

RE-BRANDING SUCCESS STORIES





Ashland, Oregon

- Population: 23,000
 - A dying timber industry, seasonal recreation
 - Challenge: being more than a pit stop
 - The brand: Home of the Oregon Shakespeare Festival
 - Location: along Interstate-5, Portland – 285 miles north, Sacramento – 300 miles south
 - Population in the county: 140,000
 - No nearby major populations
 - Primary industries in 1980
 - Timber
 - Agriculture
 - Tourism
 - Primary industries in 2015
 - Tourism
 - Tech industries
 - Agriculture/timber
- Downtown Ashland is 3 miles from I-5
 - Oregon Shakespeare Festival founded in 1935
 - 1939 Taming of the Shrew taken to San Francisco
 - 1941-1946: Shut down during World War II
 - 1951-1973: Gaining national acclaim, broadcast on radio – more exposure
 - 1957: Story in Life Magazine
 - 1960s: Elizabethan Stage was built. All seating was on the lawn. More seating was added in the 70s. The month-long season sold out.
 - 1970: Added the Angus Bowmer Theater
 - 1978: Allen Pavilion was developed for the Elizabethan Stage – tripled the seating
 - 2002: The Thomas Theater
 - Four acres in downtown Ashland hold the theaters and festival area
 - By 2013 108,400 people purchased 408,000 tickets (average person attends 4 performances)
 - Time Magazine rated it one of America's top 5 regional theaters
 - Produce eleven shows each year

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2014 stats

- 794 performances
- Ticket sales 88% sold out (2,200 seats)
- Attendees from 31 countries
- Total audience: 398,289
- Performances attended: 4.2 over three days (average)
- (Remember, overnight visitors spend four times more than day visitors)
- Average stay in Ashland: 4 nights
- 88% travel 125+ miles to attend
- Return rate: 88% every year or every other year
- Festival runs 6 days per week, 9 months per year



Festival's Annual budget: \$27,000,000

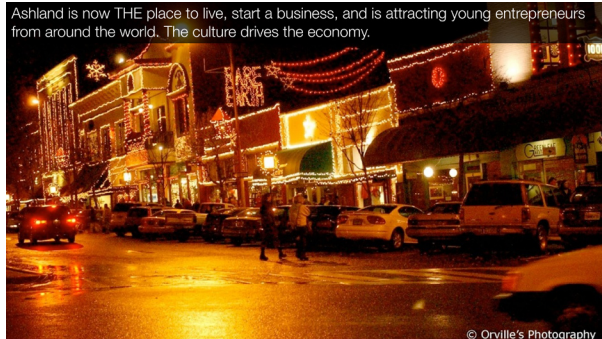
- Percentage through earned income: 78%
- Economic impact: \$251,000,000 (2013)
- Employees: 350 full time, 150 seasonal
- Audience: 15,000,000 seats sold
- Performances to date: 30,000
- Volunteers: 700
- Ticket sales 2014: \$21,263,000
- Festival assets: \$78.5 million



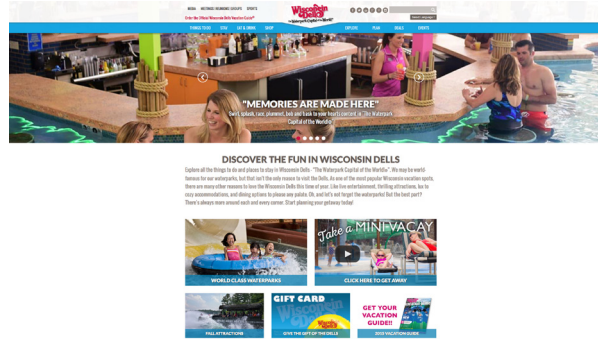
Downtown Ashland

- 100% retail occupancy
- The festival drives the economy
- Turnover is very low
- Commercial occupancy rates are outpacing nearly every community in the Northwest
- The Ashland Springs Hotel – was shuttered at one point, but is now “the” place to stay
- Upper floors provide additional lodging – both residential and visitor

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- Ashland is now THE place to live, start a business, and is attracting young entrepreneurs from around the world. The culture drives the economy.
- Average home price: \$471,500
- Cost of living index: 114.4
- Takeaway
 - One person – a true champion – can make a profound difference
 - Angus Bowmer 1904-1979: worked tirelessly



Wisconsin Dells, Wisconsin

- Population: 5,000 (Wisconsin Dells, Lake Delton)
- Claim to fame: Tommy Bartlett, The Ducks
- Challenge: Becoming a year round destination, stuck in the 70s
- Brand: The Waterpark Capital of the World
- The product: nearly 100 attractions, 18 waterparks, many indoors
- Primary markets: Chicago, Minneapolis, Midwest



Timeline

- 1956 started boat tours of Wisconsin Dells (Dells of the Wisconsin River)
- Started "Ride the Ducks" tours
- 1952: Tommy Bartlett's Thrill Show (water skiing show) – still seasonal
- Tommy Bartlett became a champion who got things started – promoting and adding to the attractions
- 1970s: new waterpark called Noah's Ark – largest outdoor waterpark in the US
- This made them a major summer destination, but it was still weather dependent and seasonal
- 1994: Polynesian Resort – first indoor waterpark in the US
- 1995-2005: Built indoor waterparks
- Once it became a year round destination, other attractions started coming in
- 2005: Brand focus: Waterpark Capital of the World
- 2006: Tanger Outlets opened
- 2008: Becoming a year round conference destination
- 2014: Focus on downtown: raising the bar, getting out of the 70s



Bottom line (2014)

- Visitor spending \$1.0 billion
- Total economic impact: \$1.4 billion
- By season
 - Winter: \$172 million (17%)
 - Spring: \$235 million (23%)
 - Summer: \$451 million (44%)
 - Fall \$157 million (16%)
- Jobs supported: 12,000 (direct)
- State taxes generated: \$41 million
- Local taxes generated: \$46 million
- Annual tourism budget \$12.1 million (Ad budget: \$9.4 million)



Walla Walla, Washington

- Population: 32,000
- Claim to fame: prison town, onions
- Challenge: moving beyond prisons and sweet onions
- The brand: The Northwest's premier wine destination
- The product: 100 wineries, 90 tasting rooms, 1,800 acres vineyards
- 1887: known for Washington state penitentiary
- 1920: first sweet onions
- Late 70s, 80s: first vineyards planted
- 1984: Became an American Viticultural Area (AVA)
- 1984: Downtown Walla Walla Foundation
- Early 90s: decided to focus on wines as the brand
- 90s: Ten years of revitalization, downtown, wineries, restaurants, shops
- Downtown Walla Walla is now a thriving community



The Outcome

- 2005-2015: Top scores in Wine Spectator, Wine Advocate, Wine & Spirits
- 2001: Great American Main Street Award
- 2001: Rand McNally: "Friendliest Small Town In America"
- 2011: USA Today: "American's Friendliest Small Town"
- 2012: APA: "Great Places in America: Neighborhood"
- 2013: Fodor's: 10 Best Small Towns in America
- 2015: More than 100 wineries call Walla Walla home
- Sunset Magazine: "Best Main Street in the West"
- National Trust: "One of 12 Distinctive Destinations in America"
- 2014: Tourism: Direct spending - \$120 million (up \$65 million since 2000)
- 2014: Retail spending: \$792 million (up \$275 million since 2000)

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The Marcus Whitman Hotel (1920s) underwent a privately funded \$35 million transformation

- Cultural depth:
 - Top-rated restaurants and wine pairings
 - The Walla Walla Symphony
 - Walla Walla Chamber Music Festival
 - GESA Powerhouse Theater
 - The Little Theater of Walla Walla
 - Shakespeare Walla Walla
 - Upscale shops, wineries in downtown
 - Also home of Whitman College
- American Planning Association: what the community has achieved since 1980 is “nothing short of profound.”

Hamilton, Missouri

- Population: 1,750
- Home of James Cash Penny (JC Penny)
- Challenge: the town was dying
- The brand: Home of Missouri Star Quilting Company
- The product: Jenny Doan and her family
- 1859: Railroad town
- 1860s-1960s: Agricultural and mining
- 1976: Memorial library and museum
- 2008: Missouri Star Quilt Company starts
- Jenny Doan opened the quilting company and started doing online tutorials
- Today she has more than 50 million views
- Bought old buildings downtown to make quilting shops
- It took off with a life of its own

The Missouri Star Quilt Company

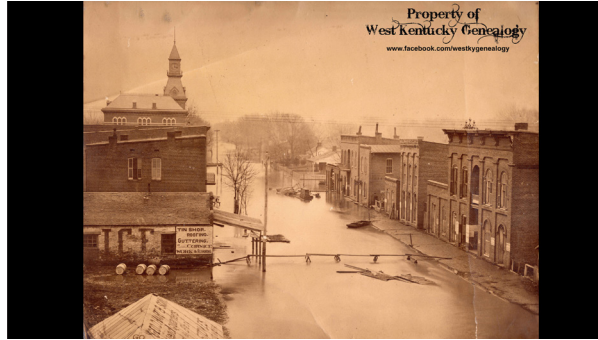
- International exposure
- Now a pilgrimage destination for quilters
- Next up: Things for the guys to do in Hamilton
- 180 full time employees and growing
- Several new restaurants
- Conference/training center
- New retail shops
- Hotel coming soon
- Two-thirds of all mail is for Missouri Star Quilt Company
- Post office had to hire 6 new employees
- Largest provider of quilting fabric in the world

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Hamilton is back!

- 2015: They won the Small Business Persons of the Year Award
- Bottom line: more vibrant today than it's been in more than 50 years



Paducah, Kentucky

- Population: 25,000
- Claim to fame: uranium enrichment plant
- Challenge: How's that working for us?
- The brand: City of Crafts and Folk Art
- 1937: a terrible flood decimated the town
- 1950: Atomic City – uranium enrichment plant
- 70s, 80s, 90s – lawsuits over the enrichment plant
- 1989: Downtown revitalization efforts started with an arts focus
- 1991: Quilt City – National Quilt Museum opened downtown
- 2000: Artist relocation program



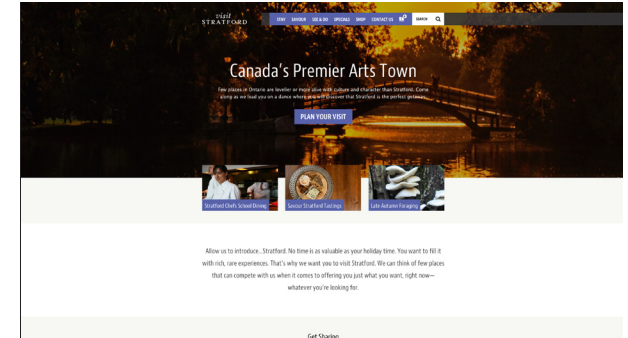
Created Lower Town arts district out of the blighted area

- Already had mixed use zone in place
- \$1 home ownership with a qualifying proposal
- Up to \$2500 in moving expenses
- \$2500 for architectural or professional improvements
- \$5,000 of rehab costs to make it suitable for arts use
- Generous terms for loans from the Paducah Bank
- 2008: Paducah School of Art
- 2013: UNESCO The world's seventh "City of Crafts and Folk Art"

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The Flood Wall. Note the interpretive panels at each.



Now downtown is alive and vibrant

- What's new?
 - Riverfront development
 - Lower Town Art and Music Festival
 - Barbecue on the River
 - Paducah Summer Festival

Bottom line

- Tourism: \$66 million in 1991, \$287 million in 2009
- Artist relocation: 234 new artists
- More than 1,000 jobs
- \$52 million from private benefactors
- \$50 million in public funding
- ROI: for every dollar invested in the relo program, \$14 ROI
- American Quilter's Society QuiltWeek: a four-day event, economic impact \$25.5 million, attendance 40,000+
- Return on \$1 property: Artist investment in Lower Town: \$345,000 average

Stratford, Ontario

- Population: 31,000
- Claim to fame: A major railway junction, furniture manufacturing
- Like most rail towns, it began dying
- The brand: Canada's Premier Arts Town
- The product: Culinary, visual, and performing arts

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Timeline

- 1856: Grand Trunk, Buffalo-Lake Huron Railways
- 1936: The Shakespeare Gardens created
- 1953: Stratford Shakespeare Festival opens
- Started by Tom Patterson – convinced the town council to support a festival
- 1957: The Festival gets a permanent home
- 1964: Railway shops (repair) close
- 70s, 80s: Revitalization of historic structures a priority
- 1997: Nations in Bloom: "Prettiest City in the World"
- 2003: Stratford Festival of Canada celebrates 50 years

Today

- Four theaters
- Stratford Summer Music Festival – 110 events over 5 weeks
- Stratford's Victorian Christmas Trail
- Food festivals, the Chocolate Trail, the Bacon and Ale Trail, Culinary adventures (education and tours), etc.

The Stratford Festival

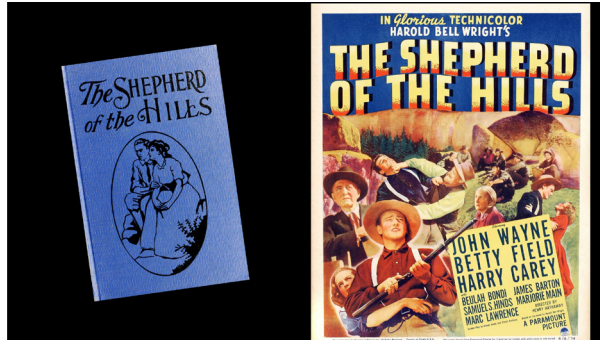
- Runs 27 weeks a year
- It hosts more than 525,000 attendees a year
- Theater company budget: \$60 million
- Direct economic impact: \$145 million
- Employees: 1200 (the area's largest employer)
- Is the foundation for the city's economic success in many other areas: industry, education, quality of life, downtown development, nightlife

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Branson, Missouri

- Population: 10,500
- Claim to fame: fishing, recreation, Marvel Cave
- Challenge: very seasonal
- The brand: Live Entertainment Capital of the World



Timeline

- 1907: Harold Bell Wright published "Shepherd of the Hills" bringing fame to Branson
- 1941: The movie, starring John Wayne was released
- 1940s: Recreational, fishing, boating resort town in the Ozarks
- 1940s: Marvel Cave was a popular attraction
- 1959: Mabe brothers performed twice a week in a converted roller rink
- 1960: Silver Dollar City (theme park) opened. By 1963 it was the state's top tourist attraction
- 1963: The Presley Family started a music show at the Underground Theater
- 1969: Mabe Brothers opened new theater
- 1991: 60 Minutes proclaimed Branson "The live music capital of the universe."
- 90s, 00s: Incredible growth in theaters, resorts, hotels, shopping malls, etc.
- 2006: Branson Landing opened – shopping and dining



Outcome

- Visitors: 8 million a year
- Accommodations: 18,000+ rooms
- Daily visitor count: 65,000
- Visitor spending: \$1.5 billion annually
- 45 music theaters with total seating of 60,000
- 65% of visitors are from more than 300 miles away
- Third largest tour bus destination in the US
- Last 25 years: \$40 million spent on 18 miles of new/reconstructed roads

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Braddock is home to the first of 1,680 Carnegie Libraries in the United States.



Braddock, Pennsylvania

- Population: 2150
- Claim to fame: steel industry
- Challenge: population dropped from 20,000 to 2,000
- The brand: No community should be thrown away
- The product: urban farming, art, a real sense of community

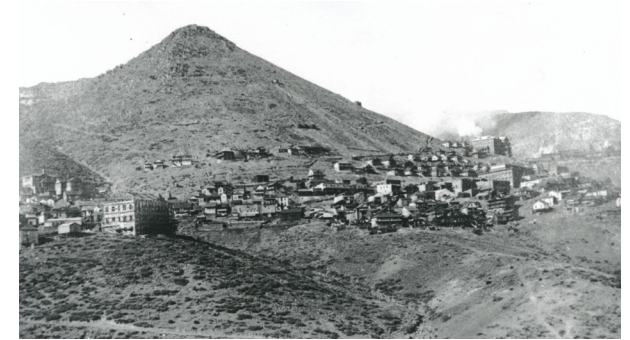
Timeline

- 1873: Andre Carnegie built Edgar Thomson Steel Works plant
- 1900s: Immigrants came from Croatia, Slovenia, Hungary
- 70s, 80s: steel industry collapsed
- 80s: Crack cocaine epidemic
- 80s: Designated a financially stressed community
- How bad was it?
- The Crips gang was thriving
- Average house value: \$6,200 (2008)
- Vacant homes: 300+
- Operating retail stores: 2
- Perception: abandoned and dangerous
- City bankrupt. Former borough manager convicted of embezzlement
- Hospital closed
- New owners buy landmark building but can't get electricity
- 2005: John Fetterman became mayor
- 2007: Founded Braddock Redux
- 2009: Reelected mayor
- 2011: NY Times "America's Coolest Mayor"

Braddock Redux doing everything they can to revitalize the town

- Braddock Community Care opens (first one in decades)
- Levi's uses Braddock for a national promotion
- New office building being built
- Celebrity chef Kevin Sousa is opening a restaurant
- Artisans are moving there from all over the country
- Out of the Furnace filmed in Braddock
- Whole new sense of community

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Bottom line

- One person, inspiring others, can make profound changes
- Watch the TEDx talk at bit.ly/braddock-p

Jerome, Arizona

- Population: 450
- Claim to fame: Mining, “the largest ghost town in Arizona”
- Challenge: it takes commerce to save a town like this
- The brand: The coolest arts town in the west
- The product: Galleries, restaurants, artisans, wineries, music
- 100 miles from Phoenix, between Prescott and Sedona

Timeline

- 1920: 15,000 residents, vibrant copper mining town
- 30s: Buildings started collapsing (dozens including post office and jail)
- 1950: Mines closed
- 1955: Population reduced to less than 70 residents
- 1960: Tourism became the saving grace. Focus: art
- 1962: Douglas mansion became the Jerome State Historic Park
- 1967: Entire town became a National Historic Landmark
- 80s: Biker town with biker bars
- 90s: Artisans and hippies discovered Jerome
- 2015: A VERY popular arts destination. Population 450



Why artisans love Jerome

- Astonishing scenery
- Laid-back atmosphere
- Inexpensive real estate
- Rules and regulations kept to a minimum
- 25% of the population (more than 110) are actually artists – the highest ratio in the US
- Artists actually helped draft Jerome's Comprehensive Plan, zoning, and design review ordinances



Jerome today

- Historic hotels and B&Bs
- More than 30 working studios, galleries, and gift shops
- First Saturday Art Walk: "The #1 romantic weekend getaway"
- More than a dozen eateries and two wineries
- Several museums and historic attractions
- And one of the coolest downtowns in the west
- Music and music festivals throughout the year



Philipsburg, Montana

- Population: 850
- Claim to fame: A classic western mining town
- Challenge: Mining is a bygone era. Now what?
- The brand: The most beautiful mining town in America
- The product: Family centered everything. Shops, neighborhoods, parks, ice rinks, theater, concerts, schools – from oldest to the best

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Timeline

- 1867: Silver mining began
- 20th century: Ranching and logging was the mainstay
- 1980s: Mines and mills closing every year
- 24 ghost towns already in the county: Will Philipsburg be next?
- 1990: Newcomers loved the Victorian buildings and started painting them
- The goal: to get visitors along the Pintler Scenic Loop and Skelkaho Pass to stop and come into town
- Local retailers inspired other locals downtown.
- 1998: Sweet Palace Candy Store opened – became an anchor tenant
- 2003: Broadway Hotel reopened
- 2007: The Ranch at Rock Creek – beautiful high end resort
- Philipsburg Brewing Company opened



The Outcome

- Downtown is a gem and an attraction in itself
- The Sweet Palace is a terrific “anchor tenant” to downtown
- The Philipsburg Rotary Club is setting the example for the rest of the US
- Winninghoff Park – its concerts and ice rink are attracting families
- Sunset Magazine: “Best Municipal Makeover” 2015
- “One of American’s Prettiest Painted Places” – Great Travel Tales



The Common Thread:

- We have worked with nearly 1,400 communities and the consistent factor is always:
 - A tireless champion (or two)
 - That never takes “no” for an answer
 - Is a pied piper in recruiting other champions
 - And puts their reputation on the line, all the time to make something happen
- If this is you: your community will win.
 - If it’s not you, that’s okay. Go find that person and your community will win.

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Branding ideas

- Antiques
- Specific recreation (mountain biking)
- Specific art (folk, glass, sculpture)
- Photography
- Birding (mix with photography)
- Food
- Educational
- Writing, authors, education
- Gardening
- Celebration
- Kids & family (activity based)
- Comedy, performing arts, film
- Working farms
- Airplanes, hot air balloons, skydiving
- Night sky
- Wine, distilleries (tied to food)
- Extreme sports
- Team sports
- Festivals
- Culinary (farm to table)
- Industrial art and design
- Wellness, health and fitness, diet
- Wildlife viewing
- Water: wind surfing, boating, rafting
- Lego
- Team building, retreats
- Hunting, fishing (specific game)

Recreation brands

- Mountain biking
- Street biking
- Kayaking, canoeing
- Team sports
- Competitive sports
- Snowmobiling, ATVing
- Rock climbing, bouldering
- Manmade challenge courses
- River rafting, white water kayaking
- Hiking
- Zip line tours
- SCUBA diving
- Boating (power, sailing, houseboat)

Art brands

- Artisans in action (live work space)
- Art education
- Culinary arts
- Medium: glass, pottery, mixed media
- Folk art
- Quilting
- Photography
- Woodworking, metal craft, sculpture
- Botanic arts, gardening
- Native American, Western, African
- Music, concerts, shows, street musicians
- Performing arts, theater, production
- Galleries, fine art, kinetic art

Finding your brand

- Most brands are organic
- Many have also been orchestrated
- Both ways are effective

The 5 takeaways

- All were built on a foundation already in the community
- All had a sole champion who carried the torch and was a tireless pioneer
- They all took time to develop. There are no quick solutions
- The size of the community does not matter – at all
- Without a narrow focus you simply cannot win