the city is run that will save money or improve lives. Select a panel of researchers, innovators and business leaders to choose 5 winners from the submissions (including 1 grand prize winner). Winners will receive cash prizes, educational opportunities, and recognition. It is critical that the City of Carbondale implement each of the winning ideas and report on their success. This idea is reminiscent of the famous story where a Delta employee saved the airline millions of dollars by recommending they abandon the wilted lettuce leaf that came with meals (back when they served meals). Use the contest to launch the brand with city employees, then hold it every year thereafter.
- Another fun idea in this vein is to announce an “Open Up to New Thinking” day where city employees are in charge and get to enact radical thinking and ideas.
- Have drawings for services and merchandise from local businesses and brand partners. Also have drawings for branded merchandise like t-shirts, hats, and keychains.
- Give employees a supply of car decals and ask them to distribute to family and friends in Carbondale.
- Distribute new stationery supplies to get city employees excited about the brand.
Now that city employees understand the passion and the purpose of the brand, work directly with department leaders to integrate the brand in large and small ways. Large ways include infrastructure changes. Small ways include “All Ways Open” recognition awards for employees whose out-of-the-box thinking or inclusive actions improve Carbondale. Following are a few department-specific ideas for brand integration to get the brainstorming started:

- **Mayor or City Manager’s Office**: The Mayor and City Manager are an active engaged presence in Carbondale and have been supporters of the branding effort. Have some fun with their responsiveness by hosting “open ideas walk and talk” sessions. Weather permitting, the Mayor and/or City Manager meet with interested residents in a designated coffee shop and the group goes for a one mile walk while the Mayor and/or City Manager answer any and all questions. It is a fun, interactive example of Carbondale leadership’s willingness to do more for its residents.

- **Community and Media Relations**: Launch a public relations initiative that focuses on the programs and people in Carbondale that are all ways open to making a difference. From school programs that help impoverished kids to initiatives for empowering and lifting up the homeless to support for innovative technology and programs at Southern Illinois Healthcare, Carbondale has a proud history of compassionate ingenuity. A strategic PR program can help lead the way for other cities in the region and state dealing with the same issues. Carbondale already does a good job of obtaining media for its innovative initiatives, this campaign is a coordinated effort for all that publicity under the banner of the brand.
Now that city employees understand the passion and the purpose of the brand, work directly with department leaders to integrate the brand in large and small ways. Large ways include infrastructure changes. Small ways include “All Ways Open” recognition awards for employees whose out-of-the-box thinking or inclusive actions improve Carbondale. Following are a few department-specific ideas for brand integration to get the brainstorming started:

- **Custom Logos:** North Star has created custom logos for many of the major municipal organizations and departments in Carbondale. Present the logos along with a graphic standard guide to each group during the presentation. Answer questions about use and encourage transitioning to the new mark in the coming months. The more organizations use the mark, the more integrated the Carbondale municipal presence will be. Examples of custom marks follow.
5. Focus on Brand Integration throughout City Departments
5. Focus on Brand Integration throughout City Departments

- **Trash and Recycling Programs**: Innovative trash disposal and recycling are right in line with the Carbondale strategy. Encourage the department head and employees to brainstorm ideas for integrating the brand strategy and graphic look. A few ideas:
  - Use branded bags for trash or debris pickup. See example from North Star client Dayton, Ohio.
  - Partner with Carbondale arts organizations to have local artists reimagine recycling bins turning them into functional art. See example right from North Star client Providence, RI.

- **Green Carbondale**: Few initiatives in Carbondale government offer more examples of open-minded thinking than Green Carbondale. The new brand is custom made to help pull together and showcase those successes. For example:
  - Create a Neighborhood Sustainability Award called the “All Ways Open for a Better Carbondale” Award.
  - Install the circular wind turbines of the future and customize so that the circles look like the Carbondale circular icon.
  - Create public art for community gardens featuring wind spinners that look like the new Carbondale circular icon.
5. Focus on Brand Integration throughout City Departments

- **Parks and Recreation.** Have a little fun when integrating your new brand into city departments like Parks and Recreation. Consider this example of a doggie poop scoop bag available at trailheads in Petersburg, Alaska.

- **Library:** Libraries are where many great ideas and big thinkers get their start. The library and associated groups and reading clubs are a great way to get people thinking about the roots of your brand in ways that are deeper and more meaningful than just a logo.
  - Make the theme of your 2018 Summer Reading Program is “Open to a Better World”. Books and programming would focus on the people and organizations that took risks and ended up changing the world. Make sure to include a “Local Open Minds” component to your programming.
  - Upon entrance to the library have a branded display (rotating) of favorite novels, movies, and TV shows labeled as “Open Minds Change the World”. Encourage library staff, city employees, and residents to create favorite lists that are then featured in the display and on the library website or social media.
  - Host a literacy program for adults, “Open Your Mind: Learn to Read.”
  - Use the circle icon in your logo to create some fun public art on the walls of the children’s section.
  - Once a month during the summer keep the library open all night for a “sleepover”. Promote the event with the line “Your Library is All Ways Open”.
  - Digitize library cards and book loaning and looking into installing book vending machines to demonstrate how your library is all ways open.
5. Focus on Brand Integration throughout City Departments

- **Schools:** Your excellent public and private school systems exemplify the tenets of the brand’s focus on innovation on many levels. Work directly with the school board, administrators, teachers and students to integrate brand thinking into the systems. A few ideas to get you started.
  - Donate banners that celebrate both the schools and the students’ openness to new people and ideas that make the world a better place. *Below are examples of North Star clients who used their straplines to motivate messaging for banners on schools.*
    - Shawnee: Good Starts Here
    - Yukon: Yukon’s Best
5. Focus on Brand Integration throughout City Departments

- **Schools (continued):**
  - Offer a scholarship program for students in which they prepare a written or video essay or art project about a person in their lives whose inclusivity and open-minded thinking has changed the world in a positive way.
  - Connect civics classes with city administration for collaborative brainstorming on how to innovate Carbondale and how to engage young people, all while exposing students to learning experiences and the importance of community engagement. Engage these students in crowdsourcing local improvements.
  - Hold a “Open Up to Big Ideas” science, technology or business innovation fair where teams of students present out-of-the-box ideas in a variety of categories.
  - Launch an “All Ways Open Hearts” program aimed at stopping bullying of all kinds and increasing adolescent self-esteem.
  - Work with every school to establish an “All Ways Open” safe space that celebrates kids of all cultures and sexual orientations. In conjunction with that idea consider hosting an “All Ways Open” celebration.
  - Host a school-wide volunteer program where students of all ages give back to the community called “Make a Difference”.
  - Don’t forget simple ways of integrating the brand into school activities. For example, open houses should be “All Ways Open House”, open gym time should be “All Ways Open Gym”.
The resources and manpower to accomplish the goals of the Carbondale brand will be increased exponentially by marshalling the power of your private sector . . . especially because so many new ideas, innovation and openness is initiated in business. Establish a Carbondale Partnership with members from large and small businesses, healthcare, realtors, arts groups, media, civic groups, area developers, and even individuals. Allow anyone who is interested and willing to contribute – time and funding – to participate in this collective focused on marketing the community using the tools and thinking associated with the new brand. Hold regular meetings under the guidance of the Brand Manager.

A team approach (including the private and public sectors) to managing the brand furthers the buy-in and adoption of the resulting work. It keeps in mind the big picture and it weathers changes in political administrations. Most importantly (and this is key!), this group can solicit funds for brand implementation from its members (typically the larger the organization, the greater the financial support). Ultimately, partnerships with private sector companies and organizations will be the primary funding source that drives the brand.
You will need to hold quarterly meetings of this partnership for it to gain momentum and make progress. Some ideas for the group to get you started:

- North Star’s brand charter (See *Appendix C in your Final BrandPrint Report on Google Drive*) is a way to codify the public-private partnership in writing. See members of the Market Gainesville Partnership signing a brand charter in the photo to the right. Have each member of the Carbondale Partnership bring a printout of their company’s website homepage to the first meeting. Discuss ways to integrate ideas and language that support the brand strategy into these homepages. Use your brand narrative as a guide. How do these partners embrace differences, innovate, think outside the box, enact change for good, etc? Or it may be more literal, maybe a business is literally always open! If a major business partner or organization is not in attendance at the meeting, go through this exercise for them. Presenting a consistent message from all the major players about how Carbondale is all ways open establishes a strong brand presence – absolutely free!

- In subsequent meetings of the partnership discuss public sector initiatives and identify opportunities for cooperative efforts with the private sector. Co-branded pole banners, signage, public art, events, merchandise, music, programming, products, etc. are just a small sampling of branded projects you can undertake in partnership with the private sector.
6. Engage the Private Sector

- Adapt the closing paragraph strategy for press releases mentioned earlier in this report for the private sector and your non-profit community organizations. Ask your brand manager or a public relations writer to develop a closing paragraph appropriate for each major business or sector (health care, technology, manufacturing, retail, dining, outdoor recreation, education, realtors, and so forth). This paragraph can serve as a customizable template for use by Carbondale businesses in their own press relations. The Brand Manager should push this tool out into the community through the Carbondale Partnership, Carbondale Chamber of Commerce, Economic Development and other brand partners.

- Develop a branding toolkit that business partners can use to put the brand to work in their enterprises. Include research and the explanation of the brand, the brand narrative, the brand look, cooperative ad campaigns, camera-ready art of the logo (with graphic standards) and a premium item such as a T-shirt, window decal or lapel pin.
Websites are the single most cost-effective means for spreading the word about Carbondale to residents, visitors, and the business community. While city websites have made great strides in recent years to be less cluttered and more user friendly, most of them are still fairly pedestrian. In the spirit of your brand, redesign your website to show the ways in which Carbondale is “All Ways Open”. This website should reflect the colors, language, design and content of the brand. Copy should be limited on the home page and should borrow its tone from the narrative. Simple changes like labeling search engines “Search Carbondale...We’re All Ways Open” contribute to brand integration.

Until you invest in a total website redesign, you can immediately integrate the brand colors, language, logo, and line into your current site via a reskin. (A reskin used existing site architecture while changing minor aesthetics.) As you search for a website development partner for this important initiative, look for a company that reflects Carbondale’s welcoming attitude and open-minded approach when it comes to design.

Because this brand will be used by the city, Chamber of Commerce, and Economic Development, a web portal that acts as a central landing page for all things Carbondale will help simplify and streamline the user experience while bringing a cohesive identity. Each entity using the brand should bring the color palette, brand language, and logo into a new website. Also include SIU, SIH, the Carbondale Library, Main Street, and Parks and Recreation (and Tourism, if possible) on your portal. It is an immediate way to bring together many organizations under the brand umbrella.

All sites should be focused on building email databases of residents, potential visitors, and business prospects. You will want to share branded communications with these audiences regularly. The effectiveness of your outward communications is directly related to the accuracy and depth of your databases. 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.
Though North Star did not design a new website for Carbondale, there are some important features to think through and incorporate as you bring the brand into your community’s online presence. For example:

- Design a central portal to act as a central hub.

- Be intentional with use of the color palette. Keep colors and design elements bright and engaging but the aesthetic should be clean and straightforward. Use your Looks (ads) as inspiration—choose one signature color from the palette as each organization’s background with an eye grabbing headline or incorporate the crossroads in the logo to draw attention to a featured item on the home page. We’ve include the native files for the crossroads design element with this report.

- Include an easily found sign up for your city e-newsletter and label it “Find Yourself In-the-Know” or “Find Yourself Informed”, borrowing the language from your ad headline.

- In keeping with your open and accepting brand, feature an online “comments and suggestions” submission on a “Contact Us” page. Label it “All Ways Open to Your Suggestions”. To keep this simple, have one submission form but require that each submission be labeled by category (i.e., Parks & Recreation, Streets & Sanitation, etc) so these can make their way to the right department. Also require a name and valid email address to limit any anonymous gripes but also, so you can reach out or acknowledge valued ideas or suggestions.

- You also have logo variations for Main Street, the public library, and the park district. As time and finances allow, you should bring these entities under the brand identity too, including their websites.
7. Brand Your Digital Media

- **Digital marketing / Social media:** Make sure to integrate your brand into your established social media sites like Facebook and Twitter. When you establish a presence on Instagram, YouTube and Pinterest also include the brand on those site. The logo, color palette and line are the most obvious ways to do this. In addition, consider content that supports your strategy. For example, you could consolidate all your YouTube videos and Instagram photos under the categories of “Find Yourself Here”, or “All Ways Open”. A few additional ideas:
  - Invite people to share Facebook posts about someone who they know is welcoming, open-minded, or an innovative thinker.
  - Develop a resident Facebook poll for nominating the best “All Ways Open” experiences (in terms of excitement, ingenuity, thinking outside the box, welcoming, or connections to the outdoors) around town.
  - Keep track of residents and visitors who check in or tweet from Carbondale locations and attractions. On a monthly or quarterly basis, reward some users with Carbondale merchandise or experiences.
  - Have fun with “All Ways Open” postings. Use social media to post a location where an impromptu gathering or happening is taking place immediately. Release the details in teasers or easter egg clues via social media and then announce through live features (Instagram stories, Facebook Live, Snapchat, etc) at the time of the event. Make sure that these events have a fun, insider feel but stress that these are “All Ways Open” to anyone and everyone in Carbondale. Incorporate giveaways for the first 5-25 people that attend (depending on the event type and giveaway item). Make gatherings interesting and worthwhile to keep people coming. For example, you could have a special guest speaker or musician, a round of free drinks at a restaurant, the opportunity to create art or help with a volunteer project. Work with young professionals, college students and high school students to plan these “All Ways Open” moments. The perspective of young people is key to the success of a movement like this.
For co-branded events—either stand-alone or as part of the “All Ways Open” type events—create co-branded digital ads. You can use these on your social media accounts and cross-promote with other event partners on their online platforms as well. Take inspiration from your color palette and logo. The ad shown to the left was developed by North Star to showcase your all ways open collaborations. Using co-branded ads not only helps to build Carbondale’s recognition, but it also showcases the event partners—increasing their exposure too—and demonstrating to the community (and other potential collaborators) that Carbondale is all ways open to work together to improve the community, create new town traditions, develop new, exciting programs, or build volunteer opportunities to engage your active citizens.

Use Snapchat Lenses and Geofilters: Anyone with enough design talent or willingness to learn can set up Carbondale-themed alternate reality filters or geofilters. Consider designs that connect to SIU like an animated saluki that would be especially pertinent for SIU home games, or a design including medieval characters to complement the scenery at Boo Rochman Memorial Park https://lensstudio.snapchat.com/
7. Brand Your Digital Media

- Place selfie walls around town in high-traffic areas (a great way to brighten up blank walls or empty buildings.) Encourage people to take pictures in front of the walls and post them on social media. (See the selfie wall North Star designed for you to the left.) In addition to placing walls near walkable restaurants and retail, consider placement in parks (great for team pics), schools, and developments. Have users post selfies to #CarbondaleSelfie and feature the best photos on your Facebook page and website. It would also make a great ad or outdoor board campaign.

- Create a Carbondale Instagram account and encourage young professionals to take over the account each week or for a day, which then introduces their posts about Carbondale to all of their followers who could become followers of Carbondale. Once you create an Instagram account, you can put your handle along the selfie walls and ask posters to tag the city.

- Promote use of branded hashtags #AllWaysOpen, #CarbondaleisOpen, #CarbondaleOpenChallenge, #FindYourselfinCarbondale.
Sponsor a series of branded photography contests via Facebook, or Twitter. The first contest should be “All Ways Open”. Photography should be of Carbondale residents demonstrating the ways in which Carbondale is all ways open, big and small. It could be a teacher, a spiritual leader, a student, a researcher, an athlete, an artist, a public works employee, a mom or dad, a volunteer, a kid helping a friend. You want anyone and everyone in Carbondale who has ever done anything welcoming, open-minded, avant garde, charitable, or in the outdoors (another way to think of “open”). Prizes including free meals, selfie sticks and branded merchandise can help with participation. In addition, let participants know these pictures will become the creative foundation for future PR campaigns for Carbondale. Submissions should be organized on your website for review by visitors and the very best photographs should be featured in an exhibition curated by Carbondale Arts. The exhibition can take place in a gallery, at SIU, in a restaurant or in City Hall.

Nothing feels more stagnant than calendars and social media accounts that aren’t updated regularly with content people care about. Create a team of ambassadors who are trained in working with the city on social media efforts (include young people from SIU and local high schools as well as young professionals). Equip these ambassadors with the ability to post content, photos, updates, status changes, and more to the city’s social media accounts. This will give updates a personal touch and showcase all of the innovative things going on in the city.
Whether it’s a lapel pin, T-shirt, hat, reusable water bottle, key chain or bike helmet branded merchandise is a tangible, memorable way to keep the brand top-of-mind with visitors. Make the merchandise cool enough and you might even be able to make it pay for itself. North Star client Fargo, ND has actually created a profit center through the sale of unique merchandise associated with its “North of Normal” brand. Sell merchandise via your website and at your visitors center, specialty gift shops, events, etc. Also, meet with top attractions within Carbondale and discuss placing Carbondale merchandise in their gift shops.
A few ideas:

- T-shirts
- Lapel pin
- Hats
- USB or thumb drives in the shape of the logo
- Reusable shopping bags
- Car decals
- Selfie sticks
- Keychains and lanyards
- Reusable water bottles
- Work out bags
- Wine glasses or beer mugs
- Coasters
- Frisbees
- Longboards
- Socks
- Golf balls
- Spinners
- Temporary tattoos
- Laptop sleeves and smart phone cases
- Paddleboards
We understand that a total rehaul of all signage in Carbondale (entryway, directional, etc.) is not politically or financially feasible. But signage is a critical branding component for communities. Effective signage can positively impact a visitor’s experience and advance general awareness. Carbondale should inventory all of its signage needs to develop a prioritized list and long-term plan for implementation.

A few ideas:

- Start simple. This brand will be adopted first by the City of Carbondale, so government buildings should reflect the new graphic identity in some way. Some communities actually replace all existing municipal signage. See example from North Star client Gallatin, TN to the right.
Others look for less expensive ways to integrate the brand. One of the easiest and least expensive methods for adding the new brand to all government buildings is by adding a Carbondale flag to the other flags being flown. See examples below from North Star clients Quincy, IL and Lake Bluff, IL. In fact, Carbondale should be represented anywhere flags are flown.
- The new door signage for City Hall should contain the logo and line. Right below “All Ways Open” have the office hours and a number for a 24-hour hotline.

- Another way to represent Carbondale’s new brand identity is a three-dimensional application of your new logo on blank walls in the lobbies of government buildings. See example below from North Star client Quincy, IL.
Branded wayfinding is a great opportunity for building brand recognition because people interact with wayfinding on such a regular basis. Below are examples of vehicular and pedestrian directional signage, parking signage, map signage, and bike trail signage/mile markers. Remember that function is the priority in wayfinding; brand integration and design are secondary.
• Use pole banners as regulations allow in parking lots, retail developments, schools, parks, golf courses, and along main corridors. A high-impact, easy-to-use template that spans dual pole banners (such as the one to the right) is the perfect way to promote examples of all the great ways Carbondale is all ways open or that you can find yourself here.
- Dual pole banners allow for joint marketing of specific assets such as the Farmer’s Market, dining, and SIU.
9. Brand Cost-Effective, Relevant Signage

- Use the brand in fun and functional ways with a series of public spaces signs that lightheartedly remind residents to pick up after their dogs, go green with biking, stop and smell the roses, and make good use of the free WiFi.
TODAY’S SCOOP? IS YOU.
Always pick up after your poodle.

9. Brand Cost-Effective, Relevant Signage
9. Brand Cost-Effective, Relevant Signage
9. Brand Cost-Effective, Relevant Signage

- Outdoor boards with long-term leases serve the purpose of both signage and advertising. Such boards can be located within the city or on thoroughfares leading into the community (add the exit number).
The infrastructure throughout Carbondale represents a unique, three-dimensional medium for displaying your brand. Options include adding some element of the brand to infrastructure that already exists as well as developing new infrastructure in places where demand and opportunity are high.

- You would expect fast connections and easy communications in a city that is “All Ways Open”. Brand your zones of high speed with signage and stickers. Also, give branded window decals and table tent cards to retailers that offer Wifi. The goal is to convey the idea that Carbondale is one large, seamless zone of lightning-fast broadband.
10. Infiltrate your Infrastructure

- Water towers can be seen for miles and are a great way to showcase your new logo and strapline. See example from North Star client Newton, NC, to the right.
10. Infiltrate your Infrastructure

- Municipal vehicles like city cars, buses, vans and trolleys are a moving palette for your brand look and message. Transportation hubs like the proposed Carbondale Station are also excellent places to integrate this message. In some North Star communities, branding city vehicles is the top priority. See example from North Star client Tempe, AZ below.
Action

10. Infiltrate your Infrastructure

- Identify high-profile park installations including playgrounds, skateboard parks, basketball courts and the bottom of pools where the city logo might work. Flags on greens at public golf courses are another great place for brand elements. Above are examples of a branded skate park, play structure and ice skating rink from North Star clients Lee’s Summit, MO; Columbus, IN, and Providence, RI.
10. Infiltrate your Infrastructure

- Recruit local artists to creatively integrate the new Carbondale logo into public art, sidewalks, benches, planters, etc.
- Partner with SIU art students to bring the idea of open and inclusive thinking to life in public art and architecture throughout the community.
- The circular shape of the updated Carbondale “circle” makes it perfect for integrating into a number of circular designs throughout the city. One idea includes the circle in manhole covers like the examples below from Petersburg, AK and Gallatin, TN.
Action

10. Infiltrate your Infrastructure

- Create a series of selfie walls throughout Carbondale. On blank walls where people congregate like downtown on bike trails or on the SIU campus, paint the iconic crossroads from the logo. In time, visitors and residents will make it a point to stop and get their pictures taken while window shopping, waiting for a table in a restaurant, after a great run or bike ride, etc. Not only are the walls artistic uses of blank space, they encourage interaction with Carbondale consumers.
Alternate transportation like cycling and longboarding are popular in Carbondale because of the youthful population and the city’s focus on sustainability. Bike racks and longboard racks are an excellent way to bring the brand to life functionally. And they serve as public art.
• Look beyond the borders of Carbondale for infrastructure integration opportunities. For example, even though O'Hare is more than five hours away it is a central hub for transportation in Illinois and an excellent place to reinforce the Carbondale reputation. In the spirit of their "Make Waves in the Desert" brand, North Star client Tempe, AZ captured the attention of travelers in the Phoenix airport with an interactive promotional board that makes waves as visitors walk by and showcases the artistic and technological innovation of Tempe (below left). Traditional promotional boards in O'Hare such as the one bottom right featuring Schaumburg, IL can get across your message more cost-effectively.
If there’s one thing this brand initiative has uncovered, Carbondale is known for its welcoming community, connection to nature, and openness to new ideas/thinking. Take steps to coalesce new thinking and action throughout the community around that idea and to leverage all the things you are already doing that support it.

The first step in this process is to create an inventory of all the ways that Carbondale is already all ways open (open to new ideas, open to new approaches to a problem, open to new people and cultures, open to experiences, out in the open/outdoors, etc). The Brand Manager should launch this effort but it will require the thinking of all organizations, businesses, and even individuals within Carbondale. Reach out through your websites, social media and traditional media asking people to submit their ideas and examples. Use the task as an icebreaker at all brand meetings and presentations. Make the inventory an agenda item at all organizational and department meetings.

Get the flow of ideas going by giving some direction. For instance, include examples of Carbondale’s openness historically, politically, spiritually, technically, artistically, etc. List volunteer opportunities for welcoming newcomers or outdoor cleanups. List personal experiences. List businesses and individuals that are examples to the community for their openness or that employ an innovative practice that brought about a positive outcome. List schools and teachers who are known for progressive thinking. List events and tourism opportunities that are exceptional and different. List businesses that are breaking barriers. Initiating the exercise with specific examples will help other groups and people start compiling their own lists.
Take this effort to the general public as well. How are kids all ways open in their schools? How are athletes all ways open on their local teams? How are neighborhoods or churches innovating their everyday activities? The smallest grassroots efforts are just as important as the large, organized efforts.

Encourage your higher education branding partners like SIU Carbondale and others to reach out to their students, professors and administrators requesting examples of how their community, students, faculty, or organization are all ways open. The more help you can get compiling your inventory the more comprehensive the list and the more involved and interested all the Carbondale constituencies will be in this effort now and moving forward.

Once you have your list, categorize the ways you are open (arts, entertainment, education, government, technology, business, customer service, architecture, sustainability, social issues, neighborhoods, community gardens, volunteer activities, sports, etc.). Consider different ways of leveraging those efforts. For example, you could launch a PR campaign sending press releases detailing the specifics of some of the more interesting efforts. You could include the list by category on your website, or you can feature a different individual or business each week or month (depending on resources) that exemplifies your openness. A daily tweet could share examples of all the examples on your list (and residents would follow #AllWaysOpenCarbondale just to see if they know who is being featured).

The key to making this successful is to recognize the people and organizations in that inventory. Because the viral nature of social media is key to spreading the word about Carbondale, consider recruiting a team of students from all your schools to tweet and retweet the innovation they see all around them.
Once you have a comprehensive “all ways open” inventory, it’s time to launch a few new high-profile events or activities. These initiatives should come from the City of Carbondale, which is the heart, soul and face of the brand. But be inclusive with your brand partners in the private sector. The more people you can get involved, the greater the support and interest each initiative will have. A few ideas:

- Recognize the businesses, organizations and attractions in Carbondale that can be considered truly “All Ways Open”. Compile a list of criteria for this designation such as making innovations or leeway in a field of study, saving lives, creating community improvement programs, volunteering programs, combining business and philanthropy, etc. Working from your vast inventory, select a group that meets the criteria and create wayfinding that identifies them. This effort has a two-pronged benefit. First, it engages and elevates those organizations that form the foundation of your brand. Second, it serves as visual reinforcement for visitors and residents that Carbondale are all ways open.

- Reach out to the Wine Trail wineries and the local farmers that are vendors at the farmers markets to do a Carbondale or Southern Illinois Food and Wine Festival- Farm to Table event. This could make a natural extension to your farmers market and expand connections to the Wine Trail. You can make this a high profile event by recruiting a few well-known area chefs (or nationally known chefs) to do a formal, ticketed dinner at night and sampling/tasting booths during the day (be sure these are separate tickets since a dinner will likely have much tighter limits on attendance). Include a sampling of speakers addressing food/wellness and providing cooking demos. You could use the brand to build a theme for the festival each year, such as “Open to Wellness” for a theme around healthy dishes, “All Ways Vegetarian” for a theme on plant-based dishes, “All Ways Innovative” for new cooking methods and techniques or new flavor combinations or even exotic ingredients.
Every year, North Star client Fargo, ND, hosts a Misfit Conference designed to help a tiny band of merry misfits go out and make a dent in the universe. This conference was one of the many reasons North Star branded Fargo as being North of Normal. In that same vein, Carbondale could launch an “All Ways Open to Change Challenge” designed to inspire a spirit of innovative thinking and risk taking that changes the world. Keep the program small initially. Hand pick a slate of speakers who have literally bucked tradition and as a result sent ripples of positive change throughout the world. Presentations should be unique and interactive (rather than talking heads). Attendees should be required to submit a proposal for change, indicating how and why they are interested in changing the world around them.

Keeping the conference small and selective initially allows the city to create something meaningful and different rather than just another conference. Consider posting “All Ways Open to Change” Talks on YouTube. And ask attendees to post about their efforts in the spirit of change on various social media platforms, #OpenToChange.

Consider partnering with SIU and other higher education institutions for the “All Ways Open To Change Challenge”. This will extend your reach for recruiting topnotch changemaker speakers.

Elevate your history of openness. Just as important as organizing and leveraging Carbondale’s existing “all ways open” efforts, is the need to showcase the community’s history of innovative thinking, and free exchange of people and ideas. Following are a few ideas:

- Challenge local artists to create works of innovation or acceptance.
- Create a timeline mural on a wall Downtown or on the SIU campus that graphically documents the moments where Carbondale made history by being open and accepting.
- Partner with the Carbondale Arts for an exhibit of art that exemplifies openness, a new approach to an issue, or new perspective.
Organize the philanthropic spirit of your residents through a collaborative giving initiative. Consider a name like “All Ways Open to Make a Difference” or “Open Hearts and Open Arms”. In addition to coordinating volunteers, this program can also serve as a type of overarching “Friends of Carbondale” group. Issue a blanket invitation to all residents to join on your website, through social and traditional media and in utility bills. In addition, work through existing organizations, boards, classes, teams and groups to encourage residents to get people to join the groundswell of giving. Members sign up individually or as part of a group to participate in volunteer efforts throughout the region. Encourage residents to identify areas of need.

Raise the profile of this giving group with a branded volunteer van or bus that both transports volunteers to the job and raises awareness of Carbondale and its progressive compassion spirit. The side of the bus should read, “All Ways Open to do Good.” An example of a volunteer van for Greenville, IL is pictured to the right.

Members should receive benefits and perks for participating like the following:

- T-shirts and hats.
- An “All Ways Open to do Good” card offering all Carbondale givers discounted entry into major attractions and events. The more members use the card, the more discounts they will receive.
- A branded lanyard for holding the benefits card, cash, and car keys, etc.
- An “All Ways Open to do Good” e-newsletter or tweet featuring upcoming volunteer opportunities and special attractions and events around town.
- Special perks such as reserved tables at restaurants and reserved seats at concerts and events.
- Discounted entrance (and an early invitation) into select Carbondale parties, plays, events, exhibitions and more.
Southern Illinois University (SIU) is one of Carbondale’s greatest assets and a big part of why the city has a reputation for being “All Ways Open”. Look for ways to use the brand to create partnership opportunities that elevate both the City of Carbondale and SIU. From the Carbondale perspective, branded welcome and integration strategies can help Carbondale cement its relationship with SIU students and their families. This increases the probability that students will be more involved with the city while they are in school and stay in Carbondale after they graduate.

A few ideas:

- Welcome new freshmen to campus in Carbondale with an “All Ways Open” goodie box (wrapped in paper imprinted with the Carbondale logo or placed in a co-branded bag). Place boxes in all the freshman dorm rooms. Include coupons and goodies from local merchants that depend on the college market: restaurants, movie theatres, book stores, drug stores, local retail, etc. If resources allow, include one of the branded merchandise items such as a window decal or thumb drive.

- Familiarize students with the assets of Carbondale. As part of Freshman Orientation, ask colleges and universities to require all members of the freshman class to participate in one Carbondale learning experience. Allow students to identify which attractions/events they would prefer to attend and have the school divide students into groups. (Have businesses and attractions set up booths on the football field to entice students to try them out.) Another approach would be to require all students to attend a specific number of University-approved Carbondale area events throughout the year as part of their academic curriculum for the year. This is a practice in many liberal arts schools seeking to turn out well-rounded students. For instance, Centre College in Kentucky designates 30 events each year as convocation events.

- Entice students to socialize in Carbondale by offering deep discounts to area attractions and restaurants or by sponsoring student-oriented events such as a geocache, treasure hunt, battle of the bands, art show, film festival, a pumpkin carving contest for engineering students or even an athletic contest like a bike race.
Action

13. Partner with SIU

- Each year welcome students with an outdoor board that reads: “Welcome to SIU and Carbondale Where Your Future is All Ways Open” or “Welcome to SIU and Carbondale. Find Yourself Here.”

- Every fall work with your branding partners (City, Chamber, etc.) to sponsor a diversity breakfast celebrating new students with exotic foods from various countries represented.

- To encourage SIU students to stay in Carbondale post-graduation, organize a “Find Yourself Here” fair (job/housing type fair) that would highlight the job opportunities, quality of life, and engaging things to do (book clubs, volunteer opportunities, networking groups, etc) that make adult, post-graduation life interesting and worth sticking around for.

- Create an online community of past and present SIU-affiliated entrepreneurs (could be on LinkedIn, Facebook as opposed to a website), and a database of resources to set up and continue operating in Carbondale. Recognize the business owners that stay in the city well after graduating to create hometown pride.

- Launch a cooperative program between the City of Carbondale, the SIU music department and local musicians to help underprivileged kids get instruments and opportunities to learn how to play. Call the program “Open Minds Through Music”. On an annual basis hold an “Open Minds Through Music” benefit concert featuring a combination of students and local musicians with all proceeds going back into the program.

- Extend your community-wide “Open Hearts. Open Arms” volunteer program to include students at SIU. Present student volunteers with t-shirts, discounts on local goods and services and even credits toward graduation. Also, celebrate student volunteers on your website, in social media and via press releases. The more these students care about Carbondale, the greater the chance they will consider staying there after graduation.
Collaborate with the School of Mass Communications to develop a branding committee comprised of interested marketing students. This committee will work directly with the city on integrating the brand into the Carbondale psyche and sightlines. A brand based on the idea of open thinking will certainly benefit from this more youthful perspective. Students can help with infrastructure social media campaigns and updates, pop-up events, communications, public art, events and more.

Co-branded pole banners are a great way to integrate messaging for the City of Carbondale and SIU. Because the Carbondale brand is very supportive of the tenets of higher education including inclusivity, learning, self-awareness, new ideas, and cultural openness, it is easy to find points of connections for the banners. In fact, the line “Find Yourself Here”, which has been used many of the branded Carbondale communications, works beautifully for promoting SIU. The general awareness co-branded pole banners to the right can be placed on campus, downtown and anywhere that students, faculty and parents congregate.
Designate a retaining wall or blank building wall somewhere downtown as the “SIU All Ways Open” wall and allow students to tag thoughts, ideas and messages on it. The University of Florida did something similar with a 1,120-foot-long retaining wall on 34th street in Gainesville. The wall was built to prevent erosion but has become famous for its layers of graffiti up to an inch thick in some areas. Messages painted on the wall have included marriage proposals, birthday wishes, graduation announcements, celebration of athletic victories, public awareness, promotion, and tributes. Musician and Gainesville native Tom Petty once noted that among the first things he saw when returning to Gainesville for a concert was a welcome message painted on the wall.
13. Partner with SIU

- Develop a collaborative advertising campaign that works with digital, print and outdoor board ads. These ads promote SIU classes and events in the context of the new brand. They can be used to expand awareness to students, their parents, and residents of Carbondale (both new and established), as well as potential new residents of SIU’s openness to the larger Carbondale community through the extensive assets the colleges shares with the town--classes, recreational facilities, the wood shop and craft shop, intramural sports leagues, Touch of Nature, and the McLeod Theater, to name a few-- are all open and available to use for Carbondale residents. Not only is this a wonderful example of the ways Carbondale is open (and SIU is open, too!) but this perk of living near the university will be sure to attract the attention of new potential residents, provide a great tool for business owners to find additional educational resources, and give long time residents a source for renewed enthusiasm (or maybe a new hobby).
Carbondale’s Economic Development efforts fall under the city’s jurisdiction. As such, this important department is a natural place to adopt the new Carbondale brand . . . particularly since so much acceptance, diversity, innovation and progress starts with the Carbondale business environment.

A few ideas:

- North Star has customized the new Carbondale logo for use by Economic Development. In addition to pulling alternate colors from the palette, this customization includes the department name. We also recommend creating stationery using this logo based on one of the City of Carbondale designs shown earlier. Buttoned-up professionalism is key when recruiting.
14. Collaborate with Economic Development for Business Recruitment

- Develop professional branded ED recruitment materials in the spirit of the brand for regular communication beyond your website. Cohesion and consistency between organizations creates the impression with prospects that everyone within Carbondale is on the same page working together. That has huge appeal for site selectors! Some features to note about the North Star design:
  - The front cover is very professional, clean and high design. Because the Economic Development logo is not used on this cover, it can be printed in large quantities and used for numerous reasons including as a folder design for the City, the Chamber or for a new resident welcome package.
14. Collaborate with Economic Development for Business Recruitment

- Inside the folder, the crossroad pattern from the logo icon creates the pockets. Prospect letters on branded letterhead are inserted on the left. Slots for business cards are cut into the left hand pocket. A series of information sheets featuring tabs in brand colors slip into the right hand pocket. You can create a series of sheets for Economic Development and one for new residents. Working with inserts gives you the flexibility to pick and choose content based on the needs of the specific prospect.
In addition to a letter and the inserts, use the folder to give prospects or new residents goodies like car decals, a branded thumb drive, coupons, brochures, keychains, coasters, maps, etc.
Offer incentives that open up opportunities and make an impression. You are interested in attracting CEOs, corporate headquarters, entrepreneurs, small businesses, talent, retail and restaurants, tech and clean industrial. For relocating companies consider a land discount or closing incentive. For start-ups, remove barriers by offering incentives with meaning for these audiences who may be short on capital but big on enthusiasm, creativity, progressive ideas and ingenuity. For example, suspend any sort of business licensing for the first year. Or offer graduated incentives that slowly reduce over a five-year startup period. For tech, green and corporate HQ’s offer tax breaks for sustainability, high-tech corporate space, high-speed wireless networks and custom workforce development.

Use social media to promote talent to the area using hashtags like #CarbondaleTalentOpensDoors. Short tweets can highlight individual and business success stories large and small.

Site selectors often do most of their research online before contacting an EDC group in a community. Your website is vital to making the shortlist and integrating the brand into that website once again reinforces the message that all the players in Carbondale are united in their understanding and promotion of what makes this community special. Since Carbondale’s economic development site is contained within the city site, you need to make it as dynamic and compelling as the city homepage. Some things to consider:

- Adhere to IEDC data standards.
- Use Google Earth.
- Showcase entrepreneurship.
- Showcase one-stop shop to assist businesses.
- Showcase innovative support and resources.
14. Collaborate with Economic Development for Business Recruitment

- Feature change making businesses to demonstrate they’ll be in good company.
- Highlight transportation hub benefits.
- Highlight quality of life accolades.
- Focus on close relationship with SIU and other institutions of higher learning

- Similarly, consider a targeted newsletter keeping prospects informed of all the innovation, progress and growth that is taking place in Carbondale. Content should be edgy but informational. For example, include a recurring column titled, “Opening Doors”, “Open Opportunities” or “All Ways Open Opportunity” talking about the progress, technology or innovation that is coming to Carbondale.

- Assemble an “Opening Doors” quick response team for handling business questions and issues. Strive not just to beat economic development responsiveness in Illinois but in the whole nation. Set strict response and resolution benchmarks and then beat them. And promote these success stories on your website and in your newsletter.

- Use your fiber technology as a selling point to attract tech startups and entrepreneurs. Use the brand for the message, “All Ways Open Communications” or “All Ways Connecting.”

- Develop an economic development calendar for regular contact with regional and state officials. They should receive regular press releases, newsletters, and even personal calls from business and city leaders in Carbondale. Staying in front of these people is crucial to Carbondale’s awareness and staying top-of-mind.
14. Collaborate with Economic Development for Business Recruitment

- Encourage local leaders to sit on state and regional boards in their business/industry sector.
- Bring Carbondale’s open-minded change makers together quarterly to help brainstorm how to reach new targets. How did some of this group learn of Carbondale and what motivated their moves? What are innovative ways of delivering the things businesses are looking for.
- Along those same lines, host monthly focus group breakfasts for young professionals to discuss opportunities and events to attract younger folks to Carbondale.
- Develop elevator speeches. Create a short “elevator pitch” that economic development officials can use to explain the Carbondale business philosophy to prospects and site selectors. The speech is not intended to be delivered verbatim but to serve as a framework that facilitates the individual’s ability to put the message in his/her own words. The pitch should succinctly describe how Carbondale’s open environment helps people— from CEOs to entrepreneurs— plan and achieve their preferred future. It is critical to layer actual examples of the idea of “All Ways Open” on top of the strapline. Scripts should also focus on what those ideas mean to residents in Carbondale. Some of the basis for the pitch can be drawn from the brand narrative. Make these scripts available not only to economic development officials but provide them (along with suggestions on how to use them) to employers throughout the city.
Create business recruitment testimonial videos. Produce a series of brief testimonial videos from businesses in Carbondale — with an emphasis on companies that have relocated to the city. In the videos, which would serve as third-party endorsements, business leaders would talk about why they are situated in Carbondale and how it benefits them to be here. Ask them also to speak specifically to how an open-minded, welcoming environment helps with growth, diversity and progress. For example, maybe a company has launched an innovative employee health or wellness program, has had success with a diversity initiative or has gone green in the last year. The videos could form the basis for an email campaign to prospects but they also have many other applications as well, and they could be housed on the Economic Development website.

SIU graduates are a great match for Carbondale both in intellect, innovation and drive. Court these graduates through internships and mentoring with local businesses that exceed expectations and through programs that pair successful young professionals in Carbondale with graduating seniors (to explore everything from housing to nightlife). Relationships developed with these students through mentoring and volunteer programs will increase their desire to stay in the region.

Put a brand twist on red carpet tours. For example, tour places where open-minded, innovative thinking is making a difference (SIU, Southern Illinois Healthcare, NeuroRestorative, the Varsity Theater, Artspace 304, innovative businesses). Showcase sustainability efforts including rides in electric or driverless cars. Highlight innovations in available space and spend considerable time showcasing the wonderful quality of life in Carbondale.
14. Collaborate with Economic Development for Business Recruitment

- Provide top prospects with VIP gifts that support the idea of being All Ways Open and All Ways Progressive. A branded Amazon Echo is a symbol of Carbondale’s focus on open communications. See example to the right from North Star client Richmond, CA.

- Futurethink is a training product that empowers people to become innovators with tools and techniques designed to accelerate change, drive growth, and solve problems creatively. Typically, corporations invest in Futurethink for their employees. Carbondale should consider investing in the program first with its employees, then offering it as an incentive to companies that choose Carbondale to put down roots. Check it out at www.futurethink.com

- Consider placing outdoor boards throughout the region that read: “Find Your Success Here” or “Find Your Talent Here” with the idea of recruiting innovative talent to the area.
Carbondale has a diverse retail mix and significant opportunity for increasing its retail. Invest some time partnering with existing retailers to elevate their businesses in terms of customer service training and co-branded packaging like shopping bags or mailing labels for boxes. Retail prospects will be more interested if you can show them data supporting the sale of their product and municipal initiatives that help retailers succeed.

For retailers you are really interested in, offer small branded perks for elevating the appeal of their store. For example, place branded bike racks outside the shop of an outdoor outfitter and include their name in all promotions for hiking or biking in the area. Subsidize supplies of co-branded shopping bags or beer coasters. Give all retailers generous supplies of car decals they can give to consumers at the point of purchase. Present them with branded welcome mats that say “All Ways Open”.
• Present available professional opportunities on your website not as a recruiting service but to highlight the range of opportunity that is available in Carbondale. Include a special section just for SIU grads. North Star client Downtown New Orleans features various opportunities available in ads and online to attract Creative Class professionals to the city. These series of doughnut ads feature a job listing skinned by clever copy highlighting living and working in Downtown NOLA. A doughnut ad features a changing message in the middle (in this case, specific job openings), surrounded by a consistent format around the changing message. These placements are not for highly specialized or scientific media sources, but in general interest lifestyle publications dealing with topics of interest to Creative Class folks. This type of advertising expense can produce far greater impact than typical image advertising – and will provide national exposure for local employers that they might not be able to afford on their own.
14. Collaborate with Economic Development for Business Recruitment

- Fuel the entrepreneurial spirit by creating a culture of pop-up retail, food and art galleries. Pop-ups, food trucks and even bike-based businesses remove the barrier to business entry and perfectly represent the free-spirited attitude of the city. Set aside space downtown where pop-up businesses can be placed temporarily (in time successful ventures will move to bricks and mortar locations). The key is to make permitting easy and leasing affordable. Along with this space include gathering places with tables where people can eat from the food trucks and a stage where local bands can play. Selfie walls, play equipment and public art will also draw people to the area. A couple of interesting articles on the topic are found at the links below. https://aoarchitect.us/projects/mr-the-artist-popup/ https://www.thecoffeecompass.com/you-gotta-see-mission-coffees-cold-brew-bike/

- Partner with SIU to offer space in your pop-up area where students can temporarily try new business ventures as part of a class. Similarly, promote opening a food truck or pop-up business to graduating seniors.

- Explore the idea of a co-working space to help foster young entrepreneurs. Again, co-working spaces help remove some of the barriers to entry that start-ups face including rent on office space. In the spirit of your brand give this space an open, interactive layout. Include free spirit details like a gallery where artists can display work, an "open" bar where workers can buy coffee or micro-brews from another budding entrepreneur, music, creativity rooms, technology centers, a selfie wall, etc. On a regular basis have local finance/budgeting workshops, health fairs and marketing seminars. Market this space to graduating seniors from both high school and SIU.
14. Collaborate with Economic Development for Business Recruitment

- Create “Made Local” baskets as gifts for business prospects or official visitors to the community. Fill the basket with items made by companies that originated in or moved to Carbondale as a way of showing how business-friendly the city is. See example here from North Star client, Miami County, OH.

- Along those same lines, partner with locally owned bed & breakfasts, Airbnb’s and cabins to offer mini-bar goods that are locally sourced.

- Sponsor an annual New Ideas week featuring a few days of workshops focused on progressive idea development and the challenges of innovative start-ups. This will signal Carbondale as an emerging center for new ideas and entrepreneurs which helps communicate a depth of talent. Each participant should come to the workshop with an idea for a business. During the week, mentors and session leaders will help develop a plan for moving the idea from concept to fruition. Entice some of these entrepreneurs to bring those ideas to life in Carbondale with incentives. Award prizes for the very best ideas.
14. Collaborate with Economic Development for Business Recruitment

- Use strategically placed outdoor boards along Illinois Route 13 and U.S. Route 51 reinforcing the message that Carbondale is All Ways Open for Business. See examples from North Star clients Quincy, IL and Menifee, CA below.
For most Carbondale businesses, their primary connection to the city is either through the Chamber of Commerce or Economic Development officer who recruited them. Businesses look to the Chamber for resources, networking opportunities, social opportunities, marketing assistance and more. For the Carbondale brand to work, Carbondale businesses need to understand and believe in it and they need clear cut ideas on how it can help them. It follows then, for businesses to get on board with the brand, it must have the support and promotion of the Carbondale Chamber.

Although the Chamber does not have to change its logo immediately to start using the brand, it should consider this change in the coming months with the goal of creating an integrated graphic identity. North Star has provided a custom version of the Chamber logo for this purpose.
Following are some additional ideas to get the Brand Manager/Chamber partnership started:

- Provide the Carbondale Chamber with a quantity of branded folders that they can use to create a welcome kit for new residents and new businesses. On a macro level the kit welcomes residents or visitors to Carbondale using the new brand, while on a micro level it introduces the Chamber and its services.

- Partner with the Carbondale Chamber to create a Carbondale brochure that can either be included in the new resident/business welcome kit or which can serve as a welcome piece on its own.
● The Carbondale brochure can also work to give visitors and SIU students/parents more information about what to do in Carbondale. Generous quantities of brochures should be given to retailers, arts organizations, the library, schools, and municipal offices. After its initial printing, consider sending copies of the brochure to all residents in utility bills. And make a digital version available on your portal and city website.

● The inside and outside spread of the recommended Carbondale brochure are found below.
15. Collaborate with the Chamber of Commerce for Business Retention

• Working with the Brand Manager, plan a special brand presentation that introduces businesses to the brand and explains the importance and impact the brand can have on business growth in Carbondale. Hosting this at a nice restaurant will increase attendance (charge per attendee). Some suggestions:

  ○ Do not roll out the brand to businesses until there is visible evidence of it (signage, website, pole banners). The more businesses can see the brand being put to good use, the more likely they are to use it themselves.
  ○ Hang banners at the event locale with the brand color palette, logo, and strapline. At every table, include tent cards with the brand narrative on one side and the logo and strapline on the other.
  ○ Customize the brand PowerPoint presentation for the business community audience. REMEMBER, a roll-out is for sharing what you’ve learned about the new brand direction, not about unveiling the revamped logo.
  ○ Keep it short and simple, about 35-45 minutes with questions afterward.
  ○ Have branded keychains, USB drives, lapel pins, t-shirts, or other merchandise available for those who sign on for the Carbondale Partnership.
  ○ Showcase volunteer opportunities for businesses. Give businesses a way to sign up to help that day.
15. Collaborate with the Chamber of Commerce for Business Retention

- Give all attendees a branded window decal announcing to customers they are a partner in Carbondale and give them supplies of branded car decals or buttons that merchants and businesses can distribute to customers at the point of purchase.

- Following the event, email attendees thanking them for coming and reviewing the goals of the new brand. Attach the PowerPoint presentation for their use.
Other ideas for working with businesses:

- Get businesses on board with the selfie wall initiative by educating them on how the foot traffic can help their own business. Have them promote their proximity to the walls in their own promotions.
Other ideas for working with businesses:

- At the next Chamber meeting, brainstorm with your members to help compile the All Ways Open Inventory. That will ensure that the inclusive, open-minded, innovative things your members are doing get recognized.

- At one of the upcoming monthly seminars feature a brand presentation and discussion of how the brand can help businesses.

- Review the Chamber’s existing signature events and identify areas where the brand and its message are a good fit. For example, Chamber Business Builders Breakfasts could focus on how women or minorities are making an important difference in businesses. In addition to the Business Woman of the Year award you could also present the All Ways Open Woman of the Year, honoring a woman who has tried to make a difference. For the Chamber Golf Scramble create inclusive teams containing women and minorities.

- Allow Chamber members to order the existing Public Spaces signs (at a subsidized price) and recommend additional signs that may serve different purposes. Public Spaces signs use the brand to identify Wi-Fi, bike racks, etc.
15. Collaborate with the Chamber of Commerce for Business Retention

- To engage your members and local business owners, develop a podcast series featuring local business owners and panels of business owners discussing hot topics. Place podcasts on your website for download.

- Provide small businesses -- particularly those without a marketing budget -- some template tools in the spirit of the brand to use for small space ads, digital banner ads or even direct mail postcards. To the right are examples of such ads created cooperatively with SIU to promote classes and events with interest not only to students but also to residents in the community. This same format could easily be used with most consumer businesses.
15. Collaborate with the Chamber of Commerce for Business Retention

- Partner with retailers on a quarterly basis for a massive “Find Your Deal Here” sale where the stores are “All Ways Open” (for at least one day). Time the community-wide sales around the holidays and back-to-school. Remember to reach out to SIU students when promoting the sale.

- Once a month work with a Chamber member to offer an “All Ways Open” event. The event will take place after business hours in a city or university building or local business. This doesn’t have to be the same event every time: examples include a networking event, a video game tournament, an art gallery showing, an open-mic night, a craft workshop, a lecture by a passionate professor or citizen, a book signing or book club meeting.

- Use branded banners to promote major Chamber events such as the Golf Scramble. Make the branded banners available at a subsidized price to Chamber members interested in promoting an event. See example of branded banner design created for the Carbondale Brewfest below.
15. Collaborate with the Chamber of Commerce for Business Retention

- Look for opportunities to create collaborative merchandise with retailers and merchants whose products and services represent the “All Ways Open”. Examples include coffee cups, coasters, napkins, signage and packaging. The goal is to promote consumer-oriented businesses in the context of the Carbondale brand, recognizing that the success of each is interrelated. See examples below of co-branded coasters featuring a Carbondale brewery and co-branded shopping bags featuring Neighborhood Co-op Grocery.
Getting residents on board with the Carbondale brand is about much more than just selling residents on a logo. It’s about giving them a point of pride for the place they live. It’s about talking to residents in the language of the brand, giving them a voice in community improvements and changes moving forward and giving them a way to share what they love about the place they live.

- Plan some activities just for residents that help them connect more with community leadership. As discussed earlier, you could hold monthly “All Ways Open” walks with the Mayor, City Manager and other leaders. Every month meet on the trails, in a neighborhood, at a coffee shop, etc. The group will participate in a short one-mile walk during which participants can ask questions or just talk. Such programs are fun, interactive, interesting ways for residents to engage with their leaders.

- We’ve shown you the decals previously, but it should be a major goal to have every resident car in Carbondale proudly decked out with a Carbondale decal. Distribute them via libraries, government offices, schools, events, shops, restaurants . . . anywhere and everywhere that residents gather. Create a variety of decals so that residents can have some choice. Not only are they a great way for residents to display pride, they create interest for others who see them.
16. Use the Brand to Build Community Pride

- Look at all the ways you communicate with residents. Each form of communication from newsletters to bill stuffers to your phone greetings represent an opportunity to convey a message of being all ways open.

- Distribute the trifold Carbondale brochure to all residents, whether they are newcomers or longtimers. This brochure contains topline information on important quality of life assets including schools, retail, restaurants, and attractions. Distribute the brochure via numerous channels. For example, insert it into all utility stuffers. Give large quantities to schools, libraries, DMV locations, the Chamber, and other municipal organizations for distribution in their front offices. If you pursue new member welcome kits, distribute the brochures in welcome kits. Make the brochures available for family reunions, wedding parties, and other gatherings. Also, make it available in a digital format on your portal page and city site homepage. As with all brochures you will need to evaluate it annually to determine where updates in information and photography need to be made.
In addition to the Carbondale brochure, your digital newsletter is an inexpensive, easy way to communicate up-to-date information to residents on a quarterly basis. Your current newsletter, the Carbondale Communique, serves this purpose but its appearance is relatively generic. Take steps in the next few months to update this newsletter with the new brand. A few ideas:

○ Work with a newsletter company like My Emma or Constant Contact. This makes everything from design to distribution to database management much easier.
○ Pick a template from the newsletter company and then brand it using design elements from your new graphic identity including the color palette and the crossroad pattern as a content organizer. (North Star has provided the native files for the crossroad pattern with the other deliverables in your final report.) Follow the general design of the Carbondale brochure.
○ Use the language of your brand for the newsletter name, headlines and copy points. Reference the brand narrative to set the tone.
○ Keep content consumer oriented. Short, punchy articles about new businesses, infrastructure improvements, upcoming events, volunteer opportunities, customer service programs, etc. are all of interest to residents.
○ Look for ways to make the publication interactive. In every issue give residents a new program to sign up for, a new social media platform to use, a new restaurant or business to try. You don’t just want to be talking at them, you want to be interacting with them.
○ In addition to your resident database, add economic development prospects, visitors, media, and friends and families of residents to your database. The more people know about what is happening in Carbondale, the more interested they will become.

Complement your newsletter with weekly tweets at #AllWaysOpenCarbondale that focus on events, activities, new restaurants, new stores, improvements or plans in the community.
Carbondale has a reputation for being an awesome place to live and getting people to move to Carbondale (or students to stay) is one of the overall goals of the city. As such, brainstorm ways to give new residents an extra open welcome to the neighborhood. Some ideas:

- Create official welcome kits for new residents as well as new businesses based on the design for the Economic Development recruitment folder. Inside the kits would include information about city services as well as a wide selection of money-off coupons. Also include branded window decals, a Carbondale brochure, and a brief letter from the mayor welcoming them.

- Recruit a team of volunteers interested in delivering the packets in person. This in-person service really represents the open, welcoming nature of the community.

- Similarly, recruit a team of new resident mentors who are available to answer questions and introduce newcomers around the city.

- Capture information about new residents and use this to provide them with personalized attention. For example, an avid gardener might receive an invitation to join a community garden along with a vase of fresh flowers or a packet of flower seeds with the card “Welcome to Carbondale. Plant Yourself Here.”

- Hold monthly “All Ways Open Welcome Socials” for new residents to Carbondale. They are living, breathing testaments to the power of inclusivity, growth, and progress. Invite new residents (and business owners) to an informal reception where they can meet city officials and enjoy refreshments. You can use these gatherings as an opportunity to create brief videos in which people describe why they came to Carbondale.
16. Use the Brand to Build Community Pride

- Launch an “All Ways Open” contest for residents. To embody Carbondale’s open-minded free spirit enlist residents in generating ideas for new activities and amenities they would like to see in the community. Sponsor an annual contest in which you invite people to submit their ideas. These might involve things in any number of categories, from infrastructure to parks to schools. Publicize the contest throughout the community and offer adequate time for entries. Form a cross-sector committee to evaluate entries based on feasibility and the value they would add. Each year, implement the winning idea. Hold a banquet to announce the winner and honor the person who came up with the idea. You might consider expanding this contest by picking winners in various categories:
  - All Ways Fun: related to entertainment and/or recreation
  - All Ways Creative: related to the arts
  - All Ways Learning: related to learning new knowledge or skills
  - All Ways Tasty: recipes, dishes and the stories behind them representing the cultural diversity of Carbondale.

- This contest is a natural extension of the “All Ways Open” inventory. At the time of the inventory you can announce that this contest is Carbondale’s way of reaching out to its residents and adding to the inventory with some unique ideas. For example:
  - Host the nation’s most progressive potluck dinner. People should be encouraged to bring dishes representative of their own family history and culture. Such an event would demonstrate both the diversity of the community and the connected nature of the residents. In conjunction, with the potluck publish a community cookbook. Consider having the potluck move from neighborhood to neighborhood.
  - Partner with SIU to offer continuing education courses in the evenings at the high schools. The short courses would offer Carbondale residents new skills and the opportunity to supplement their knowledge on select topics, from classical music to Illinois history to navigating the healthcare system.
16. Use the Brand to Build Community Pride

- Partner with your police and fire departments on a series of “Open to Safety” seminars. Invite the general public via your newsletter and social media. Have sessions specifically for children about topics like talking to strangers and playing with matches. Present your safety seminars quarterly and customize content to the time of year. For example, target fire safety content to hot summer months and holiday safety content to the holidays.

- Partner with Southern Illinois Healthcare on a series of health fairs branded “All Ways Healthy”. In addition to simple tests for blood pressure and heart rate, offer talks on smoking cessation, nutrition and exercise. Promote the health fairs heavily among your most vulnerable audiences including seniors.

- Regularly sponsor old-fashioned, covered-dish “All Ways Welcome” suppers for the entire community. Set up areas in one of your parks or community centers. Make bringing a dish of some kind the price of admission and encourage diverse cultural offerings. Allow local restaurants to participate, if they choose, with samples of their fare. Use the events as a way to build a stronger sense of community and neighborliness, reinforcing your progressive connected community. As a variation on this theme, have community grill outs on the Fourth of July as the prelude to a fireworks show. Or have covered-dish suppers on a neighborhood-by-neighborhood basis, with the mayor in attendance.

- Offer a new spin on community cookbooks called: All Ways Cooking. The book should be full of culturally expressive recipes from local Carbondale cooks. In conjunction with the book, sponsor an “All Ways Cooking Week” at area restaurants, in which each participating restaurant makes and serves one of the recipes in the cookbook, with recognition for the person who provided the recipe.

- Partner with realtors on selling homes. Open houses can be tagged as “All Ways Open Houses.” Buyers can be congratulated on new homes with a co-branded card from the agency and the city/Chamber and a welcome mat that says “All Ways Welcome”.

Welcome the diversity in your community with programs that celebrate different cultures. Either monthly or quarterly hold an event that focuses on a different prominent culture in Carbondale. Put together an "All Ways Welcome" diversity group comprised of volunteers representing all your diversity to plan the events. Specifically work with spiritual leaders on this initiative. Also, make sure to reach out to the students, professors and administrators from SIU since the University adds a lot of diversity to the community. Market the events to the community as a package, a way to learn about their neighbors while having some fun.

Libraries embody everything the Carbondale brand represents. They are open to everyone. They are a hub of community engagement. They open up minds. They are fun. Work with the staff at the Carbondale Library to identify ways to integrate the brand into existing activities and programming. In addition, identify ways to upgrade library services so they even better represent the progressive nature of the community. A few ideas:

- In the next few months start transitioning to the library’s custom version of the Carbondale logo.
Making the library “All Ways Open” (continued):

- Start by making a list of communications and signage that will need to be updated over time in the spirit of the brand. Understanding that a total transition takes time, there are things you can do in the short-term including placing the library on the branded portal site, reskinning the library’s existing site to include the new logo, brand colors and some brand language, branded window decals in the front window and flying a Carbondale flag with the other flags in front of the building.

- Consider placing a branded selfie wall near the entrance to the library or even inside the library in the children’s section. The message on the wall should be “Books All Ways Open Minds”.

- Digital library cards serve two purposes. They eliminate the possibility of lost cards and they give digital card holders access to the library’s full eCollection. This literally opens up the library to people for whom physical access may have been a problem or an inconvenience. Consider branding your digital card program the “All Ways Open Library Card.”

- Similarly, many innovative communities are exploring satellite library services or even book vending machines to make books available all the time, everywhere.

- Consider integrating the brand into your book club by renaming it “All Ways Reading”. Make your next book pick representative of the pillars of the brand. For example, it could be a fiction or nonfiction book focused on cultural or spiritual diversity or the power of optimism and an open mind. It could be the story of an immigrant or a transgender individual. It could be an artist’s journey.
Making the library “All Ways Open” (continued):

- This summer, in your lobby and on your website, feature a selection of books chosen by employees and patrons that explore the idea of inclusivity, open minds and open hearts. Again the books can be fiction or nonfiction. Work to get one of the authors to come speak on his or her book. And remember to include children’s books in the “All Ways Open” collection.

- As a highly educated and engaged community, your library should be a showcase for progressive technology and thinking. Reach out to patrons and ask what they would like to see offered by the library in the coming years. Examples of innovations include 3D printing, adult literacy classes, selfie stations, a makerspace, and storytelling slumber parties for the kids (fun way to represent that the library is always open).

- On an annual basis do a member gift that represents your big thinking and attitudes. For example, the first year consider co-branded bookmarks made of seeded paper that can be planted after use. Co-branded book bags are another idea.

- The Carbondale Library already does a great job with its speakers series and teen education. Market certain selections under the All Ways Open Educational Series. Include speakers and educators of a wide variety of religions, ethnicities, cultures, sexual orientations, career choices, etc. to speak of their experiences.

- Make sure to promote all the great things happening at the library via press releases, your website and social media.
Carbondale’s neighborhoods are very connected and united. Play up the warm, connected nature of your neighborhoods through promotions and programming. A few ideas:

- In partnership with neighborhood associations and community groups in Carbondale, create a formal Office of Neighborhoods, whose head reports directly to the mayor. Use this office, whose purpose would be to enhance the feeling of a close-knit community, as a means of conveying ideas for improving the neighborhoods (from adding stop signs and new sidewalks to playgrounds and neighborhood safety). The office would create a clear point of accountability for neighborhood needs. But also use this office to plan and manage events to celebrate neighborliness in Carbondale that reflect your connected spirit.

- In the spring, hold a community-wide “All Ways Open Block Party.” Each neighborhood is charged with turning an intersection into a gathering place where their particular block party will be held. Residents are also encouraged to check out the efforts of other neighborhoods. Or, hold the block parties on a series of weekends over the summer so that they don’t compete with each other. See example of a decorated intersection for a block party top right.
Ask each neighborhood in Carbondale to establish its own “All Ways Growing” community garden. Create a branded website to promote the gardens and engage citizens in the initiative. Check out a similar program in Northwest Indiana at http://grownwi.com/. Each neighborhood could exhibit thoughtful planning for the garden by choosing how they want their garden to look, what they want to grow and how the produce will be distributed (to charity, to neighborhood residents). Ideally, each garden will represent that specific neighborhood's personality in some unique or interesting way. Public art, the types of vegetables and flowers produced, unique benches and interesting watering systems are all ideas for making each garden special. Neighborhood residents could contribute some of their own plants and take responsibility for watering and tending the garden. Each year, sponsor a contest for the best garden.

The seniors who live in Carbondale are vibrant and interested in learning new things as well as sharing the skills they have. Identify progressive mentoring opportunities that will enrich all lives and name the program “All Ways Learning”. For example, high schoolers could teach seniors about social media, getting them on board for participating in branded social media campaigns. Seniors can teach young folks about finances, carpentry, gardening, history, golf, mahjong... whatever their particular skills are. These programs should be facilitated by the city. Other mentor opportunities include:

- Chefs and interested young cooks
- Business leaders and students
- Experienced parents with expecting parents
- Established residents with newcomers
The open, inclusive, progressive nature of Carbondale schools is a good fit for your messaging. Teachers work to help students open their minds, gain a global perspective and achieve their best. Expanding knowledge results in open opportunities and skills for kids both personally and eventually, professionally. Schools emphasize accepting different ways of thinking and living, new ideas and ever-changing technology. Because your schools are so in sync with the strategic DNA of Carbondale, it makes sense to identify partnership opportunities focused on thoughtful planning and progress. For example:

- Look for ways to integrate your logo into the infrastructure and signage of your schools. This doesn’t mean usurping a school’s existing brand but maybe adding a Carbondale flag to the flagpoles or a banner in a gym or a hallway. See example from North Star client Anna, TX to the right.
- On the portal or the Carbondale website include links to all the schools. Ask your schools to reciprocate by including links on their site to the city site.
16. Use the Brand to Build Community Pride

- **Integrate the brand in schools (continued):**
  
  - Offer space in the Carbondale newsletter to showcase great things happening in your schools. Similarly, consider your schools when writing #OpenInCarbondale tweets.
  
  - Give awards for open, out-of-the-box thinking. Create an annual competition in which students can present ideas for innovative service projects in the community. Bring in a panel of judges from the community to evaluate the submissions based on feasibility and the value they would provide. Award a financial grant to the winning entry that will enable them to launch and maintain the project.
  
  - Start a Young Entrepreneurs club at the high school or in partnership with SIU. The club’s goals could include building skills needed for entrepreneurship; educating would-be entrepreneurs through field trips to area businesses and exploring opportunities and challenges to launching a small business. Recruit mentors and sponsors from the local business community, particularly entrepreneurs.
  
  - As part of the Young Entrepreneurs club offer classes that build skills students will need to start their own businesses someday. Leverage Carbondale’s entrepreneurial community to serve as guest instructors. (These classes could also be offered in the evenings during the summer, when they could be open to the public.) Call the educational series “All Ways Opening Minds”.
  
  - Initiate an “All Ways Open” diversity program that promotes acceptance. Emphasis should be placed on supporting diversity in religion, culture, race and sexuality, anti-bullying messaging and appropriate use of social media.
Integrate the brand in schools (continued):

- Through your Chamber or Economic Development, offer job shadowing and internship opportunities in which students can learn from Carbondale’s most innovative companies and possibly earn course credit for the internships. Such a program not only reinforces your brand reputation but can play a role in workforce development. In addition, it can help employers feel more of a direct stake in your schools and can encourage deeper levels of partnership that will benefit companies and students alike.

- Hold “All Ways Open Futures” job fairs with an emphasis on helping students get the skills they need for successful futures. Consider partnering with a local employer in this effort.

- Sponsor an essay or video contest in which students tell the story of someone in their lives whose acceptance, inclusiveness or different way of thinking/living significantly influenced their lives.

- Work with the Chamber and local businesses to offer a college scholarship to the local student whose inclusivity, community engagement and vision for the future exemplifies all that Carbondale stands for.

- Offer a student version of “Shark Tank.” Borrowing the premise of the reality TV show, create a contest (with sponsorship from the Chamber or local businesses) in which students from Carbondale schools can develop and present ideas for inventing something or starting a small business. Area business people could serve as a panel of judges as well as coaches for each of the teams to help them hone their ideas for presentation. Offer funding for the winning team (with a defined limit that is established before the competition begins and within which each team must work). Turn the final round of the competition into an event at the high school; invite the community to attend and advertise it on the city’s website and elsewhere. Be sure to videotape the event for later use.
Work to become known as the state’s most open-minded city. Place all progressive programming and policy under a single link on your website using your “All Ways Open” inventory to help identify these items. Many of these programs are already in place and would need minimal massaging to reflect the brand. The need for other programs may seem obvious once you have developed a comprehensive list of what you already have. For example, you could:

- Include a series of “All Ways Open Your Mind” podcasts on your website exploring everything from understanding different religions to the transgender experience to the value of having a global perspective to how to use social media. Podcasts can be from well-known speakers as well as from local and regional experts. Residents get points for listening to podcasts that can be redeemed for treats around town like free appetizers. Include middle and high school students in these programs.

- Hold a series of local TED-type talks for residents focusing on all aspects of opening your mind including technology, education and spirituality. In addition to local speakers, invite well-known experts on various topics.

- Pursue development of “Carbondale Open Hearts and Open Minds” community-wide volunteer program. Giving back is one of the keys to open thinking and living.

- Offer continuing education or college assistance for city employees.

- Focus on health in a progressive way including offering a series of health fairs for seniors, community-wide walks with the Mayor (where you learn about what is happening in the city while getting some exercise), cutting-edge smoking cessation programs, free group yoga and meditation classes in your parks, etc. Work with kids too. Childhood obesity is a huge problem in this country.
16. Use the Brand to Build Community Pride

- Carbondale is certainly worthy of accolades and will be getting more as the city grows and innovates. Work with your residents and city leaders to pursue those accolades that you feel are a particularly good fit for Carbondale. Examples include friendliest community, most educated community, healthiest community and most compassionate community.

- Bring institutions like SIH, clinics, libraries, parks, financial institutions and schools on board to gather additional ideas for what openness, diversity and inclusivity might look and feel like.

- Start a “Pay It Forward” campaign where residents and businesses do something great for someone and then ask them to pay it forward. Use social media to highlight the kindnesses that come out of this.

- Focus on transparency in city government and 24/7 availability to answer questions with an “All Ways Open Hotline” for issues. A live operator will hear and chronicle your issue, guaranteeing that it gets to the right person the next business day. The appropriate city employee will be responsible for getting back to the resident within a set number of hours.

- Carbondale is recognized for being well-managed and using progressive, forward-thinking practices in municipal governing. Empower the community to offer input and advice regularly on how to better run the city. Carbondale might adapt crowdsourcing methodology for this initiative. Community-minded residents whose ideas successfully move through the evaluation process earn points redeemable for police ride-alongs, meals donated by local restaurants or a chance to serve as mayor for a day. City officials evaluate the suggestions, and every decision is made in plain view on the site. Connect this program to your schools and invite student teams (from civics or government classes) to tackle the same problems and compete for prizes and the prestige of affecting change as a young kid. A model to look at when considering this type of program is One Spark in Jacksonville, FL. One Spark combines its crowdsourcing with parties, festivals and events. Check out www.onespark.com.
- Organize an overarching “Friends of Carbondale” group. Invite all existing friend’s groups (library, parks, etc.) to be a part of the groundswell. Members receive benefits and perks for participating and in exchange work to promote Carbondale to friends and family and recruit more “Friends”. Benefits include:
  - A “Friends with Benefits” card offering all Carbondale’s pals discounted entry into major attractions and events. The more members use the card, the more discounts they will receive.
  - A branded lanyard for holding the benefits card, cash, and car keys, etc.
  - A “Friends of Carbondale” e-newsletter featuring special attractions and events around town.
  - Special perks such as reserved tables at restaurants and reserved seats at concerts and events.
  - Discounted entrance (and an early invitation) into select Carbondale parties, plays, events, exhibitions and more.
  - Merchandise like t-shirts, hats, bottle openers, etc.
  - The opportunity to promote Carbondale to family and friends!

- Carbondale already does a great job with civic awards. Add a new category called the “All Ways Giving Award”, presented to the individual who brought about positive change in Carbondale by giving his or her time, energy and resources to bring about positive change.

- Once or twice a year, offer residents an opportunity to “find” their own community. For a discounted price locals can eat in the restaurants, shop, visit museums, enjoy massages and other spa treatments, stay in the hotels and visit the attractions typically reserved for tourists. End this “All Ways Open to Residents” weekend (or month) with a fiesta and street dance under tents. Another great way to encourage residents to get out and about in their own town is with “Carbondale eats local” restaurant week. All local and original restaurants join forces to offer discounts and deals to residents on meals.
Visitors to Carbondale are a great way to increase community awareness and build the bottom line. Carbondale Tourism and the Downtown Association already do a great job of marketing the community's fun side. The new brand is just another tool to help build a reputation for the city and increase visitor awareness of all you offer. A few ideas:

- The Brand Manager should meet with Carbondale Tourism and the Main Street group to determine to what degree they are interested in using the new graphic identity. Custom logos have been created for each entity. Each logo features a different color or color combination from the palette.
In addition to logo use, during this meeting discuss integrating the brand look and messaging into Tourism and Main Street websites, advertising, signage. Full integration takes time and significant planning but is worth the effort because of the impact integrated marketing has on your overall reputation. In the short-term, each of these entities can be pulled under the brand banner through inclusion on the branded web portal.

The visitors center is another critical hub for brand integration. Many communities choose to repaint their visitors center in brand colors, provide employees with branded t-shirts and name tags and offer branded experiences. In the case of Carbondale branded experiences could include a virtual tour of the community on a bike wearing virtual reality goggles or a brochure vending machine outside the building that distributes brochures 24-7 or an open mic where local talent and speakers can sing, talk or educate visitors. An “All Ways Open” coffee bar, branded bike racks and branded signage for Wifi are additional ideas.
17. Engage Visitors in All Ways Open

- The Carbondale brochure was designed for residents but contains information on retail, restaurants, recreation and cultural activities... all the things of interest to visitors. Make sure to keep the visitors center and area attractions well-stocked with copies of the brochure.

- When putting together packages for group tour or meeting planners, use the branded folder created for economic development prospects (right). Include the Carbondale brochure and vehicle decals inside. If Carbondale Tourism and the Main Street group fully embrace the brand consider developing branded stationery and information inserts for these folders as well.
One of the best ways to integrate the brand into your tourism efforts is through existing events. Examine the current calendar in to identify ways to reshape existing events in the spirit of the brand. Meet with the organizers of these events to discuss ways the city can be more involved. In some cases this may be as simple as co-branding the promotions for the event, even using a custom logo. See co-branded banner for the Carbondale Brewfest below.
In other cases, you may add an activity or promotion that supports the brand -- for example, include an “All Ways Brewing” home brewing class as part of your Carbondale Brewfest. Encourage the purchases of VIP passes to this event by saying “taps are all ways open”. Or, for any of your biking events use the line, “Our Wheels are All Ways Turning” or add an “Open Ride” activity. For your various arts festivals, add a component, “All Ways Open to New Ideas” where visitors come to the event with conceptual ideas for artist to create for a commission.

In addition to looking for smart brand extensions with existing events, consider a one-of-a-kind event that integrates fully with your “All Ways Open” brand. A few ideas:

- **Arts in the Park:** This event combines two of your greatest assets – your parks/nature and the arts. In early summer or fall when the weather is best host plays, musicals, poetry slams, movies, etc. out in the open, along trails, by the lake, etc. Events can be spread throughout town. Similar to the SIU suggestion, have a graffiti wall open for anyone to make their mark. Consider including criteria for artists to engage with nature with their art. Read more about a similar event. [http://www.samavesha.org/productions/art-in-nature-festival/](http://www.samavesha.org/productions/art-in-nature-festival/)

- **All Ways Open International Fair:** This city-led event would feature exhibits and food from the diverse cultures represented in Carbondale, coupled with a Model UN-type summit led by SIU students for area high school students. Consider having your first summit center around environmental issues.
17. Engage Visitors in All Ways Open

- **Art from the Heart**: Part of your reputation for openness is the warmth and generosity of your citizens. This event leverages your art engagement and giving nature with a fundraising arts festival. Each piece of art in the festival is affiliated with a charitable cause. The purchase of the art goes toward that charity so it is a write-off for both the buyer and the artist can cover his “cost” of goods.

- **Carbondale Uncorked**: With the wineries just outside Carbondale on the Shawnee Wine Trail as well as the wine available in the city, there is significant potential for a wine event. Make it fun and casual with a name like Carbondale Uncorked.
  - One approach is an art and wine festival featuring presentations on winemaking from the farm to the glass along with wine tastings by all the nearby vineyards. In addition, the festival would feature interactive artist’s booths where they demonstrate their work (pottery, painting, etc.). One of the features of the art side of the festival could be designing wine labels with demonstrations by artists that focus on this area. Include a component where visitors can design a label based on specific criteria and representatives from the wineries can choose the winning label.
  - Or, host the Southern Illinois Food and Wine Festival featuring a farm to table dinner serving wine from the Wine Trail wineries and produce from local farms. Secure well-known local and regional chefs to prepare the meal, which will be served outside in various locations throughout the city. The formal, ticketed dinner would take place in the evening. A separate ticketed event featuring sampling/tasting booths and cooking/wine making demonstrations would be held during the day.
Carbondale residents are very active. Host a series of “All Ways Moving” athletic events including 5Ks, half-marathons and triathlons. Such activities make good use of your trails, parks, and lake and they emphasize the active, healthy lifestyle that signifies progressive thinking and are a natural for brand extensions. The triathlon could be swim, bike, run, or kayak, bike, run.

Create cooperative digital banner ad program to promote events and attractions in Carbondale. Also known as doughnut advertising, the outside of the ad promotes Carbondale as a whole and the middle of the ad is filled in with specific copy for a place, activity or event. Email the ad to all your residents and ask them to forward it on to a friend outside the community.
One of the best fits between an existing event and your new brand is the Farmers Market. Because of the growing popularity of these all ways open air markets, many communities are successfully attracting regional visitors with specialty markets that go above and beyond just selling produce. Some ideas for elevating the already-pretty-spectacular Carbondale Farmers Market:

- Encourage retailers in the area to offer “Find Your Deal Here” Farmers Market sales and discounts on the days the market is open.
- Invest in a large structure attraction. This could be a fountain with splash pads for the kids (branded of course) or even a ferris wheel, which can be seen from miles away.
- Feature a variety of live entertainment from musicians to magicians.
- Invite food trucks from around the region to come park and sell their wares.
- Include a robust arts component including classes in portrait sketching, jewelry making and more.
- Hold a different mini special event during every market such a ugliest dog shows, goat yoga, or talent shows.
- Look for ways to integrate the brand into the Farmers Market in signage, shopping bags, takeout boxes, face painting or even the design of a bouncy castle.
- Serve a variety of drink options from the best coffee to a complete bloody mary bar to craft beers. Make sure to include wineries from the nearby Wine Trail.
- Seek out vendors with unusual offerings and promote them heavily -- everything from free-range bison and yak to artisan bread, wine and cheese.
- Invite a different local chef each week to demonstrate the cooking of a signature dish.
○ Feature an “All Ways Open” mic where budding comedians and singers can test their material on a live audience.

○ Give away car decals (they work for bikes as well) and temporary tattoos of the logo icons.

○ Have your craft brewery on hand to demonstrate brewing techniques people can use at home.

○ Work with SIU to make it a sustainable, zero-waste event and then promote it as such.

○ Partner with Neighborhood Co-op Grocery to create a co-branded, reusable bags that people can use for their purchases week after week.
Organize restaurants to offer an “All Ways Open Table” Dining Foodie Passport Tour. A foodie passport is a great way to get locals and folks from the greater region coming back to your restaurants time and time again. Extend your passports to include meals from food trucks or pop-up restaurants. Passports are free and can be distributed at participating restaurants, the Chamber, business districts, retailers, etc. Users get a stamp every time they dine at a particular restaurant. Get a stamp for every participating restaurant and get a free meal at the place of your choice; get 5 stamps at a single restaurant and receive free drinks, desserts, two-for-one entrees or more. See example below from North Star client New Rochelle, NY.
- Partner with regional organizations promoting tourism and be sure they have access to your graphic elements and brand language. Brand language can be added to headlines, teasers, press releases, promotions, event listings and body copy on regional websites, social media and print publications by incorporating copy that evokes progressive experiences from your one-of-a-kind shopping and dining to your parks and arts. Provide brand elements and signage to area visitors’ centers.

- Augment your brick-and-mortar Visitor Center with a progressive mobile Visitor Center that can travel to the nearby Wine Trail and throughout the state as well as to venues, facilities, and events within Carbondale. The mobile center could also be used by the Chamber and Economic Development to travel to area colleges and universities for recruiting purposes (including SIU). The mobile center can be stocked with different materials depending on the reason for travel but regardless stock both the brick and mortar center and the mobile visitors center with branded merchandise and Carbondale brochures.
Action

17. Engage Visitors in All Ways Open

- Carbondale has a significant biking community including students at SIU, Saluki Spokes, bike stores and riding groups. Reach out to organizers of all biking events to let them know about your branded bike helmets and bike racks. Offer helmets as prizes and giveaways associated with various events. And make them available to biking groups (including SIU students) at reasonable prices with the goal of getting as many people wearing the helmets as possible.

- Take advantage of your many trails and areas to ride bikes with a bike rental system throughout the community. In addition to including branded signage and bike racks and bike in brand colors, place a small ID plate on the back of every bike. See example from North Star client Lake Bluff, IL below.
Unique boutique retail is a top tourism draw for downtown so spend some time brainstorming ways to make the retail experience more interesting for visitors. A few ideas:

- Partner with local retailers to tweet weekly “Find Your Deal Here” tweets. Encourage shoppers from inside and outside Carbondale to follow this Twitter account so they are all ways open to savings.

- During the holidays, have city employees take shifts offering free branded gift wrapping inside tents where hot chocolate and craft beers are served. Use branded wrapping paper and shopping bags.

- Offer coordinated community-wide sales -- the “Find Your Deal Here” events -- so that visitors to town can get the most bang for their buck during a single event.

- During coordinated sales events have food trucks and live music in the area so that all the shopping feels like a party.

- Coordinate cultural activities such as plays, concerts or the opening of a new restaurant with special hours for retailers.

- Place selfie walls in heavily trafficked shopping areas and encourage visitors to take pictures with all their purchases. Feature all the pictures on your website.

- Partner with high-profile retailers and restaurants on co-branded merchandise and infrastructure that makes an impression with visitors. Bike shops are great candidates for bike racks. Brew pubs for co-branded coasters.
17. Engage Visitors in All Ways Open

- Establish an art trail based on the brand using blank walls and retaining walls throughout the community as the primary canvas for murals of diversity and openness in Carbondale. Or partner with Parks and Recreation on an art trail in your parks.

- Encourage your residents to hold family reunions in Carbondale by going above and beyond in assisting the planning of the event. As part of every reunion provide a free “Find Your Family Here” genealogy session that helps them trace their family tree so they can learn how their family has progressed through time. As you help plan reunions include activities focused on bringing the family together.

- Work with your lodging partners on progressive brand extensions. Encourage hotels to invite guests to gather for “All Ways Open Bar” happy hours or morning coffee service. Cultivate partnerships between hotels and fitness centers or even local running, biking or sports clubs for hotel guests to exercise with Carbondale residents and meet new people. Place tent cards on tables in hotel restaurants and bars that promote the hotel on one side and the “All Ways Happening” upcoming activities and events on the other. Include a list of “All Ways Open” stores and restaurants in every room for guests needing something in the middle of the night.

- Mine the brand research for visitor information to help lodging partners increase occupancy rates. With a brand focused on openness, diversity and new ways of thinking, pursue meetings centered on sustainability, diversity, spirituality and education.
From retail marketing to experiential dining, pop-up events are gaining in popularity since their inception about a decade ago. But pop-ups are more than just a trendy, “seemingly unplanned” or temporary happening. They have real power in building brand awareness and impressing a new audience. And they represent the fun side of being “All Ways Open”!

Invite any organization that is interested to sponsor such an event and the city will help with the location and the pop-up infrastructure (may require some investment on your part). For example, a budding entrepreneur could partner with the city to offer goat yoga or a zombie rave. An inflatable movie screen allows for pop-up movies almost anywhere. An arts group could sponsor a larger-than-life street painting event. You could even have pop-up shopping events to help further your retail reputation. Events will be announced 24 hours ahead of time on social media platforms of the event sponsor and the city. People will follow Carbondale on various social media just to see what is popping up all over town. Pop-up events give a community a fun, spontaneous feel. Best of all, they get lots of different types of people interested in Carbondale and they don’t have to be expensive.
A key benefit of all branding efforts will be building awareness in the region and beyond regarding what the Carbondale community offers. While Carbondale already has a progressive reputation, repetitive efforts will be required to coalesce that reputation within the brand. People need to hear something nine times before it registers. The Brand Manager, working with the Communications Department should identify a comprehensive PR and media strategy for Carbondale and its new brand. Part of this PR effort could be a brand introduction event for the business and residents who call Carbondale home. Even those who live in Carbondale would benefit from knowing about all the open and progressive initiatives that thrive here. As you pursue PR for the community and brand, remember that everyone will need to be able to connect with the brand online, on their streets and on their smartphone.

The Brand Manager/PIO should develop a comprehensive media strategy for the brand to help spread the word about Carbondale far and wide. The plan should include development of a list of knowledgeable sources for interviews and quotes, creation of a comprehensive media mailing list (organized by specialization), development of personal relationships with key contacts, creation of an editorial calendar (built around the “All Ways Open” inventory) for distribution of press releases, special events like media roundtables and FAM tours and monitoring of media coverage for the community.
Management of such a project can be a big undertaking. Consider contracting with a part-time public relations professional or agency to give this item the attention it deserves. Some things to consider:

- Formulate a media plan for communicating about the brand and related activities. The Brand Manager should serve as the single source of contact for brand media relations for 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 the story that runs in the media. The Brand Manager/PIO should also serve as the contact for setting up interviews or arranging comments from area officials or business people asked to provide feedback regarding the brand 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 strategy and research behind the Carbondale brand (not just the logo and line). Include points regarding community-wide assets that illustrate your culture of openness. Use the following vehicles for distributing information about the brand:
  - New releases, electronic and paper
  - Fact sheets
  - Media advisories
  - News conferences
  - Tours
  - Roundtables
  - Editorial board briefings
  - Electronic newsletters and e-blasts
  - Media outlets
  - Communication departments of area colleges, universities
  - Major corporations – including their internal employee newsletters
  - Websites
  - Municipal newsletters and other communication outlets
  - Social media
  - Special events
18. Define a Media and PR Plan for the Brand

- Employ a grant writer to assist in the search for funds. If brand drivers or partners 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. North Star client Grand Rapids, MN received $75,000 in grant monies for brand programs and former client New Orleans Downtown Development District received $375,000 as part of a million dollar grant to emphasize downtown business opportunities and attract entrepreneurs. While your initial funding will get the brand up and running, additional financial resources will be required in the years ahead.

- Extend your PR efforts throughout the region, the state and even the Midwest. A major part of motivating outsiders to take a closer look at Carbondale will be an ongoing effort to communicate your values, assets and possibilities to strategic external audiences. Don’t miss a single opportunity to let the world know about your spirit of inclusivity and open opportunities. Remember, the key is to be proactive with positive news rather than being reactive to negative news.

- Develop a potential story idea list and an accompanying contact list for press releases/media interviews. These potential contacts might include communications or public relations departments, Presidents/CEOs, research and development personnel, entrepreneurs, college students, artists, historians, environmentalists, healthcare personnel, developers, architects and so on. Those who are listed on the contact list should be prepared to provide quotes or conduct interviews on their area of innovation or openness they achieved in Carbondale. Try to gather contacts and stories from the following types of organizations, companies and institutions.
  - High tech companies
  - Educational institutions
  - Hospitals and healthcare facilities
  - Architects and engineers
  - Multicultural voices
  - Non-profit organizations
  - Public schools
  - Entrepreneurs, incubators and small businesses
  - Humanitarian organizations
  - Artists, historians, musicians, authors, craftsmen
  - Museums, theaters and cultural organizations
18. Define a Media and PR Plan for the Brand

- Meet with the editorial boards of publications, radio and television stations and with area bloggers to ask them to provide coverage of Carbondale.

- Create an electronic media kit. In addition to the editorial calendar, put together a comprehensive photo/video library that media can use to support their stories. If you establish them, your official Carbondale Instagram feed and YouTube channel are ideal social media outlets to disseminate these stories. Realize the value of video press releases in terms of impact. Put your list of story ideas and photos samples on disk: one disk for general stories and separate disk for special pitches/seasonal ideas/general interest stories. Include background information on the brand initiative. This media kit should also be available online on your website.

- Word of mouth is often the best PR you can earn. Engage your residents and visitors with progressive ideas to affect behavior in everyday activities. Look to the Volkswagen initiative called the Fun Theory. http://www.thefuntheory.com/. These installations should be clearly branded and you might even consider these for temporary installations elsewhere in the region but with a clear call to action with a branded web domain that initially may not read as Carbondale but would reveal itself when the site is visited.
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