

A photograph of a narrow street in Amsterdam, likely a canal street. The street is lined with multi-story brick buildings. On the left, there is a sign for 'DE MOL' featuring images of food. Further down, a 'Marlboro' sign is visible. On the right, there is a vertical sign for 'KAPPERS', a 'BRUTUS' sign, and a 'Jenselkoff' sign. The street leads to a larger, ornate building at the end. The sky is clear and blue.

THE BRANDING OF CITIES

Exploring City Branding
and the Importance
of Brand Image

MASTERS THESIS

Submitted in partial fulfillment of the requirements for
the degree in Master of Arts in Advertising Design
at the Graduate School of Syracuse University.

August 2005

by

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ABSTRACT



The Branding of Cities.

Exploring City branding: case studies of weak and strong cities.

The objective of this thesis is to examine city brands. This includes cities with a specific identity and those that do not possess one. To further research cities that have been successful in branding themselves and to contrast those cities that do not possess strong brands. This study also determines what cities need to focus on in order to survive in the global economy, and the effects of globalization on cities.

This study further explores what strong brands possess and what cities need in order to brand themselves successfully. In defining city brands, the following was included in the case studies: History, attractions, nickname, branding efforts, demographics, economics and tourism, residents, visitors, the projected city brand, and in the case of weaker cities, problems and suggested solutions.

In order for a city to be a good brand, it must possess defining and distinctive characteristics that can be readily identified. These are functional as well as non-functional qualities. These include city appearance, people's experience of the city, people's belief in the city, what the city stands for, and what kind of people inhabit the city.

Studies were divided into the following: The Branding of Commercial Products and Branding of Cities, Case studies of New York, Paris, San Francisco, Rochester, Berlin, and Charlotte.

Well branded case studies were New York, Paris, and San Francisco.



Poorly branded case studies were Rochester and Berlin.

Charlotte was a case study of an up-and-coming city still developing a brand.

The successful cities: New York, Paris, and San Francisco – had the qualities that strong brands do, and marketed their history, quality of place, lifestyle, culture, diversity, and formed cooperative partnerships between city municipalities and government in order to enhance their infrastructure. They were proactive in their approach.

The weaker cities currently in need of a re-brand: Rochester and Berlin – had confusing non-distinctive brands, economic problems, and in some cases, negative history. Their brands were not identifiable and lacked awareness.

The up-and-coming city brand: Charlotte – is a good example of a city and a brand that is still evolving, but seems to have a good future as the template the city is using directly relates to strong brand management.

There is also evidence that The Creative Class has become a force to be reckoned with, one that cities need to avoid overlooking. Richard Florida, a Carnegie Mellon University economist, considered an expert in city trends and forecasting, coined the term when he wrote a book in 2002 called “*The Rise of the Creative Class.*” What this book and many other sources have written about since it was published is the ‘idea’ worker. Florida’s definition of the ‘idea worker’ or ‘creative class’ is people in science, engineering, architecture, education, arts, music, and entertainment, whose economic function is to create new ideas, new technology, and/or new creative content.

Studies conducted conclude that it is important to attract this class in order to



have a highly educated and open minded city population. This class has an important role in city branding.

Municipal Marketing was also explored, as one of the solutions for assisting in city debt, promotions, and balancing municipal budgets.

My research has been compiled from numerous periodicals, articles, books, press releases, archives, and e-library sources. Also included are the verbatim remarks of Dr. Jose Gamez, PhD, University of North Carolina, Charlotte.

In conclusion, the reader is given information about why cities need to be branded like commercial products in order to be successful. It is possible for a city to have a brand and an image that evolves into a 'quality of place'. This in turn establishes brand loyalty, which is essential to a city's survival. It is also possible for a poorly branded city, with the right strategy, to turn itself into a success. This cannot be done by branding alone. The city needs all of the other factors outlined in this paper to work simultaneously in order to ensure a formula for city brand success.

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<i>Professor, University of North Carolina, Charlotte.</i>	

CHAPTER ONE INTRODUCTION



The objective of this thesis is to determine the effects of branding cities. This study will explore cities as brands and branding a city properly. Good branding can assist in making cities desirable, just as bad branding can assist in making cities undesirable. While some cities have prospered over the years, others have suffered. In what way does the city brand make a difference? A city must have good qualities in order to brand itself successfully, but a myriad of factors are involved. Cooperative efforts between residents and municipal government are one of the key factors in determining the branding potential of a city. Weaknesses as well as strengths also will be explored.

This study is based on research of historical references, demographics, cultural trends, crime, economic forecasts, political landscape, inhabitants or residents, periodicals, books, and interviews regarding branding as it relates to municipalities. This paper further illustrates case studies of three cities that have positive brand images and continue to experience brand success; two cities that have poor images and are struggling to re-create a positive brand, and a newly developing city that does not possess a brand image. The Creative Class and Municipal Marketing are also explored as new methods being utilized to measure the current market trends of cities.



Times Square, New York City



This information is based on a number of sources including books, periodicals, live seminars, personal experience, word-of-mouth, residents, advertising, and interviews with economists.

There are reasons why people choose particular cities in which to live. Certain cities are making comebacks even when the industries they were built on have become obsolete. Brands evolve, and cities that survive have managed to evolve. Progress and technology have become both friend and foe. If you doubt that a new market for city brands is emerging, consider the loyalty a city can command. Strategists and planners are working at a feverish pace to re-brand cities or to brand a city that's never had a strong brand in order to create a community where people will want to live. City planners are spending millions of dollars in brand investing to bring their cities to life, or in some instances, back to life. Volume breeds mediocrity, and the sheer scale of today's cities prevents them from excellence in all but pockets, quarters, and precincts. ¹



San Francisco Golden Gate at Sunset, Sausalito, New York City Street, Place de la Concorde, Paris.



If a city is to be considered a brand, it must start with a brand's most important characteristics; its fundamental properties.

This means that a good city must have the following:

- Offer attractive employment.
- Not be unduly expensive in relation to wages.
- Provide good and affordable housing.
- Have reasonable public transportation.
- Have good schools and recreational/cultural attractions.
- Have a reasonable climate.

The way that brands work for a city is how these qualities are projected: by word-of-mouth, public relations, and in some cases, advertising. These attributes must be based on something substantial. The city must be “live-able”. There must be an attraction to individuals.

Competition for residents has increased substantially among cities. This is in part because of globalization and technology. Society now has the choice of living in one place and working in another because of the Internet, laptops, home offices, and wireless connections. Living in one place but working for an employer in another state, city, or country is no longer an idea but a reality. Living *in one particular city* if you want to succeed in a certain industry still exists, but is starting to erode. People now have the option of being able to do business anywhere in the world and can decide what is best location-wise to provide them with the most benefits. Cities are also giving way to foreign manufacturing and can no longer bank on their traditional industries as a means to keep them alive. To combat this, they need to brand themselves



as good places to live, where a diverse range of technology, industry, retail, and other attractions can thrive. For many cities, this could be their last opportunity to keep current residents and attract new ones.

GLOBALIZATION

Globalization has made it easier for newly developing cities to compete with older more established cities, simply because people can live and work almost anywhere now. The impact of September 11th and many disasters since this have forced people to look closer at quality of life. The popular saying in the 1980's that indicated people wanted to 'have it all' has now evolved into people that have simply 'had it'. Contributing to this shift in people's attitudes translates into what people really want out of a location or place, and what offers the best quality of life, not just the best salary. In reaction to this shift, 'non-traditional' cities are attracting good restaurants, sports franchises, conventions, entertainment, and cultural events which used to be the domain of the 'traditional' or 'larger' cities. Some strategists argue that cities are what they are not because of location or attractions, but because of the ideas the people that live there create for them. This is true in part, but 'Location or Place Branding' is still highly utilized as a form of city branding. There is one certainty, however. Marketing managers everywhere seem to have different views on how cities should be branded. City Planners think they understand their "city brand", but more often it is an enigma. Planners discover they cannot really define their city brand, but few are willing to admit it; and if you can't define your own brand, no one else is likely to either.



The concept of branding – the idea that one product is made more valuable, has more equity than an alternative because it is attached to a recognizable name and promise of authenticity – began about 200 years ago, when Josiah Wedgwood realized that stamping his name on his pottery and naming his dinnerware after English nobility made it more desirable. Fast-forward to the 1930s when *Procter & Gamble's* Neil McElroy, the company's promotion department manager, developed the "P&G brand management system," an organizational structure that assigned groups of people to handle specific marketing strategies for competing brands.

By the 1970s and '80s, "brand manager" was a coveted job title for the typical business school graduate, and by the mid-1990s, branding began to be applied not just to products but to the retailers that sell them, with names like Victoria's Secret and Bath & Body Works. "What has happened since the turn of the millennium is that everyone else is discovering branding," says Roger Blackwell, a marketing professor at the Fisher College of Business at Ohio State University. "It was inevitable that the people who market cities would turn to a concept that has been so productive and successful for others." ²

Cities are competing for people's lifestyles, and in order to do this successfully they need to maintain a strong brand. Dying cities are weak in these areas. For instance, if a city possesses a bad brand image, it is difficult to shake that perception and change public opinion about the city. Bruce Katz, director of the Center on Urban and Metropolitan Policy at the Brookings Institution comments: "A pack of cities is racing away from everybody else in terms of



their ability to attract and retain an educated workforce. It is a sobering trend for the cities left behind.”³

TOURISM

How important is tourism in terms of branding cities? What makes people want to visit or stay to live? According to the World Tourism Organization (WTO), the 1990s saw international tourism arrivals growing at an average rate of 4.3 percent a year. In 2000, the rate was 7.4 percent. That year travel and tourism generated directly and indirectly 11.7 percent of global GDP (Gross Domestic Product) and nearly 200 million jobs. By 2020, the number of international travelers is forecast to surge to 1.6 billion, with revenue from tourism grossing more than US\$2 trillion. This is big news for cities everywhere.⁴ Tourism creates jobs in hotels, restaurants, consulting, transportation and training, and helps business in the retail environment.

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Intangible benefits also are associated with the fact that investors prefer to go to a country or a city with which they are familiar. While some cities have reportedly yielded good returns, many were hit particularly hard by the economic fall-out from September 11, the subsequent War in Iraq, and the SARS crisis. But is it possible to brand a city or a country? "Absolutely," says Charles Wrench, Landor UK's managing director. "Anything for which you can construct a mental inventory is a brand."⁵

Creating a distinctive brand that captures the spirit of a city must be able to inspire – the travelers, the industry and the general populace itself.



That's easier said than done, of course, with the challenge varying from city to city as well as country to country. Branding of cities has to be very specific about what it wants to sell and to whom, yet also has to appeal to as wide a market as possible.

This is the ultimate challenge in city branding. Many cities may have more to offer tourists than residents, so it is vital to maintain their tourism status. These cities simply may not be affordable for middle class individuals, such as New York or Paris, but are rich in culture, history, and attractions that make them wonderful tourist destinations.

STRUCTURE OF THE REPORT

The structure of this report will focus on what successfully branded cities have done to brand themselves and compare, contrast, and offer insights to cities with indifferent brands or those in need of re-branding. This report will be examining the cases of cities which brand themselves well, and those which do it poorly. Chamber of Commerce organizations for cities are realizing that strong and effective branding has become essential to the success of a city. Cities are seeking new ways to promote their individual personalities and unique qualities to attract a workforce, a creative community, culture, entertainment, leisure, and values. This attraction ultimately translates into residents and visitors who reap monetary rewards for the city.

Cities developing brand images successfully are following the lead of corporations. They attempt to establish a target market and a client base they hope will



translate into a loyal customer, *which in this case is a loyal resident of the city.* Brisbane Institute Director Peter Spearritt states, “Cities should try and promote themselves in ways that their residents find believable.”⁶ When branding a city, the personality of the people who live there needs to be an essential part of the brand, and if people are promoting the city from within, the word-of-mouth advertisement finds its way to potential customers.

COMMUNITY

Community will also be a component of this discussion. Community is shaping the new world. The anxiety created by September 11th has given way to the need for comfort, community, and connection in cities.⁷ We can no longer afford to lock ourselves in our homes and ignore our communities. Instead of the majority of people moving to the strong cities, we need to make the weak cities better places to live in and to visit. This is an essential part of the new world order. We are seeking re-connection through a new sense of communalism.⁸ Strong involvement in community strengthens the core of cities and connects people. This leads to a more satisfied society, less



City street leading to Times Square, New York City



focused on differences and negativity, more willing to embrace diversity. Historically, decreasing the gap between rich and poor and increasing understanding of diversity breeds open minds, which in turn spark new ideas. If we make the communities in our cities good places to live, people see individual benefits, leading to the personal satisfaction that assists in creating positive brand images for both cities and communities.

MUNICIPAL MARKETING



*Front Facade of Yankee Stadium,
New York*

Municipal Marketing, selling landmarks and/or other municipalities for sponsorship in order to gain a profit, has a new role in city branding. It has become a short-term solution to cities' financial problems. This has caused controversy and criticism of city planners because cities are sometimes seen as operating in a pro-active way – selling themselves out to corporate brands, in an attempt to make a profit. However, the reality is this trend is being driven by city officials trying to balance budgets.⁹ Citizens expect more efficiency from government, but they are not interested in paying for it. There has been a backlash from residents in response to cities striking deals with corporate sponsors in order to raise money, but ironically residents are the ones who stand to benefit most. Part of the popularity of Municipal Marketing stems from cities wasting time and money attempting to market themselves beyond the realm of believability. Since they are not branding themselves properly, they are seeking alternative ways to make money.



THE CREATIVE CLASS

The Creative Class is becoming a widely talked-about and important class of individuals who are now considered almost essential to the survival of a city. This is a class of people known as ‘idea workers’, which will be explored in more detail in Chapter Eight. The argument that too much municipal regulation can kill the creative potential of a city will also be discussed, and cities without these strict regulations have developed creative communities that have evolved over time. The reason for these communities can be attributed to many factors which also will be explored. Creativity and culture flourishing in some cities and dying in others also will be examined. Cities as population centers know that their importance to the future of mankind cannot be exaggerated. If we are to market a brand, the brand needs to deliver. In order for a brand to deliver, it needs support. Support for a city brand can be seen in many forms, including the following:

- The city’s equivalent of a brand’s functional properties. What does the city deliver?
- The demographics of the city’s population.
- The wisdom and longsightedness of the city government.
- The creative climate.
- How all this is projected in terms of a brand.

These will be used as signposts in this study.

The structure of this report is as follows:

- Chapter Two: The Branding of Commercial Products and Cities
- Chapter Three: New York: A Case Study of a well-branded city.
- Chapter Four: Paris: A Case Study of a well-branded city.
- Chapter Five: San Francisco: A Case Study of a well-branded city.
- Chapter Six: Rochester: A Case Study of a city that needs help.
- Chapter Seven: Berlin: A Case Study of a city that needs help.
- Chapter Eight: Charlotte: A Case Study of a newly evolving city.
- Chapter Nine: The Creative Class.
- Chapter Ten: Municipal Marketing.
- Chapter Eleven: Conclusion.

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“Brand equity is so valuable it now appears on major marketers' balance sheets.”¹ Brands have become much more than the products or services they sell. A true brand fulfills the real or perceived needs of customers. It isn't just a look but a personality that triggers a response within the minds of customers and other stakeholders. The purpose of branding is to achieve consumer perception that will deliver a sustainable competitive advantage.²

Brand personalities start with customers. The marketer seeking branding success listens closely to customers' wants and needs and observes the behavior of the customer when making purchases.³ As with products, Brand Personality is embodied in cities. There are many facets to cities, so sometimes it's difficult to define personality and the city brand often becomes confused or muddled in the process. This confusion causes the brand to be forgotten. The following traits are characteristics of strong brands that cities need if they are to develop as brands on their own.

FUNCTIONALITY

In order for a brand to be strong it must be functional. Functionally strong and functionally distinctive. We're not simply talking about buying Brand A versus Brand B, but the specific functionality that each brand offers. The best way of differentiating functionality is to offer a superior product. This may seem obvious, but in marketers' attempts to brand, functionality is often forgotten as a selling point in favor of more superficial characteristics that the brand might possess. The motivating benefits are the products functional qualities.



We purchase a camera because functionally it can take photographs, recording memories we want to keep on file digitally or on paper. These functional qualities are generally what cause consumers to buy the product in the first place. In advertising, however, we don't just want motivating benefits, we also want discriminating benefits - which prompt the consumer to buy one brand over another (we hope ours). For example, in commercial products, one must determine what the functionality of one brand is versus another. What is the functionality of buying a *Nikon*[®] versus a *SONY*[®]? Not only do we want the camera to take good photos, but perhaps our purchase decision is based on emotional response, such as status, glamour, or reputation. The first purchase characteristic is functionality, the rest is added value.

Cities, like brands, must be functional. To both, functionality means observable benefits. A city must function as a destination for employment, industry, housing, public transportation, and recreational attractions. For instance, New York possesses all of these functions, and does it distinctively. Not every city has the employment, industry or public transportation that New York does. An individual does not need a car to get around in New York because all of its distinctive attractions are available by means of walking, taxis, the subway, or other public transportation with a minimal amount of inconvenience. This is part of the functionality of the city of New York. Baltimore, Maryland created functionality from a once-defunct



city and Inner Harbor. This was a challenge for Baltimore, and the city met this challenge by taking a risk and listening to some far-sighted futurists. Together city planners and marketers discussed what to do with the desolate Inner Harbor area of downtown, a place with rotting wharfs and trucking terminals, basically a 'wasteland'. In 1976 they opened the Maryland Science Center. Today, the Inner



Baltimore Harbor at night, Maryland.

Harbor is not only Baltimore's jewel, but an example for cities everywhere looking to revive beautiful but neglected areas.⁴ What Baltimore did was to focus on the functionality of the harbor and what it had. The harbor was too shallow for the newer container ships, yet still an inspiring place, so city planners opened a Science Center, The National Aquarium (the first urban one of its kind), and Harborplace (first of the downtown festival markets of its kind).⁵ In doing so they created discriminating functional benefits since these distinctive attractions at the harbor were the only ones of their kind in the region. Luck was also involved. In 1976, the science center was complete and America celebrated its Bicentennial, so many people came to the harbor to see the ships for the celebration. Once they saw how much it had changed they liked it and came back again and again. This promoted Baltimore's Inner Harbor as well as the surrounding areas.

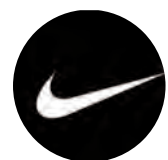
ADDED VALUE

Not all products are brands. Real brands provide not only functional benefits but non-functional added value. Strong brands must have



added value in the mind of the consumer. No matter what marketing is behind a brand, we want some personal benefit to come out of our association with it. If we perceive an added value or benefit, then a good relationship will develop. These added values are normally non-functional. These come from our experience with the brand, what kind of people use the brand, whether or not we believe the brand to be effective, and the appearance of the brand. A strong brand must possess these qualities in order for brand loyalty to be established. Getting the brand to deliver is much easier said than done, but this is what strong brands are built on: functionality and added value. Some of this is logical, but most of it is not. It's emotional and subconscious.⁶ Added value translates into loyalty, and this loyalty is key in determining the success of the brand. If there is added value or perceived added value, we will make time for the brand.

Take Nike, an undisputed leader as one of the world's greatest brands. Nike did not invent sneakers. Nike competed for attention. The Nike brand is not about sneakers or athletic wear or any other product they sell anymore. It's far deeper than that – it's what the organization stands for and the fact that the brand has added value. Originally people bought Nike products for their functional properties, but became committed and loyal to the Nike brand due to the combination of functionality and added value. Branding is an image, something that exists in people's minds. The added value of Nike, among other things, is that the brand represents the best athletes in the world. We believe Nike





when the brand says to us that when we wear Nike products we form a personal link to the best athletes in the world. While consciously we know we are not Lance Armstrong or Tiger Woods, subconsciously we believe we are the best we can be when we *'just do it'* (as the tagline indicates). The personal connection and simplicity of the brand message adds value and differentiates the Nike brand from that of its competitors.

If city brands are to succeed, they must possess functionality and added value. For instance if we look at New York City. What is the functionality and added value of the New York brand? Historically, New York had original functional properties such as its harbor, surrounding farms, and its location. Then there was its theater scene, restaurants, culture, attractions, reputation, and diversity that contributed to its added value. From this standpoint, the brand of New York has added value in comparison to other brands because it is highly distinctive. It offers more than many other cities because people with diverse backgrounds, interests and tastes can agree on this preference for New York because there's something in it for everyone.

WHAT ARE THE SOURCES OF ADDED VALUE?

Added Value can come in many forms, most of them non-functional and emotional and not as quantifiable as the functional ones. Outlined below are four of the added values that brands must have in order to succeed.



1. *People's Experience of the City:*

Much city branding is based on people's experience. Although we have the most technologically advanced ways of reaching people with advertising, most information is still communicated by the old-fashioned way: *word-of-mouth*.

If people have a good experience with a city, they communicate this. On the other hand if the experience is negative, the result is the opposite. Census taking was not widespread before 1800, but since then the proportion of the world's population living in cities has been studied and reported with fair accuracy, and between 1800 and 1950 the world urban population increased from 2.4 to 20.9 percent. By 1990, the figure was about 43 percent.⁶

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2. *Perception. How is the population perceived?*

This is an important component of city branding. Take New York. When people think of New York, the normal associations are a city that's cosmopolitan and rich. New York offers inhabitants and visitors everything one could demand of a city: finance, commerce, industry, colleges and universities, historical sites, and an enormous array of cultural as well as economic opportunities.⁸

3. *Belief in the City. Does it stand for something?*

In order for a city to have a brand, it has to stand for something. San Francisco, named the "City by the Bay", has stood for industry, technology, and culture. The rolling hills of California surrounding the city, boasting one



of the world's most famous suspension bridges, have long been key in San Francisco's economy. *Apple, Intel, Oracle, Blue Matrix, GetThere, Xpedior, Jamcracker, MediaPlex, Genentech, Cisco, Salesforce.com* and *SunMicrosystems* are just some of the firms that reside in San Francisco. Since the dot.com bust and the added economic consequences of September 11th, San Francisco is a city that needs to focus intently on a serious economic comeback.

The good news for San Francisco, however, is its diversity. This includes Chinatown, Sausalito, Alcatraz, Fisherman's Wharf, the Silicon Valley, the retail environment, the Museum of Modern Art, and the proximity of Monterey and Carmel. There is a strong belief in the San Francisco brand from many of the images that have defined San Francisco for the better part of the 20th century. "A municipality is a product for everyone, but in order to brand this product you must be able to deliver the experience".⁹

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San Francisco delivers that experience.

New York City stands for not only its cultural icons, but its financial district and Wall Street, and has a strong presence of some of the world's largest financial institutions including *American Express, WorldBank, CitiGroup, J.P. Morgan/Chase, Deutsche Bank, United Bank of Switzerland (UBS), Wachovia, Royal Bank of Canada (RBC), Janus,* and investment firms such as *Morgan Stanley, Merrill Lynch, Goldman Sachs, Bear Sterns and Lehman Brothers*. Wall Street and The New York Stock Exchange are perhaps the most important elements in the financial world there, and have always been key factors in New York's



economy and reputation. September 11th caused economic hardship in New York especially, but the economic consequences were felt in cities worldwide. This particular terrorist attack on a seemingly “untouchable” or “safe” city caused many people to re-think whether or not New York was the best place to be.

4. Appearance: What does the city look like?

An important element of city branding is appearance. What a city actually looks like and the physical characteristics it possesses are extremely important. Cities now are largely defined by location, function, or cultural attainments. Rotterdam, Amsterdam, Barcelona and San Francisco are known primarily for their harbors. Zurich and New York are famed as banking centers. Boston, Charleston and Atlanta are places filled with American architecture and history.



Lehman Brothers sign, New York

For example, the appearance of the city of Boston reinforces its reputation as an “old” city by American standards. Its proximity to Cape Cod and Martha’s Vineyard also is a plus for Boston. While rich in history and architecture, Boston will not allow its historical gems to be bulldozed in order to make room for commercial developers soliciting the highest price. This is in stark contrast to many established, as well as new and growing cities, that feel the need to sell out to developers in order to make a municipal profit. We can rely on the Boston city brand to keep its history intact for us. This stability is a positive attribute for Boston.



INTEGRATION

A city must be integrated in order to have a good brand. New York is known as the birthplace of the “melting pot” of the United States. What many unknown or poorly branded cities forget in their planning stages is that sameness is mundane and boring. Urban planning and development with cohesiveness are often necessary and always look good on paper, but in order for people to get excited about living somewhere there has to be diversity. Fundamentally, cities that make things different and accept alternative lifestyles are the ones that thrive in culture, the arts, science, and technology. The integration argument is discussed in greater detail in Chapter Six, which describes The Creative Class.

The various properties of cities as solid brands will be examined further in the case studies to follow.



Rochester, New York



Golden Gate Bridge, San Francisco



Times Square, New York City



Amsterdam, The Netherlands

NOTES FOR CHAPTER TWO.



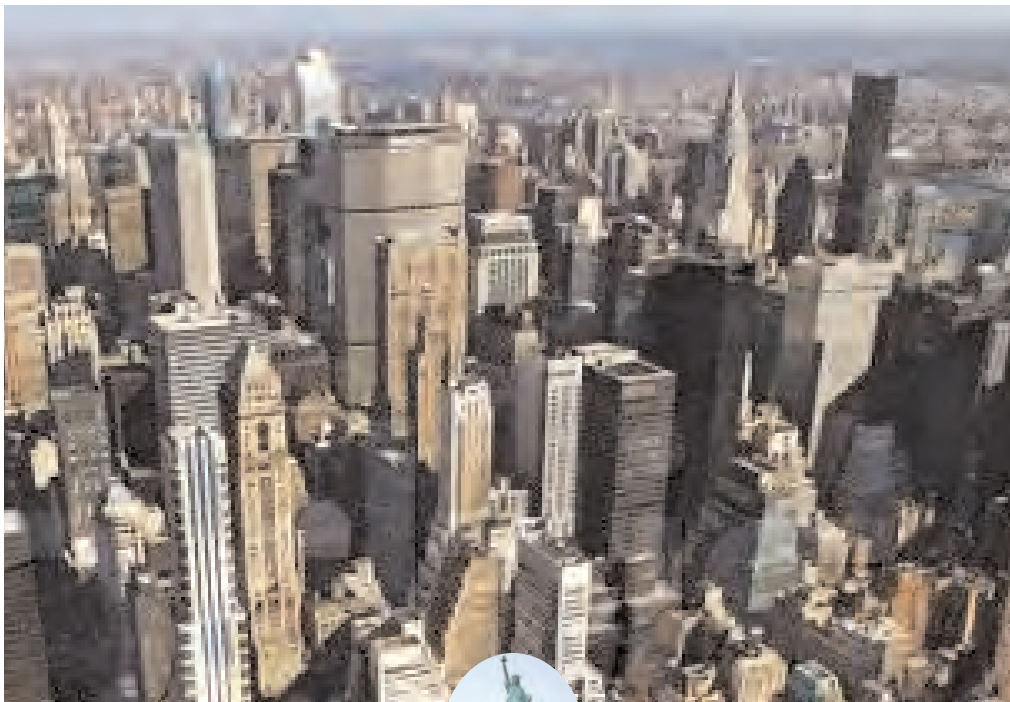
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NEW YORK. A CASE STUDY.



HISTORY

What we know today as New York City was first discovered in 1609 by the Dutch as “New Amsterdam”. In 1626, in one of the most infamous and poorly negotiated real estate transactions in world history, the Dutch purchased Manhattan from local Indians for a few dollars worth of beads and some ribbon. Because New Amsterdam was geographically located between English colonies to the north and south, friction with England was inevitable. In 1664, England’s Charles II claimed all Dutch land and gave it to the Duke of York. At the time, the Dutch were unwilling to fight England over colonial interests, so New Amsterdam became New York.





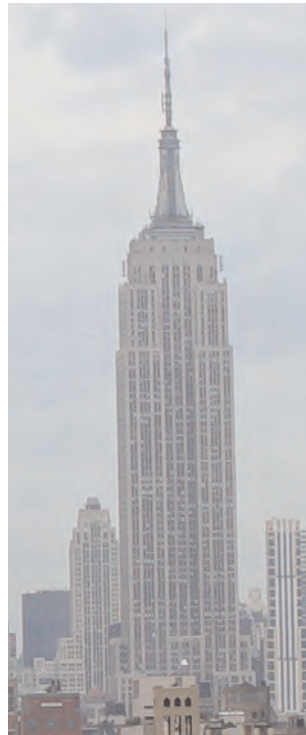
New York Harbor, New York City. circa 1917





ATTRACTIONS

The roots of New York bring back the earliest *economic factors and trade issues*. The “pull” of New York was originally centered around economic interests, but evolved to include a litany of attractions. These include Central Park, The Empire State Building, Greenwich Village, the MET, The Museum of Modern Art, SoHo, The Statue of Liberty, Times Square, The United Nations Building, The New York Public Library, The Guggenheim, The World Trade Center, and Tribeca. New York markets its regional attractions as well; including The Hamptons, The Jersey Shore, Belmar, Hudson Valley, Hyde Park, Jones Beach, Long Island and The Wine District. The brand equity New York possesses is not only history, but it makes history every day it comes alive again. These attractions are magnets not only to the residents, but tourists who provide 35 million visitors annually for New York.¹ Eventually, New York itself outgrew its natural shoreline and to this day continues



Empire State Building
New York City, 2003

to wrestle with two conflicting visions, a monumental city built on a grand design, and a commercial Mecca built spontaneously by capitalism and democracy.²

NICKNAME

Why is New York called the Big Apple?

Morning Telegraph reporter, John J. FitzGerald, first made common use of the term during the 1920's in reference to the city's racetracks.

He apparently first heard it used by African American stable hands in New





Orleans in 1921. The term was popularized among African American jazz musicians in the 1930's, who regarded New York, and particularly Harlem, as the capital city of jazz. Its modern use derives largely from a publicity campaign developed in 1971 by the New York Convention and Visitor's Bureau. Since this time, New York has always been referred to as "The Big Apple".³

BRANDING EFFORTS

In 1970, the State of New York decided to promote tourism to help offset a recession, and asked the Ad Agency Wells, Rich and Greene, and graphic artist Milton Glaser to develop a campaign, and the "I Love NY" slogan was created along with the campaign which is still one of the most recognized and successful campaigns in the history of great emotional branding.⁴



32

I LOVE NEW YORK is the official State of New York slogan, and is still used to promote New York today.

DEMOGRAPHICS

New York has not always been successful attracting and maintaining a population base. This was especially true in the early 70's through the mid-80's when riding the subway became a means of survival rather than a means of transportation. Between 1970 and 1980, the city lost nearly 825,000 residents, by far the largest loss ever sustained over a 10 year period by a major



U.S. city. This was primarily due to crime, high housing costs, and density of living. In 1984, there was the highly publicized case of Bernard Goetz, otherwise known as the subway vigilante, who shot four young black men in the New York Subway because they were trying to rob him. The Goetz case became a symbol of a particularly dark moment in New York City history when the city's crime problem had reached epidemic proportions. The environment of the city at that time, especially prevalent in the subway, was one of complete disorder and daily violent crime. Since overcoming that disappointing decade, however, the current perception of New York has been much better. It has added 685,000 residents since 1990, which was the largest percentage of immigration to any major city during that period; and as of the 2000 census, the City of New York was home to 8 million residents.⁵

One of the reasons for this change in the population was due to the “*Broken Windows*” theory. Broken windows was the brainchild of economists James Q. Wilson and George Kelling. Wilson and Kelling argued that crime (the reason the population was moving out of New York City), was the inevitable result of disorder. The theory is based on the following: if a window is broken and left unrepaired, people walking by will conclude that no one cares and no one is in charge. Soon, more windows will be broken, and the sense of anarchy will spread from the building to the street, sending the signal that ‘anything goes’. This is the epidemic theory of crime. It says that crime is contagious, just as a fashion trend is contagious. In the mid-1980's Kelling was hired by the New York Transit Authority as a consultant, and he hired a new subway director, David Gunn, to oversee a multi-billion dollar renovation of the subway system. The larger questions of crime and subway relia-



bility were addressed, and also the symbols of these things, such as graffiti, which extended to the broken windows theory. The graffiti was symbolic of the collapse of the system and the clean-up took from 1984 to 1990. During that time the system painted over every part of the subway that possessed graffiti, and every single train that came in with graffiti was painted over. The goal was to never send out a train unless it was ‘clean’ and to send a message to vandals that disorder would not be tolerated. The Transit Authority then added William Bratton to head the transit police, and he cracked down on fare-beating and other misdemeanors that had previously gone unpunished in the past. When Rudy Giuliani was elected as mayor in 1994, he hired Bratton to head the entire New York City Police Department. By cracking down on quality of life crimes as they had done in the subway, New York City saw a quick and dramatic fall in crime, contributing to the population growth that exploded in New York in the 1990’s.⁶ New York became a good template for other cities to follow in order to rebuild their bad brand images.

ECONOMICS AND TOURISM

As mentioned in Chapter Two, New York is a highly distinctive brand and offers many things for tourists to enjoy including culture, commerce, attractions, restaurants, and entertainment. But tourism alone can be a fickle thing to rely on as far as revenue since so many factors exist that can damage the industry. For example, incidents such as high profile crime,



*Times Square Marquis
New York, 2003*



SARS, terrorist attacks, and natural disasters have a large impact on tourism in any city.

New York currently attracts 35 million visitors a year, but the goal for 2004 was 40 million; while also stimulating job growth.⁷ While it is widely undeveloped as a source of revenue for cities, Event Marketing is becoming a growing phenomenon in entertainment and sports industries, adding to the visitors number. Statistics show that event sponsorships generate more than \$3.7 billion annually for the sponsors, while corresponding marketing programs represent an additional \$10 billion.⁸ These types of statistics are staggering when you consider the amount of money that could get cities out of debt. But city marketers need to be diligent. When seeking sponsorships to boost tourism with events, partners should be chosen carefully, based on their compatibility with the city and commitment to municipal goals.⁹

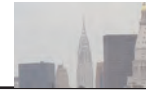
ECONOMIC IMPACT OF SEPTEMBER 11TH

The impact of the attacks of September 11th is something that almost four years later we are still only beginning to understand. Like many American cities, New York has been in an economic recession since that tragic day. New York City's employment base has historically enjoyed the distinction as an international center of business, commerce, tourism, and culture.



The famous hustle and bustle that New York was world renowned for was cut short on this day. Although severely

Tribute in Light; designed by a number of artists in memoriam to the victims of September 11th. This was lit for only 32 days in September of 2003.
— Gothamist, September 4, 2003.



shaken, the city and its people were quick to regain composure and normality, rebuilding the business district and the city's confidence in record time.

However, this was at huge economic cost. According to the New York City Comptroller's office, the economic cost to the city will total between \$83 and \$95 billion once it has been completely rebuilt. The final figure will depend in part on the number of jobs relocated out of the city. In all, the attacks destroyed 13 million square feet of prime office space, equal to the entire office space inventory in the central business districts of Miami or Atlanta.¹⁰ The tragic events of that day showed all of us a side of New York that we did not think existed before.¹¹ Rebuilding the sense of community in New York was key during that tumultuous time, and vital in showing the rest of the world that New York had survived.

PEOPLE: RESIDENTS AND VISITORS

The force behind every city is its people, and nowhere is this more prevalent than in New York. If the branding of any city is to be successful, it needs the support of residents, community leaders and state and city government to engage people in debate and motivate them to contribute time



*People on City Street
New York, 2003*

and money. New York has always had good success with its people giving back to the city, and in light of the September 11th setback, this has been even more prevalent. In a city with a reputation for toughness and egos, the brand of New York is something that all New Yorkers can agree on.¹² Each resident is a



walking, talking advertisement for a city brand. New York's enjoys the advantage of loyal residents that consistently help to reinforce its positive brand image.

THE PROJECTED CITY BRAND

To Mayor Bloomberg, New York City is a "luxury brand" with untapped potential.¹³ New York is most likely the best-known city on the planet; but the competition for New York is still very real. In 2003, Las Vegas, Tampa, Atlanta, and Kansas City had more aggressive marketing machines in place than New York. Christyne L. Nicholas, president of New York's tourism office *NYC & Company*, told the *New York Times* "What we've learned with tourism is that there are other cities competing for our business. They have bigger budgets and better means to compete. I don't think we can take this lightly."¹⁴

The competition for New York is real, so you are not likely to see New York resting on its economic laurels. Maintaining a strong brand will be essential in its continued success as a highly distinctive city as well as a brand.



New York City Skyline, 2003.

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PARIS. A CASE STUDY.



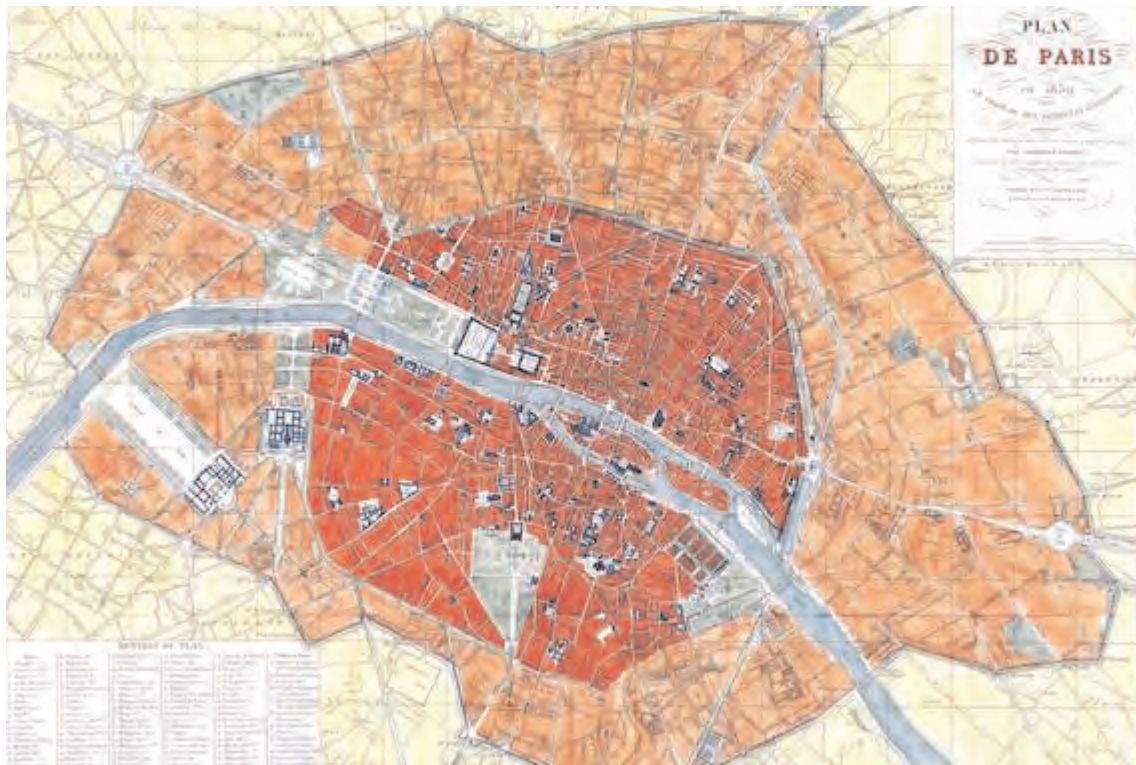
HISTORY

For generations of sophisticated urbanites, Paris has been the city against which all others are measured. ¹ Paris has a history few cities can claim. In 250 B.C, people discovered the area now known as Paris, which they referred to as Loukteih (Celtic for ‘a marsh’), during the second Iron Age. Paris is world-famous for its beauty and charm, and for its long history as a center of learning and knowledge. By 250 A.D, Christianity was introduced by St. Denis, who was later executed by the Romans at Montmartre. From 280 A.D, when the city was raided by barbarians, up until 1940 when Hitler and the Nazis invaded, many fought over Paris, claiming her as their own. She was finally liberated in 1944 by the Allies during World War II and remains a democracy to this day.

Paris was originally built on a series of axes and was structured around the cross made by the east to west axis of the Rue de Rivoli and by the north-south axis of the Boulevard de Sébastopol. Unlike American urbanism, these breakthroughs end in defining monuments situated at their intersections. The importance of these monuments was reinforced by the new urban pattern: they had a symbolical institutional function, but also served as identification and spatial landmarks.



Fountain near Place De La Concorde, Arc de Triomphe, Interior of Notre Dame, Rose Window, Notre Dame.



Early map of Paris



Modern map of Paris.

Chapter Four. Paris. A Case Study.



Decoration also gave rhythm to the urban landscape: the ground covering with cobbled streets and pavements of gray asphalt and urban furniture grids around the trees, lamp posts and sewer plates corresponded to models defined by the administration and unified public space. What made the axes project most original, however, was the foresight of the development and organization of the underground, a large network of sewers and water pipes, anticipating the construction of the metropolitan underground railway at the end of the 19th century.

Paris has a tumultuous history, and during her growth some of the most memorable and monumental architectural, academic, and finest works of art as well as martyrs, saints and revered military figures reside in Paris.

These include:

1140 - St. Denis (the first Gothic Cathedral)

1163 - Notre Dame- (the geographical center of Paris, 'point zero', the spot from which all distances to Paris are measured.)

1180 - The Louvre (first built as a fortified castle built by Maurice de Sully)

1215 - The University or Paris

1253 - The Sorbonne

1517 - Leonardo da Vinci arrives in Paris with the Mona Lisa.

1572 - St. Bartholomew's Day - 3000 Protestants were massacred.

1604 - The Pont Neuf, one of oldest bridges in the city is built.

1605 - The place Royale (now the place des Vosges) is built.

1643- 1715 Reign of Louis XIV, The Sun King.

1682 - Versailles is finished after 20 years and 30,000 men.

1760 - Building of the Ecole Militaire, and the square now known as Place de la Concorde.

1789 - The Storming of the Bastille and the beginning of the French Revolution.

1793 - Louis XVI and Marie Antoinette guillotined at Place de la Concorde. The Louvre becomes a public museum.

1799 - Napoleon enters Paris. Reigns on and off until 1815, his body is returned to France in 1840.

1851-52- Under the reign of Napoleon III, Paris is transformed.



1863 - The first impressionist exhibit at the Salon des Refuses featuring Manet, Monet, and Cezanne.
1870-71- the Franco-Prussian war.
1875 - The Construction of Opera Garnier is completed.
1889- The Construction of the Eiffel Tower is erected, amidst fierce protests from artists.
1914-1918- World War I. German Invasion. French Casualties exceed 5 million.
1918-1939- Postwar Era- Major artistic and philosophical movements arise such as Constructivism, Dadaism, Surrealism, and Existentialism.
1920- The Unknown Soldier is buried under the Arc de Triomphe.
1940- Germany invades France. Armistice allows occupation of Paris. French Resistance starts.
1944- France is liberated by the Allies and Charles de Gaulle. The 4th Republic is established.
2004- The European union is founded by France.

For years now people have wondered why Parisians are wary of outsiders. Based on the city's turbulent history, and its record of invasions by foreigners of every kind, it is no wonder. Despite this, however, Paris has never failed to fight adversity. "Fluctuat nec mergitur", Latin for "she is buffeted by the waves but she does not sink", has been the city's proud motto for over four centuries, and still holds true today.

ATTRACTIONS

The romance of Paris, as it was in of the end of the 19th century, no longer exists. The city is now a multi-racial and multi-cultural city, which has on the whole succeeded in integrating the old with the new.

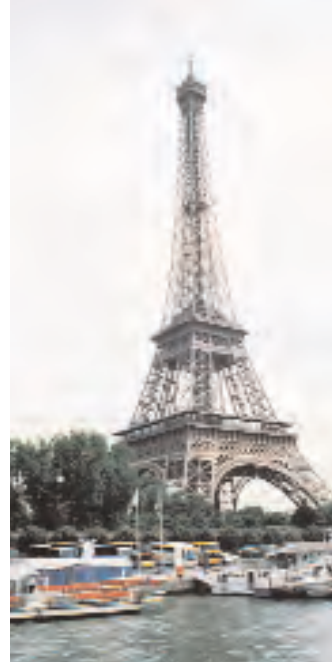


Eiffel Tower at dusk.

For all of its crowds and congestion, Paris remains a city known for its sublime beauty and style. One fifth of Paris is parkland. In addition to parks, there are cathedrals, palaces, pinched quarters, and elegant squares.³ The past traditions which made the city famous in its archi-



ecture, its way of life, and the atmosphere of its neighborhoods still exists today. The cultural and architectural attractions are many. These include the Arc de Triomphe, the Eiffel Tower, Notre Dame, Ste-Chapelle, Sacre Coeur, The Louvre, The Opera, The Hotel des Invalides (once an Army Hospital, now an army museum and home to Napoleon's tomb), The Rodin Museum, the Place de la Concorde, and on the outskirts, Versailles, home to Louis XIV, The Sun King. Paris boasts about 85 museums, 83 municipal libraries, ten orchestras, 48 concert halls, about 300 art galleries, 61 theatres, 32 cafe-theatres, 95 cabarets, 22 music halls, 499 motion-picture theatres, approximately 10,000 restaurants and cafes, and two circuses. ⁴ For a city whose population as of 1999 was 2.2 million, with about 9.6 of this being metropolitan,



Eiffel Tower near the Seine.

the amount of attractions and culture that Paris offers in such a dense area are many. ⁵

No other city in the world has managed to preserved its original architecture like Paris has, especially during war time. This is partly due to the fact that some foreign invaders did not have the heart to destroy Paris. During World War II, German General Dietrich von Choltitz risked his life and his family by lying to Hitler, telling him the destruction of the city had already begun per his orders. Choltitz was determined to abort the attack not only because of its barbarity but also since it targeted a large area thick with his troops, and



this was not some farming town on the Russian steppes - it was Paris, the most beautiful city in the world. Such an operation, Choltitz growled, "would kill as many Germans as Parisians."⁶

NICKNAME

Paris is often called *The City of Light* as a tribute to its intellectual preeminence as well as its beautiful appearance. It is acknowledged all



The Allies liberate Paris, 1944

over the world as the perfect example of 'cosmopolitanism' – raising city life to almost an art form. Since gaining this title, Paris has increasingly added lights to show off its best qualities at night. Approximately 155 monuments are lit each evening, along with 11,000 street lights.⁷ Paris keeps its brand promise to us as a city of beauty and light, and this is reinforced not only by the Parisians but by the physical architecture that is embedded there.

BRANDING EFFORTS

Most cities do not have the branding advantages that Paris has, blessed with classy architecture and a fascinating history. But Paris remains the hub of France despite attempts at decentralization, and retains its importance as a European cultural, commercial, and communications center. Paris is noted primarily for its fashion industry and for the manufacturing of luxury articles.⁸

Book printing and publishing are also major activities in central Paris. Heavier industries are situated in the suburbs. Tourism, however, is by far the



city's largest source of income; it is one of Europe's leading tourist attractions. For this reason, tourism brands Paris quite well. As far as 'branding efforts' go, Paris is in the running for a bid for the 2012 Summer Olympics, and after being passed over for 2008, the French have learned from their mistakes. Instead of spreading sporting venues around the city, they've concentrated on two poles of activity that together would host 75 percent of events. Most symbolically, they've brought the Olympic Village inside the city limits, so that the athletes can enjoy the City of Lights.⁹ Paris has such a powerful brand it does not need to spend as much in branding efforts as other cities do. *Location Branding* alone manages to promote Paris quite well, and her proximity to the rest of Europe and the ease of which one can travel in and out of Paris also make it convenient.



Proposed Logo for 2012 Olympics.

DEMOGRAPHICS

Paris is the center of France, more so than any other country, both economically as well as psychologically. The economic activities of Paris overshadow those of any other part of France in importance and complexity. About 65 percent of the nation's bank and corporate headquarters are in the city. Much of the industry in central Paris is of the small-scale craft type, based on skill and most often family owned. Many of these industries make luxury items such as perfumes, furs, gloves, jewelry, toys, clothing, wooden articles, and other high-



Outside the Louvre



value goods. France isn't just a country of regions, they all look towards Paris as their focal point. While most countries are 'stitched together', Paris unites the entire country of France as one entity.

ECONOMICS AND TOURISM

Paris is the number one tourist city in the world. In 2002, over 76 million visitors came to France. Six attractions in Paris alone draw 23.5 million visitors yearly. At the Paris Guide on *Yahoo! Travel*, we learned that the three most popular tourist attractions are *Disneyland Paris* (12 million visitors last year), *The Eiffel Tower* (5.5 million), and *The Louvre* (5 million). Paris and its surrounding suburbs, known as the Ile-de-France, boast a population of roughly 10.5 million people. Just over two million of those live in Paris proper.¹¹

PEOPLE: RESIDENTS AND VISITORS

The Parisians have a reputation of being elite, but historically this has been from the view of foreign visitors. Because the visitors who wrote the memoirs or travel guides were wealthy, the people they associated with during their visits in Paris were of the same social stature. Therefore, when visitors spoke of the Parisians, they were normally referring to the people of the upper classes. These social circles frequented salons, soirees, the opera, shops, and the famous Parisian gardens. Hence, many past descriptions of the Parisians showed little emphasis on the lower classes that inhabited the city, and this holds true to an extent today. The Parisians often speak of Paris like it is the apple of their eye; simply because it is. They are aware of their stature and importance to the rest of the world, and because they see them-



selves as progressive and great people, this is often mistaken for pompous.

THE PROJECTED CITY BRAND

Paris is perhaps one of the most powerful city brands of its kind and the future of Paris should continue to be as bright as her lights. Despite the many setbacks that have occurred over thousands of years such as war, political landscape, and economy, Paris has held her own, and continues to possess many characteristics of a strong brand. Paris consistently promotes her unique personality, culture, people, history, economy, attractions and values. These qualities make her one of the most highly distinctive city brands in the world. In this way and many others, *City Planners* could stand to learn many branding lessons from the City of Lights.



Opera House, Paris, 2004

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SAN FRANCISCO. A CASE STUDY.



HISTORY

The earliest documented history of San Francisco starts around 1542, when European discovery and exploration of the San Francisco Bay Area began. However, 10-20,000 years prior to this, Native Americans had inhabited the area between Point Sur and the San Francisco Bay and were referred to by the Europeans as Ohlone (a Miwok Indian word meaning “Western People”).

Upon the discovery of this area now known as the Bay Area, mapping began in 1775. In 1776, A Spanish party led by Juan Bautista de Anza arrived and established sites for the Presidio (originally a mission site), and Mission San Francisco de Asis (named for Saint Francis of Assisi and now known as “Mission Dolores”). The area first began to develop as a city known as Yerba Buena in 1822 and the downtown area was established by William Richardson, an English Whaler. Yerba Buena remained a small town until the Mexican American war in 1846, and was then taken over by a naval force under Commodore John D. Sloat, and in the name of the United States was renamed “San Francisco” on January 30th, 1847.

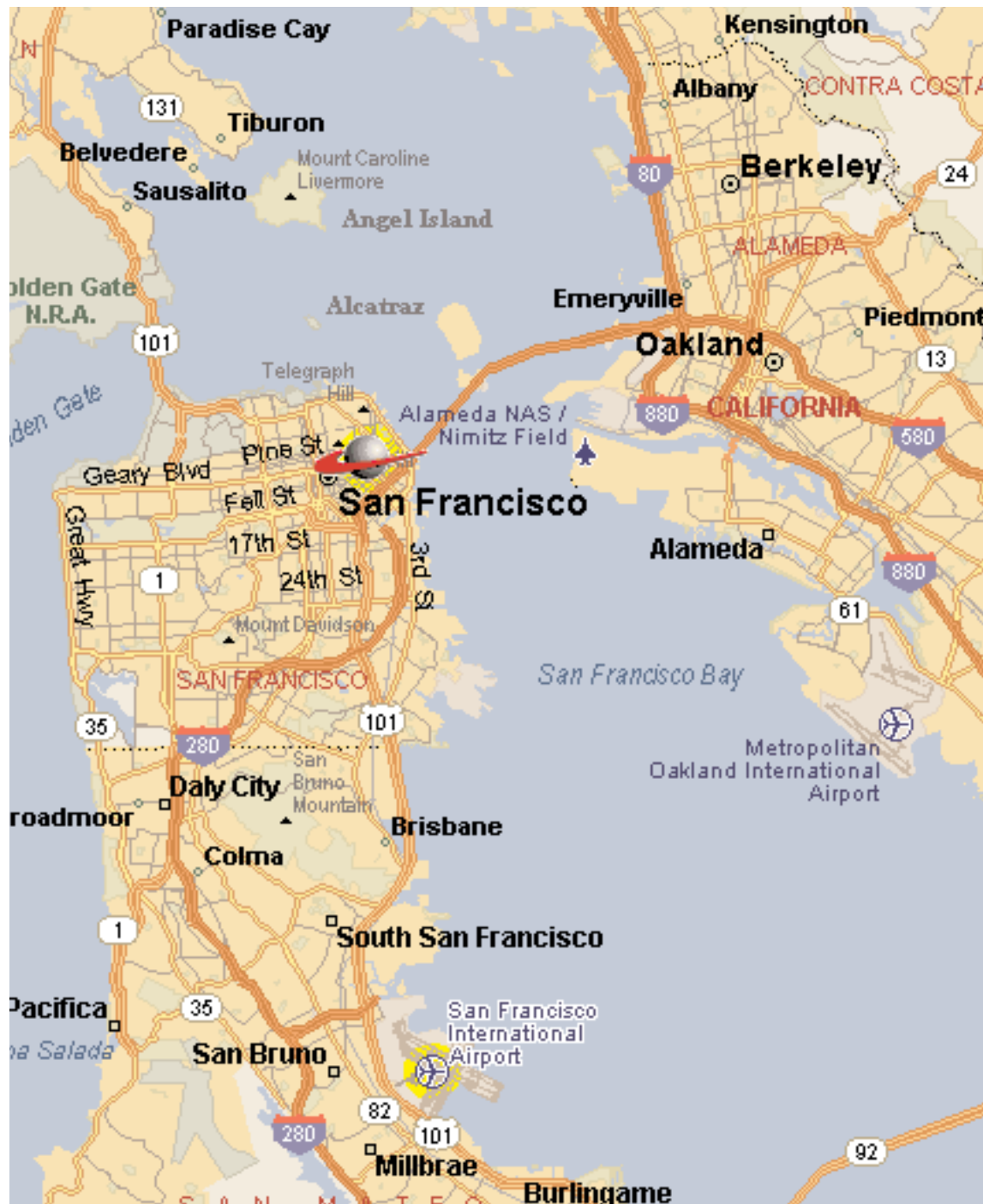


The California Gold Rush started in 1848 and led to considerable immigration into San Francisco and the surrounding areas. During this time, San Francisco Bay became one of the world’s greatest seaports, dominating shipping and transportation in the American West. Between January 1848 and



Early map of San Francisco, 1860

Chapter Five. San Francisco. A Case Study.



Modern Map of San Francisco.



December 1849, the population of San Francisco increased from 1,000 to 25,000.¹ The Chinatown district of the city is still one of the largest and has the largest concentration of Chinese in any single city outside of China. Many businesses started to service the city during this time such as *Levi Strauss*, *Ghirardelli Chocolate* and *Wells Fargo bank*, and still exist there today.

Like many cities, the political situation in early San Francisco was chaotic. Military government was present to clean the city of crime and corruption, and soon San Francisco became the largest city west of the Mississippi River. In 1900 a ship from China brought rats infected with bubonic plague, and the area known as Chinatown was quarantined until the outbreak was finally eradicated in 1905.

The historic earthquake, which occurred on April 18, 1906, has been estimated by modern scientists to have been an 8.25 on the richter scale. The fires that followed brought the city to its knees, and destroyed the vast majority of buildings in the city. However, San Francisco rebuilt and in 1915 the city hosted the Panama-Pacific Exposition, officially to celebrate the opening of the Panama Canal, but also to showcase the vibrant and completely rebuilt city. From then on, progress and expansion were priorities to San Francisco, and its early branding began.



Images of the devastating effects of the historic earthquake of 1906, San Francisco.



The Bay Bridge was completed in 1936, and the Golden Gate Bridge, in 1937. The Golden Gate, the most recognized landmark in San Francisco and declared one of the modern Wonders of the World, was for many years the largest and the tallest suspension bridge in the world. Since 1964, however, several other bridges have been built that are longer and more recently taller.

ATTRACTIONS

The attractions to San Francisco are many. These include the Golden Gate Bridge, Golden Gate Park, The Presidio, Sausalito, Treasure Island, Alcatraz, Chinatown, Fisherman's Wharf, and many muse-



Boats in the harbor, Sausalito

ums, art galleries, restaurants, hotels, architecture, in addition to regional attractions such as Muir Woods, Half Moon Bay, Silicon Valley, Napa Valley, Monterey and Carmel.

San Francisco is the fourth-largest city in the state of California. As of the last U.S. census, it was home to 7.15 million people, which is second only to New York City in terms of U.S. population.² The San Francisco Bay Area, sometimes referred to as The Bay Area, is often defined by the area covered by the nine counties



The Golden Gate Bridge, San Francisco



that border San Francisco Bay which include Alameda, Contra Costa, Marin, Napa, San Francisco, San Mateo, Santa Clara, Solano, and Sonoma. Santa Cruz is sometimes considered a member of the Bay Area as well. Three large cities dominate the area including San Francisco, Oakland, and San Jose. However, when most people refer to 'the city', they are talking about San Francisco since it is the most densely populated and is much more metropolitan than Oakland or San Jose.

The creative community of San Francisco evolved in a similar way to the 'underground' movements in Paris and New York, but San Francisco's counter-cultural movement came much later. Like the bohemian salons in Paris around the turn of the century, and the roaring 20's speakeasy's during prohibition in New York City, San Francisco experienced her own cultural renaissance in the 1960's with the non-conformist groups of human experience known as 'hippies', 'punks', and 'mods'. Liberal cities such as San Francisco turned exotic as 'freaks' and 'ethnics' created a hip cultural renaissance, especially in areas like the Haight-Ashbury. Street art flourished, color flooded the nation, and San Francisco played a big part in the cultural renaissance that occurred during this time.³ Though the area still maintains a bohemian atmosphere and has become a major tourist attraction, it still manages to attract the homeless and teen runaways.



60's style art/graffitti

In the 1960's and 70's large numbers of gay people moved to San Francisco, not only because of its gay-friendly reputation, but for its reputation as a rad-



ical, left-wing epicenter. These groups moved primarily to the Castro district, and today the gay population is estimated to be at about 15%, and gays remain an important force in the city's politics. During the 1980's, homeless people began appearing in large numbers around the city, in part because of the climate and the generous welfare policies. Mayor Art Agnos (1988-92), was the first to attempt to combat this problem. Since then, there have been both lenient and aggressive police actions and policies to try to solve the homeless problem. Most recently Gavin Newsom helped to enact a "Care Not Cash", in which checks that homeless people previously received were replaced by vouchers for housing. This is a problem that is real for San Francisco, and will continually need to be addressed, no matter who is in charge of running the city.

NICKNAME

The City By the Bay

The San Francisco Bay is a shallow, productive estuary in which water draining from the Sacramento and San Joaquin rivers from the Nevada mountains enters the Pacific Ocean.



Map of the San Francisco Bay

Technically there are many rivers that flow into the bay, which include the San Pablo bay, which connects to San Francisco Bay, but the group of interconnected bays are often referred to as 'The San Francisco Bay'. Hence the name "The City by the Bay".



BRANDING EFFORTS

Robert Barrett, president of America's Greatest Cities, a new nonprofit organization made up of New York, Los Angeles, Chicago, Boston, Philadelphia, Seattle, and *San Francisco* states: "Destinations must be in the marketplace to remind busy consumers that they exist. They have to find new ways to maintain their brand awareness in the consumer population, and that's leading them to think more about promotional possibilities".⁴ San Francisco has a lot of branding advantages, but since its dot.com bust and the added economic consequences of September 11th, San Francisco has suffered like many other cities.

In June of 2004, the San Francisco Convention and Visitors Bureau launched a new branding campaign developed by Eleven, an integrated brand marketing agency that came up with the tagline "Only in San Francisco" to try re-establish a new and improved brand identity. The main point was to enhance tourism's economic recovery. Since this time, companies have committed



Ad Campaign for "Only In San Francisco". © 2004 Eleven

more than \$1.2 million in local advertising space and time to the campaign. San Francisco mayor Gavin Newsom states "It's time for a little optimism in



San Francisco. It's time we got back to basics and looked around to reflect not only on history but on where we are, where we are going, and what the city really represents and is truly about. Only in San Francisco do you have people from all over the world that are focused on their common humanity".⁵ Whether this is one person's optimism, truth, or simply perception remains to be seen as the research is still underway regarding this campaign. However, there is no argument that San Francisco has many brand advantages. Diane DeRose, *San Francisco Convention & Visitors Bureau Vice President of Marketing* states: "It's a place unique from the ground up because of its geography, landmarks, originality, traditions, cultures, tolerance, and diverse inhabitants".⁶

Cities, however, are aiming for attracting more than just visitors. Allen Adamson, managing director of Landor Associates, a brand consulting firm based in New York states: "There has been a shift in how cities are thinking about themselves... they're more aware that they have certain assets, and if they're deployed in a strategic fashion instead of waiting for companies to come to them, they stand to benefit more".⁷ In this way, it appears that the strategy behind branding a city is being handled in the same way agencies are branding commercial products.

ECONOMICS AND TOURISM

Tourism is one of San Francisco's largest industries and the largest employer of city residents. In 2000, more than 17 million people visited San Francisco and visitor spending was \$7.6 Billion, providing 82,000 jobs.⁸

San Francisco is also home to the 12th district of the Federal Reserve as well



as major production facilities for the U.S. Mint, The Pacific Stock Exchange, and many major American and international banks and venture capital firms. Companies headquartered in San Francisco include *Anchor Brewing, SEGA, Bechtel, Charels Schwab, CNET, The GAP, Ghirardelli division of Lindt & Sprungli, Levi Strauss & Co., Macromedia, Pacific Gas & Electric, The Sharper Image, Viz Communications, Wells Fargo*, and many others. 40-50 miles south of San Francisco lies the famous *Silicon Valley*, which is home to *Apple Computer, Symantec* and many other electronic and digital companies.



*The TransAmerica Tower
Downtown San Francisco*

The city is serviced by several public transit systems including Muni which is the city-owned public transit system and the famous Cable Cars. BART, which stands for *Bay Area Rapid Transit*, connects San Francisco with the East Bay and San Mateo County communities on the San Francisco Peninsula. In addition, a commuter rail service called Caltrain operates between the city and San Jose and Gilroy, making it fairly appealing and convenient to travel locally as well as regionally.

PEOPLE: RESIDENTS AND VISITORS

San Francisco, like New York and Paris, is extremely diverse. There are many different ethnic groups that make up the city and for the most part, visitors encounter friendly residents and locals that are ready and will-



Boats near Sausalito



ing to share their city.

The racial makeup of the city per the census of 2000:

White/49.66%

African American/7.79%

Native American/0.45%

Asian/30.84%

Pacific Islander/ 0.49%

Hispanic and Latino/14.10%

Other 6.48%.

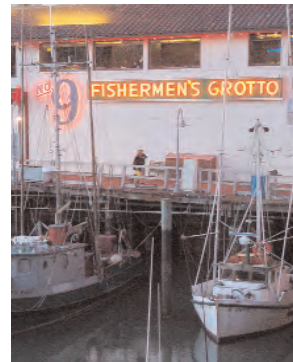
Ethnic groups also include Irish, German, Italian, and Chinese. ⁹



Sausalito



ChinaTown



Fishermans Wharf

Surrounded on three sides by water, the climate tends to be reasonable any time of year, strongly influenced by the cool currents of the Pacific. The air is dry and the weather is remarkably mild, with a so-called Mediterranean-climate. This is characterized by cool foggy summers and relatively warm winters, so snow is virtually unheard of. There is a short rainy season in the winter with mixed fog, but temperatures still tend to be mild and above freezing.

San Francisco is home to many art galleries including the well known SFMOMA/The San Francisco Museum of Modern Art, which opened in 1995. San Francisco has a Japantown as well as a Chinatown (the largest of



both kinds in the U.S). The Mission District, Russian Hill, Lombard Street (often referred to as the ‘crookedest’ street in the world), the Haight-Ashbury, Golden Gate Park, and The Presidio provide a getaway not only for tourists but for locals as well. The charm that San Francisco possesses is evident in her attractions as well as her parks, coastline, and unique neighborhoods such as Pacific Heights and Chinatown, where restaurants, homes, streets, and architecture are famous. The history of *Alcatraz* (the once famous prison turned tourist attraction) brings people from around the world to the edge of the wharf and to the *City by the Bay* to see this and many other attractions for themselves.



San Francisco Bay at dusk

THE PROJECTED CITY BRAND

San Francisco has a powerful city brand, due to all the aforementioned attributes. Despite being a large city, her unusual ‘small-town’ attractions, climate, people, diversity, history and values offers many opportunities for branding success.



Fishermans Wharf sign

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ROCHESTER. A CASE STUDY.



HISTORY

Following the American Revolution, the area known as Western New York was opened up by the Treaty of Hartford [1786]. The treaty stated that while New York would have sovereignty over the land, Massachusetts would have pre-emptive rights to obtain title from the Indians. In 1788, the entire Massachusetts pre-emptive right was sold. This included all land west of a line running from the mouth of the Sodus Bay on Lake Ontario due south through Seneca Lake, to the 82nd milestone on the Pennsylvania border near Big Flats, to the Niagara River and Lake Erie. This extinguished all Indian titles in the area and paved the way for the cities now known as Syracuse, Rochester, and Buffalo, New York.¹

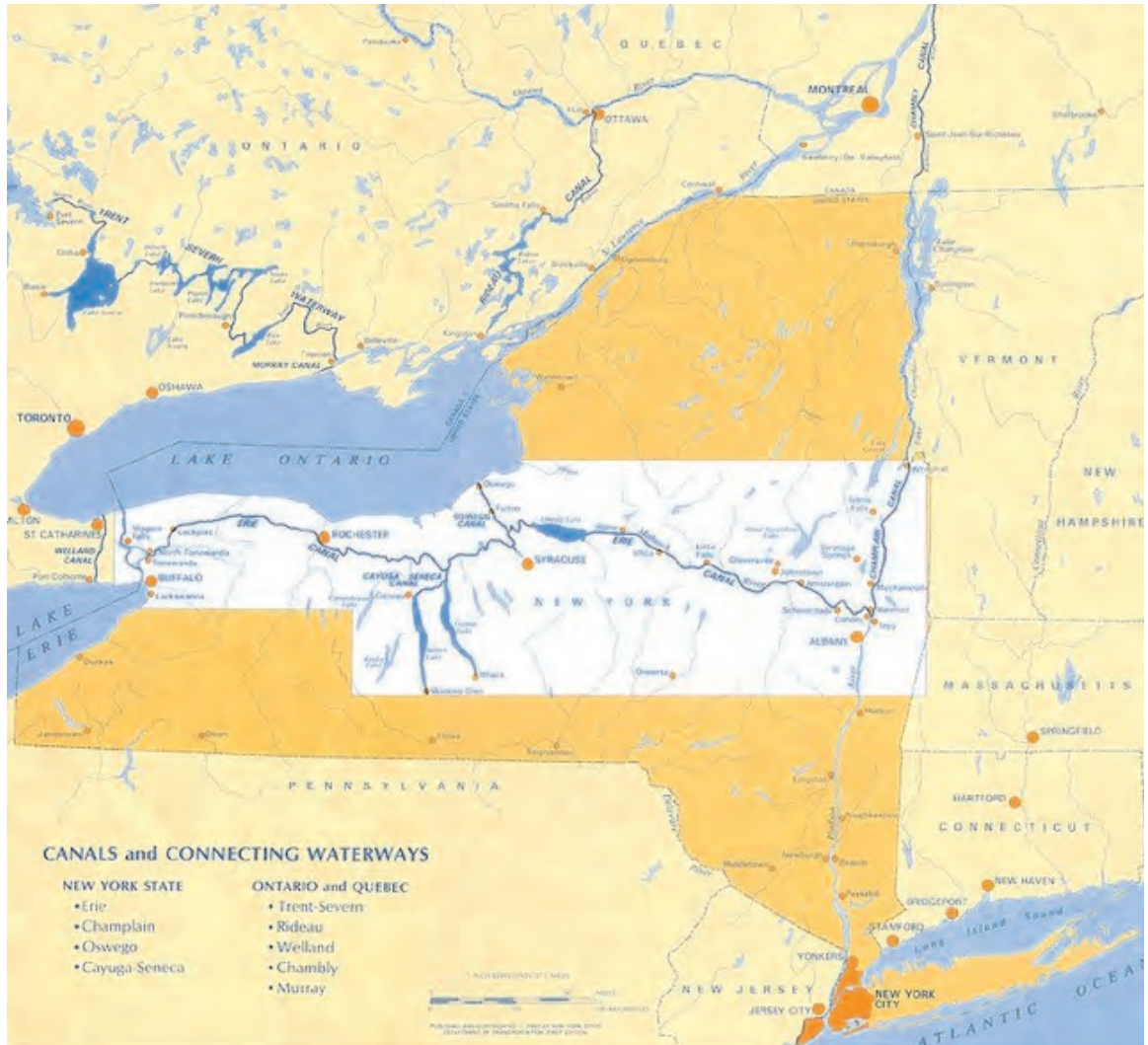
In 1811, the Colonel Nathaniel Rochester, Major Charles Carroll, and William Fitzhugh, all of Hagerstown, Maryland, purchased the 100 Acre Tract which would later be known as Rochester, New York. The population was 15. They had the tract surveyed and laid out with streets and lots. In 1817 other land owners joined their lands to form the Village of Rochesterville, with a population of 700. In 1823, the 100 acre tract was annexed, bringing Rochesterville to 1012 acres and a population of 2,500. The same year, the 'ville' was dropped from the city's name and 'Rochesterville' became 'Rochester'. It was then that the the first 800 foot Erie Canal Aqueduct was completed; built over 16 months by 30 convicts from Auburn State Prison. This canal was built primarily to open the country



Erie Canal Barge pulled by mules



Early map of the Rochester area, New York, circa 1868



Modern map of State of New York and Rochester, New York



west of the Appalachian Mountains to settlers and to offer a cheap and safe way to carry produce to market. When finally completed, it was considered the engineering marvel of its day. It included 18 aqueducts to carry the canal over ravines and rivers, and 83 locks, with a rise of 568 feet from the Hudson River to Lake Erie. It was 4 feet deep and 40 feet wide, and floated boats carrying 30 tons of freight. A ten foot wide towpath was built along the bank of the canal for horses, mules, and oxen led by a boy boat driver or "hoggee".²



An early depiction of the Erie Canal.

In order to keep pace with the growing demands of traffic, the Erie Canal was enlarged between 1836 and 1862 to a width of 70 feet and a depth of 7 feet, and the number of locks was reduced to 72. This made it possible to move larger quantities of products, as it could now handle boats carrying 240 tons.

Once the Erie Canal east to the Hudson river opened in 1823, the economy and population growth took off. By 1830 the population had reached 9,200 and the city became the original boomtown first known as “The Young Lion of the West.” It quickly, however, became known as the Flour City as the first ten days the canal was open, 40,000 barrels of Rochester flour were shipped to Albany and New York City. Although the population in 1830 was only 9,207, Rochester still ranked as the 25th largest city in the United States.³



In 1847, Frederick Douglass commenced publishing a newspaper in Rochester called “The North Star”. In 1857, Susan B. Anthony and William Lloyd Garrison spoke at an abolitionist meeting, and in the years leading up to the civil war, numerous locations in the Rochester area were used as ‘safe-houses’ to shelter slaves for transport to Canada. This route was part of the famous *Underground Railroad*.



An early depiction of Underground Railroad activists.

From the period of 1860-1900 Rochester grew from a city of 48,000 to 162,800. During this time the city expanded dramatically in area on both sides of the Genesee River. Also founded during this period were Bausch and Lomb, Eastman Kodak, French and Co, Western Union, and Gleason Works. Industries that developed during this time were clothing and shoe manufacturing, brewing, and machine tools.

In 1885 a group of Rochester businessmen founded the Mechanics Institute, which later merged with Rochester Athenaeum and each year the Institute graduated numbers of expertly trained professionals. During this period many of Rochester’s great public parks were laid out as well. The turn of the century found Rochester to be a thriving and comfortable city, and during WWII the city became a significant industrial contributor to the War effort. The surrounding farms supplied food not only for the troops but also the homefront. ⁴



By 1950, the population had increased to 332,488, and although Kodak remained the area’s leading industrial employer, many other



corporations were making their mark on Rochester. These included Xerox, Gleason Works, Stromberg-Carlson, Taylor Instruments, Ritter Dental Equipment, Delco Rochester Division of General Motors, and Pfaudler-Permutit. Today Rochester still has the world headquarters of Kodak and Bausch and Lomb. Xerox is no longer headquartered in Rochester, but still has many principal offices and manufacturing facilities there. Wegmans Food Markets, Paychex, Inc, Roberts Communications, Inc. and clothier Hickey-Freeman still reside in Rochester. Education is also a primary industry with over 18 college campuses, some of which include University of Rochester, Rochester Institute of Technology, St. John Fisher College, Roberts Wesleyan College, Nazareth College, Monroe Community College, and the Eastman School of Music. Within an hour's drive you will find Alfred University, (State University of New York) SUNY Brockport, and SUNY Geneseo. ⁵

ATTRACTIONS

Rochester was involved early on in culture. The Eastman School of Music is world-renowned, the Rochester Philharmonic Orchestra, the Strong Museum, the Memorial Art Gallery, the George Eastman House International Museum of Photography and Film, the Rochester Museum of Arts and Sciences, and the Strasenberg Planetarium.



The George Eastman House

Rochester is known for its extensive park system, including the Highland Botanical Park, Cobb's Hill, Durand-Eastman Park, Genesee Valley Park, Maplewood Park, Edgerton Park, Seneca Park, Ellison Park, and Ontario Beach



Park. South of Rochester is Letchworth State Park with its many canyons and waterfalls, and to the southeast is the Finger Lakes region, with numerous lakes, summer cottages, and small and quaint towns and villages. The city also has 13 full-time recreation centers, 19 swimming programs, 3 artificial ice rinks, 66 baseball/softball fields, 47 tennis courts, 5 football fields, 7 soccer fields, and 43 outdoor basketball courts.



*Highland Park, Rochester, New York
photo taken between 1901-1907*

Rochester also has developed a number of festivals such as the Rochester International Jazz Festival, the Corn Hill Festival, the High Falls Film Festival, the Clothesline Art Festival, the Park Avenue Merchants Festival, the Lilac Festival at Highland Park, The Rochester Music Festival, and the Cold Rush Winter Celebration.

NICKNAME

The Flour City and the Flower City

In 1838 Rochester was the largest flour-producing city in the world, hence the name “flour city”. In 1850 the Ellwanger & Barry Nursery Company and several seed companies in Rochester grew to be the largest in the world, so its nickname changed from the ‘flour city’ to the ‘flower city’. To this day,



the city still tends to be known as both. This could be part of the reason that the Rochester brand causes confusion. In addition to this, many cities





in the world possess the name Rochester, but normally people associate Rochester, New York as ‘the’ Rochester since it is the largest city called Rochester. ⁶

BRANDING EFFORTS

With the decline of its major industries and jobs beginning to leave the area, Rochester addressed its branding image in the late ‘70’s. A joint venture of the Rochester Chamber of Commerce and Monroe County governmental bodies aimed at engendering civic pride and beefing up industrial expansion capabilities.

They launched a marketing campaign entitled “I’D RATHER BE IN ROCHESTER,” and developed printed materials, audio visuals and a direct mail campaign to targeted prospects.



An historic farmhouse along the Erie Canal. Rochester, New York

They hoped to capitalize on Rochester’s strong base in high technology and be among the emerging cities in the Northeast. Brochures with the headline: “You ought to be in Rochester, ..it’s got it” highlighted the assets of doing business and living in Rochester.

At this same time, Buffalo and Syracuse launched similar marketing efforts in attempts to brand their cities and revitalize business and residential growth. Unfortunately, this surge to bring in new development brought minimal results, in part due to the unfavorable economic trends of the early ‘80s.



Kodak, Bausch & Lomb, and Xerox, the three Rochester giants, experienced layoffs and outsourcing due to increasing foreign competition. Competition at home from the Sun Belt and the Silicon Valley also took its toll on a city whose climate still produced nearly one-half a year of cold, snowy weather.⁷

Since that time, however, Rochester has seen some positive signs of revitalization, some concentrated in art-related areas such as Corn Hill, the Park Avenue section and High Falls. But still a cohesive branding effort is lacking. Recently Rochester has developed a new slogan with a branding campaign (2002), entitled “ROCHESTER. MADE FOR LIVING”.



This has focused primarily on the following:

- * *Rochester Sports and Tourism*
- * *Facts*
- * *Monroe County Parks*
- * *Quality of Life*
- * *Education*
- * *Demographics*
- * *Businesses in Greater Rochester*
- * *Homes and Schools*
- * *Top Ten Employers*
- * *Rochester-Area Apartments*
- * *Greater Rochester Association of Realtors*⁸

It remains to be seen what effects this campaign will have in bringing people to Rochester, but it seems to be on the right track. Since brand



development is about positioning, Rochester needs to market and embrace the unique brand qualities it possesses and capitalize on those qualities in order to find a marketplace.

DEMOGRAPHICS

In the 2000 census, the City of Rochester Metro area had a population of 219,773, making it the third largest city in New York State, behind New York and Buffalo. For all of these brand advantages, however, Rochester appears to have a weak brand image and has been struggling for the better part of the past 20 years. This is primarily due to the downturn in the economy.

In the 1970's, between Kodak, Xerox, and the electric and phone companies, Rochester was considered an oasis from economic hardship. But no longer. Many of the manufacturing jobs that Xerox and Kodak once based in Rochester have moved to Mexico for economic reasons. In recent years foreign competition has forced Rochester to fight harder. ⁹

The racial makeup of the metro area of the city of Rochester is the following, according to the 2000 US Census:

48% White

38% Black or African American

2% Asian

12% Hispanic or Latino

The city presently has 537 miles (864 km) of public streets, 585 miles (941 km) of water mains, 44 vehicular and 8 pedestrian bridges, 11 public libraries, 7 police stations, and 16 fire stations. Despite being



the third largest city in the state of New York, Rochester manages to retain a small town feel. The quality of life is high, with affordable housing, 18 colleges and universities, a philharmonic orchestra and a AAA baseball team.

PROBLEMS

Places such as New York, Chicago, LA, or Boston are stable urban environments. But cities such as Rochester, with smaller metropolitan areas have become suburbanized, where most of the population has moved to and stayed in the suburbs. The end result of which is a suburban population living around a central city, with dramatic consequences, social consequences, and little policy effort that addresses these huge changes.¹⁰

The Rust Belt

The Rust Belt, also known as the Manufacturing Belt, is an area in the northeastern and north-central United States whose economy was formerly based largely on heavy industry, manufacturing, and associated industries. This area is roughly defined as comprising the northern sections of Indiana and Ohio; the northeastern corner of Illinois; the Lower Peninsula of Michigan; the Lake Michigan shoreline of Wisconsin; Western New York; at least the western half of Pennsylvania; and the northern part of West Virginia, especially that state's Northern Panhandle. This term refers to the unused, rusting machinery left over from the industrial production days; the rusting



infrastructure (such as old highway overpasses), and rusting automobiles from salt used to de-ice roads during the area's heavy winters. The term "Rust Belt" is a neologism created by the analogy to Sun Belt, Grain Belt and Bible Belt. Rochester does not benefit from its location when this term helps to define it.



*Images of the Rust Belt
from a source by James Jeffrey Higgins.*

With the expansion of worldwide free trade agreements in the 1960s, it became far cheaper to produce heavy industrial goods such as steel in third world countries and import them into the United States. Beginning with the recession of 1969-71, a dreary pattern emerged: In that downturn and in the ones that followed, manufacturing jobs disappeared, to be replaced by much lower-paying positions (mostly in the service industry) when the economy recovered. As a result, the economy of Rust Belt areas was decimated as one factory after another was driven out of business and closed down. ¹¹

PEOPLE: RESIDENTS AND VISITORS:

In recent years, the big city populations in the Rust Belt are decreasing. According to the 2000 U.S. census, Detroit, Cleveland, Toledo, Buffalo, Pittsburgh and Rochester are among the fastest-shrinking cities in the US, despite attempts to revitalize their downtown areas.



In the 2004 population estimate, the Rust Belt states were the weakest in growth, averaging less than 2% for new growth, compared to the large percentage of new growth in the Sun Belt. People began to choose warmer weather and more space in which to live. Parts of the NorthEast are often called the Frost Belt or the Snow Belt as a way to more directly contrast the term Sun Belt.

Successfully branded cities have certain traits in common. One of these characteristics is how they manage to keep residents living in the city itself, in part because city municipal government invests in the downtown areas. Decent housing, a creative climate, good restaurants, attractions, and a diverse group of people promote this urban lifestyle. Mid-sized cities such as Rochester have attempted to follow this blueprint, but they are simply not large enough to support both the suburbs as well as the center city. Rochester does have a good mix of ‘color collars’, however, and supports many white collar as well as blue collar workers.

ECONOMICS

When Midtown Plaza opened in the early 1960s in the downtown area, it was among the country's first urban shopping malls. Office workers would come by every day at lunchtime to eat or stroll. But over the years as downtown weakened, business sharply fell. First, Midtown Plaza faced growing competition from suburban malls. Layoffs by Kodak and other companies reduced the number of people working



downtown. Today, Midtown Plaza's owner is in bankruptcy, and many major tenants have left. Midtown Plaza's failure is part of a broader transformation, reshaping the city's economy. Once Rochester was a prosperous company town. Kodak and Xerox together employed some two-thirds of the labor force, and the jobs they provided were highly skilled and paid well. But as the companies' fortunes have fallen, many of the best jobs in the city have disappeared.¹²

At the same time, many outlying towns have boomed. Greater Rochester has seen a rush of small start-up companies, and many have located in the green, hilly country south of the city, which is easily accessible by interstate. In this way, perhaps globalization has affected the city of Rochester.



Downtown Rochester

People no longer have to commute to the downtown area to work, and since Rochester doesn't have much to offer in the center city itself, people look for employment nearer to where they live or on the outskirts. This is in stark contrast to cities such as New York, where commuting may be a hassle, but it is worth it because there are additional attractions besides work.

TOURISM

Tourism in Rochester is very seasonal. What is now known as the Lilac Festival started informally in 1898, when 3,000 people gathered one Sunday in May to see the lilacs. Ten years later, the number had grown



to 25,000; today, the 1,200-plus flowering lilac bushes put on their



Lilacs at the Lilac Festival

display for well over a half-million people during the annual 10-day festival. This family-oriented event is the largest celebration of its kind in North America, and the largest (and longest-running) festival in the Greater

Rochester Metropolitan Area.¹³

Smaller festivals in the arts areas attract visitors from surrounding areas within a day's drive. These same 'regional tourists' are attracted to concerts and occasional 'name' appearances that come to The Eastman Theatre Auditorium for touring Broadway shows. On balance, however, Rochester is not a large tourist destination.

There is also the new Rochester to Toronto Ferry. The Ferry is officially called the Spirit of Ontario. Its nickname is 'The Cat'. The Ferry has been designed as an exciting new way to travel and will provide a safe, reliable and stress free method of traveling all year round. This opened in June of 2005. Customs on both sides of the border allow walk on passengers, drivers and truckers to use the Rochester Toronto Ferry as a shortcut



The Rochester to Toronto Ferry

across Lake Ontario. This vessel can accommodate approximately 750 people, up to 220 vehicles and up to 10 buses or trucks. Travel time is approximately 2 hours & 15 minutes from port to port, traveling at 55



mph. The benefits of Rochester's proposed fast ferry transportation system are several: Rochester would become an international gateway, commerce would be stimulated between Canada and the US, and it would also encourage more cooperation between regional governments, businesses, and cultures. More importantly, the trip will act as a "virtual" bridge, connecting the national highway systems of Canada and the United States, and also will serve as a catalyst for the two regions coming together regarding economic development, tourism activity and job growth.

THE PROJECTED CITY BRAND

Rochester has a fair brand image at best and has learned some hard lessons in the past 20 years, but is now focused on looking forward. One of her main goals is to attract new business. Realizing she can no longer rely on the traditional industries that built her in order to survive, she must find alternate ways of generating new economic opportunities that look to the future. Historically, Rochester was built on many futuristic ideals from famous residents such as George Eastman and Frederick Douglass. Rochester's reputation still evokes quality education, culture, and unique regional attractions. Now that Rochester has recognized and identified her problems, she must focus on cooperation between municipal government and residents if she is to have any kind of economic future, and successfully attract people back to the flower city, the once famous city of Rochester.

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Chapter Six. Rochester. A Case Study.

BERLIN. A CASE STUDY.



HISTORY

Berlin itself is one of Europe's younger cities, with its origin in the 12th century. The city developed out of two settlements, Berlin and Cölln, on both sides of the river Spree, in today's Mitte borough. Cölln first is mentioned in documents on 28 October 1237, Berlin in 1244. Unfortunately, the great town center fire of 1830 damaged most written records of those early days.

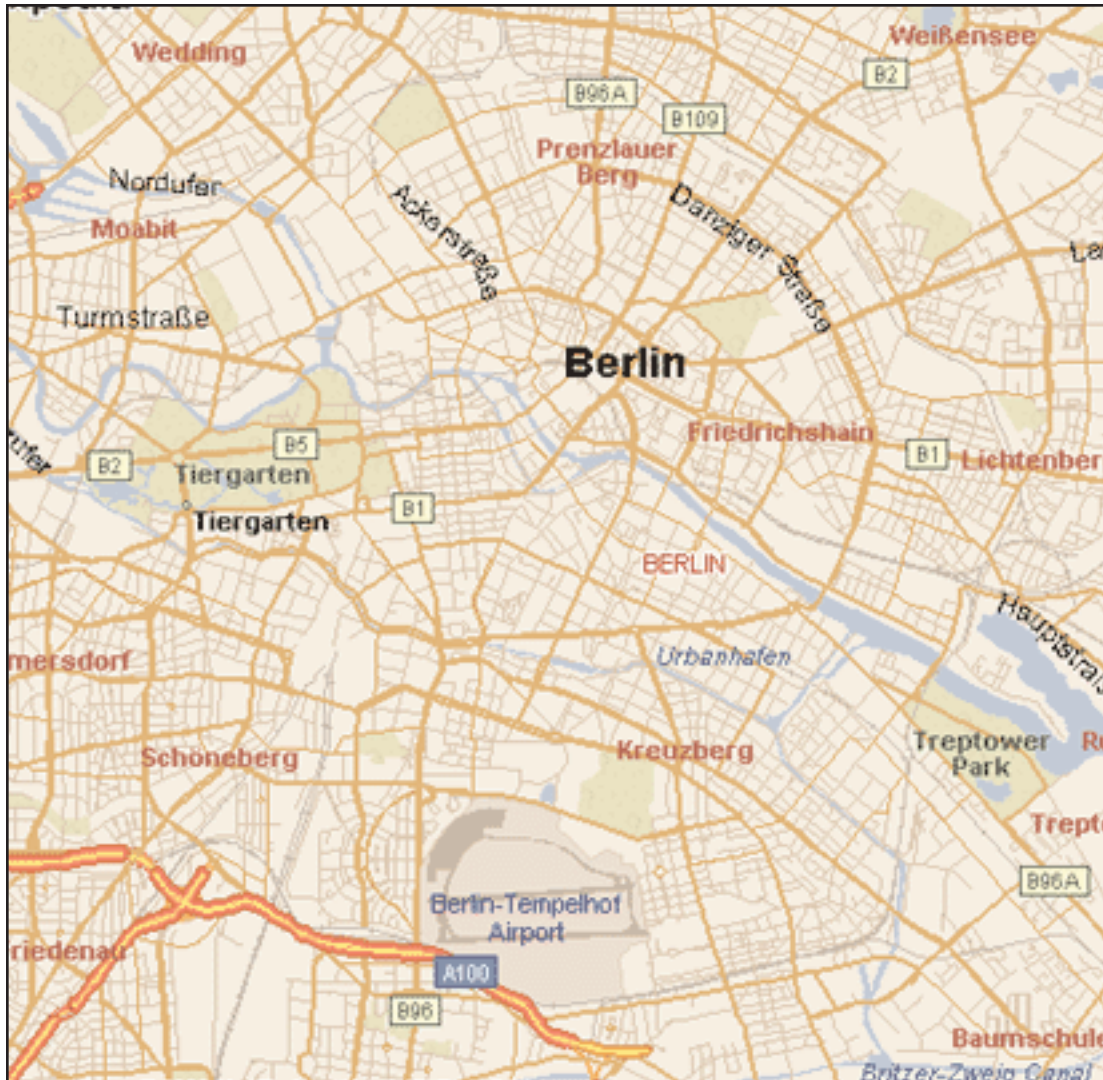


The cities formed a trading union in 1307, and participated in the Hanse. Their urban development took place in parallel for 400 years, until Cölln and Berlin finally were unified under the name of Berlin in 1709, including the suburbs Friedrichswerder, Dorotheenstadt, and Friedrichstadt.

Not much is left of these ancient communities, although some remainders can be seen in the Nikolaiviertel near the Rotes Rathaus, and the Klosterkirche, close to today's Alexanderplatz. The first City Palace was built on the embankment of the river Spree in 1443 to 1451. At that time Berlin-Cölln numbered



Map of Berlin, 1798



Map of Modern Day Berlin



about 8,000 inhabitants. In 1576, the bubonic plague killed some 4,000 people in the city. During the Thirty Years' War (1618-1648), Berlin's population shrank from 10,000 to 6,000.

In 1640, Frederick William took regency in the principality of Brandenburg. During his government, Berlin reached 20,000 inhabitants and became significant among the cities in Central Europe for the first time.

Prussia

In 18 January 1701, Frederick III was crowned King Frederick I in Prussia and made Berlin the capital of the new kingdom of Prussia. In 1709, Berlin-Cölln was joined together with 'Friedrichswerder', 'Dorotheenstadt' and 'Friedrichstadt' under the name Berlin, with 60,000 inhabitants.

82

Weimar Republic and the Third Reich

Although it was the residence of the Prussian kings, Berlin's population did not expand greatly until the 19th century, mainly after becoming the capital of the German Empire in 1871. It remained Germany's capital during the Weimar Republic and under the Nazis' Third Reich. During this period Adolf Hitler had great plans to transform Berlin, because he thought that Berlin was one of the ugliest cities in the world, and he hated it. (Berlin was, and still remains, a center of left-wing political activity in Germany, and its residents largely opposed the Nazis' rise to power.) Therefore, Hitler and his architect Albert Speer made enormous plans for the new Berlin, the so-called Welthauptstadt Germania.



On the site of today's Parliamentary offices (Paul-Löbe-Haus) adjacent to the Reichstag, Speer planned to construct The Great Hall, 250 m high, seven times higher than St. Peter's Basilica in Rome, and with an enormous dome. It was planned to be large enough to hold 170,000 people, and the sweat and heat produced by those people were predicted to be able to generate clouds and rain inside the dome. From The Great Hall, a southbound avenue was planned, the Avenue of Victory, 23 m wide and 5.6 km long. At the other end there would have been the new railway station, and next to it Tempelhof Airport.



Modern Day Berlin

Additionally, halfway down the avenue there would have been a huge arch 117 m high, so large that the Arc de Triomphe in Paris would fit inside. It was projected to be a monument commemorating those fallen during World War I and World War II. The project was to finish in 1950, and Berlin was to be re-named "Germania" on that occasion. But the construction never started, as Hitler



decided it would be madness to start such a project during a war. Hitler actually thought the Allied airstrikes were very practical, mostly because it made demolishing the old Berlin so much cheaper for him.

Today only a few structures bear witness to the large-scale plans of 'Germania'. Hermann Göring's Reichsluftfahrtministerium (National Ministry of Aviation), Tempelhof International Airport, Olympiastadion, and a series of street lights on the East-West Axis on Kaiserdamm and Straße der 17 Juni are all that remain. Hitler's Reich Chancellery was demolished by Soviet occupation authorities.

The divided city

By the end of the Second World War, up to 70% of Berlin had been destroyed by concerted Allied air raids and street fighting. The so called "Stunde Null" marked a new beginning for the city. Greater Berlin was divided into four sectors by the Allies under the London Protocol of 1944, one each for the following:

1. The United States, consisting of the Boroughs of Neukölln, Kreuzberg, Tempelhof, Schöneberg, Steglitz and Zehlendorf.
2. The United Kingdom, consisting of the Boroughs of Tiergarten, Charlottenburg, Wilmersdorf and Spandau.
3. France, consisting of the Boroughs of Wedding and Reinickendorf.
4. The Soviet Union, consisting of the Boroughs of Mitte, Prenzlauer Berg, Pankow, Weißensee, Friedrichshain, Lichtenberg, Treptow and Köpenick.

The Soviet victors of the Battle of Berlin immediately occupied all of Berlin.



They handed the American, British and French sectors (later known as West Berlin) to the American and British Forces in July 1945: the French occupied their sector a little later. The Soviets used the period from May 1945 to July 1945 to dismantle industry and transport facilities in West Berlin; including removing railway tracks, as reparations for German war damage in the Soviet Union. This practice also continued in East Berlin and the Soviet occupation zone after 1945.

Berlin's unique situation, as a city half-controlled by Western forces in the middle of the Soviet Occupation Zone of Germany, made it a natural focal point in the Cold War. Though the city was initially governed by a Four Power Allied Control Council, with a leadership that rotated monthly, the Soviets withdrew from the council as East-West relations deteriorated and began governing their sector independently. The original council continued to govern West Berlin, with the same rotating leadership policy, though now only involving France, Great Britain, and the United States.

The Berlin Blockade

In response to Allied efforts to fuse the American, French, and British sectors of western Germany into a federal state; American refusal to grant the Soviets war reparations from industrial areas of western Germany; and to a currency reform undertaken by the western powers without Soviet approval; the Soviets blocked ground access to West Berlin on 26 June 1948. This became known as the "Berlin Blockade". The Western Allies undertook a massive logistical effort to supply the western sectors of the city through the Berlin Airlift, known by the



West Berliners as "die Luftbrücke" (the Air Bridge). The blockade lasted almost an entire year, ending when the Soviets once again allowed ground access to West Berlin on 11 May 1949.

East Germany chose Berlin as its capital when the country was formed from the Soviet occupation zone in October 1949; however, this was rejected by the western allies, who continued to regard Berlin as an occupied city that was not legally part of any German state. West Germany, formed on 23 May 1949 from the American, British, and French zones, had its seat of government in Bonn, although Berlin was symbolically named as the German capital in West German Basic Law.

The Wall

On 13 August 1961, the Berlin Wall was constructed, physically separating West Berlin from East Berlin and the rest of East Germany, as a response to massive numbers of East German citizens fleeing into West Berlin as a way to escape to the west.



The Berlin Wall, 1961.

Student Movement

In the 1960s, West Berlin became one of the centers of the German student movement. West Berlin was especially popular with young German left-wing radicals, as young men living in West Berlin were exempted from the obligatory military service required in West Germany proper: the



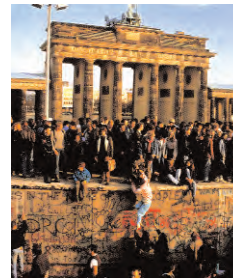
Student Protesters in Berlin



Kreuzberg district became especially well-known for its high concentration of young radicals.

Reunification

The Berlin Wall was breached on 9 November 1989. By the time of German reunification on 3 October 1990, the Wall had been almost completely demolished, with only small sections remaining. The German Parliament, the Bundestag, voted in June 1991 to move the (West) German capital back from Bonn to Berlin. Berlin once more became the capital of a unified Germany. Ministries and Government Offices moved back from Bonn to Berlin in 1999.¹



The Fall of the Berlin Wall, 1989.

Berlin is one of the most interesting cities in the world today. Marketers worldwide have been solicited since 1990 to help re-brand Berlin. The center of Berlin today is the largest construction site in Europe. Contractors, laborers and the like have come from all over the world to build a new capital for Germany, one they hope will turn into a capital for all of Europe. This may seem like a lofty goal, but Berlin has strong potential with the capacity to deliver.



Berlin Today



ATTRACTIONS

Berlin was once a city of beautiful architecture, culture, and grand design. Early palaces and boulevards were built in the 1400's. But the overall impression one receives today when visiting Berlin is one of discontinuity, visibly reflecting the many ruptures of Germany's difficult history in the 20th century.



An old photo of a bridge in Berlin

Even though Berlin does have a number of impressive buildings from earlier centuries, the city's appearance today is mainly shaped by the key role it played in Germany's history. No other city in the world offers Berlin's unusual mix of architecture, especially 20th century architecture. The city's tense and unique recent history has left it with a distinctive array of sights.

Today Berlin boasts three opera houses, a dozen theatres, world-class orchestras, grand museums and galleries featuring contemporary artists, three universities, a Love Parade, film festivals, and vast flea markets and exotic restaurants; making it arguable one of the most exciting cities in Europe. Certainly it is the most rapidly evolving one. ²

Berlin is one of the few cities in the world taking a risk to market itself as a progressive, informative city with nothing to hide. Museums being built will educate the world about its most reviled citizens. Where most cities try to highlight their accomplishments and sweep their mistakes under the carpet, Berlin has



picked up the threads of its prewar past.

Architect Daniel Libeskind's Jewish Museum opened in 2001 in Berlin and quickly became one of the city's most-visited landmarks. Another memorial to the Jews killed during the Holocaust – a giant field of cement pillars designed by American architect Peter Eisenman across from the German Bundestag – is due to be completed in 2005.³



The Jewish Holocaust Museum in Berlin

But government representatives in Berlin stressed the importance of having a museum and documentation center that would focus on the perpetrators of Nazi crime as well; so there is also a Gestapo Museum in the future for Berlin. Andreas Nachama, executive director of the Topography of Terror Foundation talks about the Gestapo Museum plans, "Here we speak about the center of the evil. This was the Gestapo headquarters, where within a few months German democracy was destroyed. This was where Nazi terror across Europe was conducted," he said. "We don't speak about one victim group here, we talk about terror and about how an entire democracy was destroyed."⁴

Berlin is exploding with museums; there is even a Museum Island. Museum Island is home to several cultural attractions including the Bodemuseum, the Altes Museum, the Pergamon Museum and the Nationalgalerie. Various forms of



Old and new mix in Berlin



expression include painting and sculpture. The Beate Uhse Erotik-Museum is considered one of the top five museums in the entire world by attendance, which is significant, considering that The Louvre attracts eight million visitors each year. Germany experienced an Expressionist movement in the beginning of the twentieth century, known as “The Bridge”. The Brucke Museum pays homage to the works of this generation of Berlin and Dresden artists.⁵

Berlin's historical contribution to education is also a significant part of its history and still remains part of its attraction today. Berlin was once a center of German romanticism, a landmark of neoclassical architecture. Through the establishment of its university in 1810, Berlin became the model for the modern research university.⁶

NICKNAME

The story of Berlin is the story of its people, a people largely composed of successive waves of immigrants. Dutchmen, Frenchmen, Huguenots, Jews, Italians, Poles, Scots, Salesians, Galicians, Saxons, Pomeranians, Prussians, Lithuanians, Russians, and others – all poured in to what was for a long time little more than a town. There, they were transformed by the ‘Berliner Luft’, the special ‘Berlin Atmosphere’, into something rich and strange. It has been said that no-one is born a Berliner, everyone has to become one. The city does not have a distinctive nickname compared to cities such as Paris , but instead has been identified more by the people that inhabit Berlin.



The Brandenburg Gate



BRANDING EFFORTS

Berlin is attempting to do something no other city in the world has attempted – branding itself with both its positive and negative qualities. Berlin is embracing its history, both good and bad. Planners have highlighted its accomplishments from the past as well as documenting its war crimes and faults to inform and educate people worldwide.

Intellectual discourse in Germany since the late 1960's rested largely on the assumption that public knowledge about the Nazi past would prevent any recurrence of German nationalism, racism, and anti-Semitism. Memory was seen as a practical expression of moral enlightenment and progress, as a direct conduit of political and social reform.⁷

It is difficult to think of a city with more to overcome than Berlin, The Berlin Wall still resonates as a structure that caused immense pain and suffering for thousands of people over a span of nearly 30 years. Once the Wall was finally constructed, the border separating the two factions of the city ran 166 km. 23m. When the Wall finally came down in 1989, the entire world watched as Berliners celebrated; and hundreds hammered parts of the Wall down. Today, only small parts of the wall remain standing, symbolizing the final triumph of democracy over repression.



Modern Berlin

The Nazi crimes during World War II and the Berlin Wall are perhaps the most significant branding problems that Berlin must overcome. But there is hope



now that time has passed. Much of the world has now forgiven Berlin and begun to invest in her future economically. The challenge now posed to and by Berlin is to develop a strong brand for itself. Its city planners, business leaders, and government officials have made preliminary attempts to develop an unusual brand identity. Part of this includes the frenzied remaking of the city since 1990. This has served the purpose of improving the city's location in the transnational reorganization of the capital and enhancing Berlin's attraction and marketability on a worldwide scale. An economic outpost and cultural enclave throughout the era of the Cold War, post unification Berlin has been charged to become a global city: a self-assured metropolis coordinating the evermore global flow of moneys, technologies, labor forces, images, sounds, pleasures, and meanings.⁸

Berlin's city planners today explore images of locality and history in order to increase the city's competitive advantages. In stark contrast to the self-restrained architects of postwar Bonn, Berlin's chief designers have chosen to provide highly choreographed environments enhancing local prestige and gratifying desires for historical continuity, livability and territorialization.

DEMOGRAPHICS

In the heady days that followed reunification, Edzard Reuter, then the CEO of Daimler-Benz (and the son of Berlin's most famous mayor), announced that the city's location at the eastern edge of the European Union would make it the Hong Kong of Eastern Europe. Daimler-Benz decided to locate the headquarters of its service-oriented subsidiary, debis, in Postdamer Platz, on a plot directly



atop the old route of the Wall. SONY also decided to move its European headquarters to Berlin, purchasing a large site nearby. Scores of other companies were expected to follow.⁹

In the early 90's economists predicted a massive population increase. The city economist Eberhard von Einem estimated that 60,000 people would arrive in Berlin every year. The German government voted to move most of the federal administration from Bonn to Berlin, which meant the direct transfer of tens of thousands of government employees, plus attendant law firms, associations, and political party offices. To get the attention of investors, the federal government offered restive tax credits, sparking an orgy of speculative upgrade.¹⁰

The population of Berlin as of January 2005 was 3,426,000.

Since 1989, the unification of Germany, and the move of the capital from Bonn to Berlin, the changes in the city have been breathtaking in their rapidity. Entire sections of town, such as the Manhattan-style buildings at Potsdamer Platz, have arisen seemingly overnight to dominate the cityscape. More importantly, the center of action has been re-oriented-quite literally; since it has moved from west to east, from Kurfurstendamm to Unter den Linden.

Potsdamer Platz, an entire quarter built from scratch after 1995, is a marvel of city planning. Hack Escher Market, Sandier Worsted and Scheunenvierte, is home to fashionable culture, with countless small clothing shops, clubs, bars and galleries. The New Synagogue area in Oranienburger StrafBe, originally built in the 1860's in Moorish style with a large golden dome, was reconstruct-



ed in 1993. Hackensche Hofe is a conglomeration of several buildings around several courtyards, nicely reconstructed after 1996. This area was a center of Jewish culture up until the 1930's.¹¹

Despite the city's high unemployment levels, a significant number of young Germans and artists continue to settle in the city. Berlin has established itself as the premiere center of youth and pop culture in Europe. This is a positive when referencing the importance of the Creative Class, discussed further in Chapter Nine. The art scene is extremely rich in Berlin and home to hundreds of galleries. This city is host to the annual international art fair Art Forum. German MTV moved its headquarters and main studios from Munich to Berlin. Universal Music opened its European headquarters on the banks of the River Spree in an area known as the media spree.¹²

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Berlin also offers one of the most diverse and vibrant nightlife scenes in Europe. Most Berliners take great pride in their city's reputation as one of the most socially progressive cities on the continent.¹³

PEOPLE: RESIDENTS AND VISITORS

Since the fall of the wall and the reunification of Germany, Berlin has enjoyed a tourist destination status once again. Residents and visitors alike enjoy the numerous restaurants, cafes, nightclubs, museums, and other attractions already mentioned. Berlin exhibits a fairly obvious atmosphere of tolerance, especially since the city and its history possess physical reminders of past intolerance and oppression. Berlin has become a pleasant surprise to some travelers,



who wish to return. Similar to other popular cities, this word-of-mouth reputation can assist or even supercede any sort of branding campaign Berlin might attempt to create. Berlin's promotion, however, still comes mainly from Europe and Europeans rather than worldwide. Berlin seems to be well on the way to regaining a positive city brand that people world-wide will choose to invest in again.

THE PROJECTED CITY BRAND

What defines the city of the future? Some look at the reconstruction of Berlin and see the heart of a new Europe. Others envision the hottest ticket in urban theater. Then again, maybe what's really going on here at the border of the 21st century is the creation of a monumental branding event.¹⁴

Berlin still presents a conundrum for branding efforts. Can a city reposition itself by building positive images on a negative past? Even the skeptics must allow for a modicum of success on this new approach to branding. Since brands connote permanence, they imply presence and signify cultural relevance. They suggest the enduring, alluring power of persuasion. Yet all these preconceptions are upended in this city. Permanence? In Berlin, even that which looks old was constructed yesterday. Presence? Among the most potent structures here is an object that no longer exists, The Berlin Wall. Cultural relevance? The most crowded coffee house on the Unter den Linden is not the indigenous Cafe Einstein, but the Starbucks near the Brandenburg Gate.¹⁵

The power of persuasion? Berlin knows that danger better than any other city



on earth... before the wall came down, the ultimate symbol of freedom for many in East Berlin was a pair of Levi's.¹⁶

Berlin suggests caution as well. The cliché notwithstanding, change is not the only constant. Even in an environment of continual transformation, there is permanence – not all of it worth celebrating.¹⁷

Berlin has struggled to decide which direction to look in. Would it model itself on the new cities of the world, with their disregard for history and their willingness to remake themselves according to the desires of the global economy and the whims of savvy developers? Or could Berlin pick up some thread of a local identity, salvaged from its prewar past? This is hardly an innocent question, since every gap in the cityscape of Berlin today is an expression of both the city's losses and its crimes. Capitalizing on history as a global mark of differentiation and distinction, Berlin's new city planners have refined 'urbanity' into an object of consumption, thereby obscuring the vagaries of modern urban experience.¹⁸

Can Berlin's branding efforts today work by reenacting the past to create a viable and urban space for the present? Berlin is writing a new chapter in city branding, in the way we think about a city's representation of itself. The culture of memory and historical recollection are tied to a "New Berlin" which offers a phoenix-like rise from the ashes of chaos and ruin to viable urban marketability, capitalizing on history as a global mark of differentiation and distinction.

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Chapter Seven. Berlin. A Case Study.

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CHARLOTTE. A CASE STUDY.



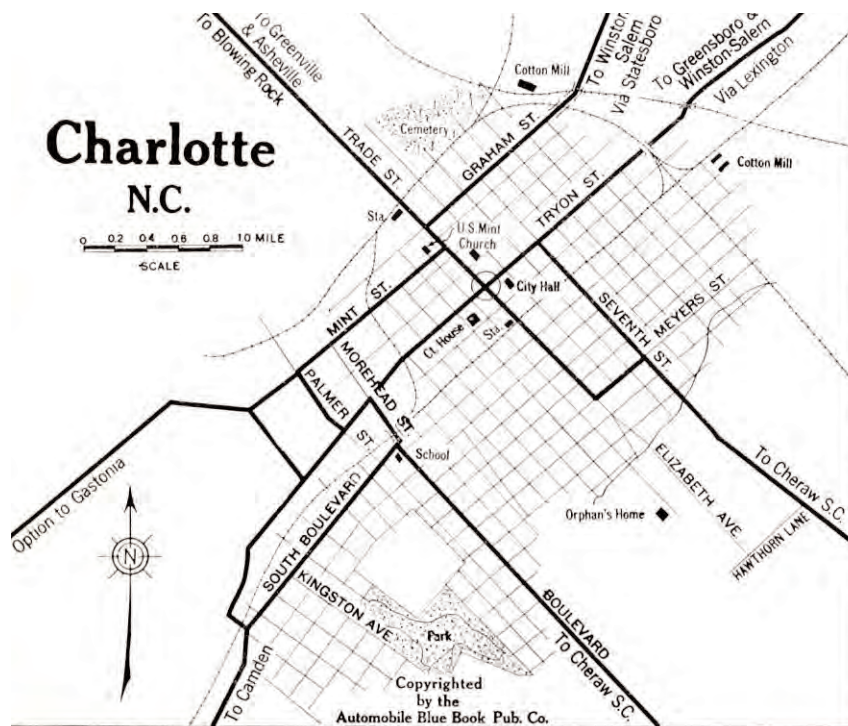
HISTORY

Charlotte was founded in the 1750's at the intersection of two Indian trading paths, otherwise known as the north-south Great Wagon Road, which is followed closely today by U.S. Route 21. In the 18th century, the Great Wagon Road led settlers of Scotch-Irish and German descent from Pennsylvania into the Carolina foothills. The crossroads where the village of Charlotte Town was founded is the heart of modern downtown Charlotte today; and the former trading paths are now known as Trade and Tryon Streets.



The village, established by Thomas Polk, uncle of *United States President James K. Polk*, was named for *Charlotte of Mecklenburg-Strelitz*, the German wife of British King *George III*. The Piedmont originally was rural and underdeveloped. Its economy changed over the years, but in the beginning, farming was the main industry.

1776-1781: *The Revolutionary War*: Americans were outnumbered, but strategic battles at Kings Mountain, Cowpens, Sherrill's Ford and Guilford Courthouse as well as a new alliance with France marked a turning point in the war. Cornwallis's defeat at Yorktown led to an agreement for peace. The struggle for Independence was won and a new nation forged ahead, charting new territories in government and civil liberties. 'Mecklenburgers' looked forward to contributing to a new nation and living in peace.



Early Map of Charlotte, 1919



Modern Map of Charlotte, NC

Chapter Eight. Charlotte. A Case Study.



1800's: In the early 1800's, gold was discovered in the Charlotte area. North Carolinians became wealthy, and much of the gold came from Mecklenburg County. During this time, gold mined in Mecklenburg County had to travel hundreds of miles to Philadelphia, Pennsylvania to be minted into coins. Roads were bad and each dangerous trip took four months. Charlotteans asked Congress for a North Carolina branch of the U.S. Mint, and one was built in Charlotte. By 1836, more than 50 gold mines operated in North Carolina, and more were in Mecklenburg than in any other county. In 1849, gold, discovered one year earlier in California, enticed fortune seekers from all over to flock to the western territory in a "gold rush." These hopeful prospectors were called "forty-niners." This name still is used today for the University of North Carolina at Charlotte (UNCC) sports teams. *President James K. Polk*, a Mecklenburg County native, told Congress he believed the California gold rush would lead to great wealth, and no longer was North Carolina the only place to look for gold.

1861-1865: *The American Civil War*. When economic and social divisions between northern and southern states came to a climax, war was inevitable. There were 9 million people in the South and 22 million in the North. The odds were against the South, as the North had more resources than the entire South. The Civil war remains to this day the bloodiest and most violent in America's history, having destroyed many southern cities.



Civil War Soldier

Charlotte was spared this fate, however, but more Americans died during this time than in any other war that followed, and North Carolina lost more troops than any other state in the Confederacy. A total of approximately 600,000 peo-



ple died in this war. As the Civil War ended, panic ensued. The South was in ruins. Desperate people lost all their possessions and resorted to looting from stores; and slaves ran away from farms, leaving no one to plant and harvest crops.

1879-1913: Textile mills brought a new industry to Charlotte. Entrepreneurs such as D. A. Tompkins and Stuart Cramer revolutionized the technical aspects of the cotton industry. Other major industries included the Lance Corporation, Charlotte Chemical Laboratories, J. A. Jones Construction Company, Allison-Erwin Company and a host of others. As more textile mills located to surrounding communities, Charlotte experienced growth in finance and distribution. This economic diversity enabled the founding of cultural institutions such as the first public library in 1903.

1914-1945: Charlotte experienced the benefits as well as the consequences of World War I, The Roaring Twenties, The Great Depression, and World War II.

1950-1980: The sixties brought changes in southern society. The Civil Rights Movement united Blacks and Whites seeking an end to segregation. Young people across the country joined the Peace Movement to protest the United States involvement in Southeast Asia. Women demanded equal rights and work for a constitutional amendment. Charlotte's Second Ward neighborhood, also known as "Brooklyn," had been the heart of the city's black community since the late 1800s and fell into decline. Civic leaders decided to demolish the entire area, rather than spend the money in repairs. This plan, "urban renewal, completely destroyed Brooklyn, and most of the families, businesses, churches and schools must relocate.



1980-1989: Charlotte becomes a mecca for new businesses and one of the top financial centers in the country. This growth attracts new people. In addition, professional sport teams and a desire for a strong cultural center bring a world



Charlotte Night Skyline

of change to many Charlotteans.

1990-1999: Growth explodes at "University City," the area surrounding the Charlotte branch of the University of North Carolina. This 1,000-acre campus assembled from city, state and private land donations also includes the old Cochrane family farm. Six major airlines now serve Charlotte-Mecklenburg with flights to 146 cities. Half of the entire U.S. population can be reached within a one-hour plane ride from the area. Businesses have more opportunities



than ever before to reach customers with goods and services.¹

ATTRACTIONS

Uptown is a late 20th century appellation for the original city, which was divided into four political wards in the 19th century. The center of Uptown is The Square, the intersection of Trade and Tryon Streets and the point of convergence of all four wards. Uptown is the location for the skyscrapers of the city's banking industry, as well as the Bank of America Football Stadium and the future Uptown Arena, where the NBA Bobcats will play. The Charlotte campus of Johnson & Wales University, the Museum of the New South and an uptown branch of the Mint Museum of Art are also located here.



Charlotte Skyline



Intersection of Trade and Tryon Streets in the heart of Uptown Charlotte

South End is the area around South Boulevard below the John Belk Freeway. It was an area of light industry and cotton mills for much of its history; however, today its former industrial buildings have been converted into loft apartments, restaurants and shops.



South End Sign

Dilworth, Charlotte's initial streetcar suburb, was



developed in the 1890s on 250 acres southwest of the original city limits. It was planned largely with a grid pattern similar to the original four wards of Uptown, and was originally designated the city's Eighth Ward. Today Dilworth is popularly known as a neighborhood for Charlotte's young professional families drawn to its historic turn of the century architecture and traditional neighborhood feel.



One of the Trolley cars that travel from South End to the Uptown area.

Myers Park is one of the city's most prestigious addresses, an area with some of the city's oldest large houses and streets lined with towering



A tree-lined Charlotte Street

oaks grown at James B. Duke's farm in New Jersey. Myers Park was initially a "streetcar suburb" whose residents commuted to town daily on the electric trolley car, and is largely a product of the building boom of the 1920's. ²

NODA: The "arts district" on and around **North Davidson Street**. This was formerly the site of a textile mill and the homes of mill workers. Recently, there has been a great deal of development in the area, including adapting the old mill building into condos/artists' lofts. There is a lot of activity involving the creative community in this area, attempting to bring more culture and diversity into the city.



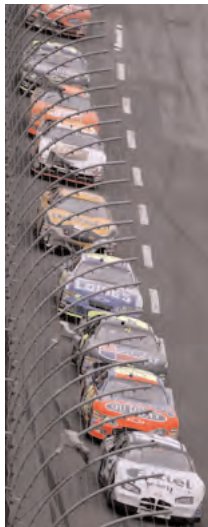
Corner Art Gallery on 35th and Davidson Street.



Sports Franchises

Charlotte has been home to the NFL's Carolina Panthers since 1996. Charlotte has also been home to two Arena Football League teams, the Charlotte Rage and Carolina Cobras. The NBA's Charlotte Bobcats began play in 2004. (The NBA's Charlotte Hornets played in Charlotte from 1988 until 2002, when the troubled franchise relocated to New Orleans, Louisiana). The WNBA Charlotte Sting have played in Charlotte since 1997. Charlotte is home to the Charlotte Eagles of the United Soccer Leagues and baseball's Triple-A Charlotte Knights.

Auto racing



Nascar race cars line up for a race start, Lowes Motor Speedway.

Charlotte is the de facto hub of stock car racing, with two major NASCAR events (the Coca-Cola 600 and the Quality 500) held annually at nearby Lowe's Motor Speedway (formerly the Charlotte Motor Speedway). Many of Nascar's top teams are headquartered in the Charlotte area. Rural Charlotte's rugged dirt tracks, such as Metrolina Speedway, were birthing grounds for some of racing's most famed figures, including the late Dale Earnhardt and Richard Petty.³



NICKNAME

The City of Charlotte was named in honor of the wife of King George III, who was the king of England. In 1768, Charlotte became an incorporated city. The nickname most commonly used for Charlotte is 'The Queen City'. Charlotte was located in the new county of Mecklenburg, which was also named in honor of Queen Charlotte's homeland of Germany. ³



*Portrait of
Queen Charlotte
1744-1818*

BRANDING EFFORTS

In 1901, A group of real estate developers formed a bank called the Southern States Trust, with George Stephens as its President. Through joining or merging with other financial institutions, the bank's name changed several times. It became the American Trust Company, American Commercial Bank, and North Carolina National Bank. Finally, it emerged as a nation-wide leader: Nationsbank.

Charlotte's pro-active and conscious branding efforts began in the 1970s, largely under the leadership of financier Hugh McColl. McColl and other city planners had a vision, and by obtaining support and cooperation from city government, they set out to create a new city and a brand that would establish Charlotte as a serious leader not only in the south but internationally as well. His first goal was in finance, and he did this by transforming North Carolina National Bank (NCNB) into a formidable national player. Afterwards, through a series of aggressive acquisitions, NCNB became Bank of America, with its World Headquarters based in Charlotte. Another



Charlotte-based bank, First Union, made similar acquisitions, and is now Wachovia. Nearly all of the high-rise towers in the city today are named after banks.⁴

Today, Charlotte's Office of Economic Development predicts that Charlotte will be the most prosperous and livable city for all its citizens. This will be achieved through quality economic development. As a result of the growth experienced and expected throughout Charlotte and the surrounding region, the City Council directed the staff of the city's economic development office to update the strategic framework. They provided a five-year plan to strengthen and expand Charlotte's economic base.



Developed through research of economic trends and discussions with the Charlotte Chamber, Charlotte Regional Partnership, Council of Governments, small-business owners and focus groups, the city identified several forces impacting economic development. In response, a strategic framework was designed to increase the city's competitiveness for jobs and investment, grow the city's tax base and increase wealth. The framework identifies the following five focus areas, and key city action items, which are proposed to be implemented once the plan is approved by the council.

These five focus areas are:

Business attraction and retention

Transit corridor and business district revitalization



Entrepreneurial development
Work-force development
Hospitality, cultural and tourism assets



A detailed strategic framework plan outlining the aforementioned has been presented to business and community organizations. The plan outline also requests feedback on the proposal. Charlotte has shown foresight and progress in this and offers a unique brand because these factors are considered, not just business community issues.

This plan anticipates the following: bring in new business, retain existing business, redevelop transit and business corridors, develop a future work force and provide opportunities for small-business owners. This also will keep Charlotte as a viable tourist destination. Charlotte's leaders have a specific goal to achieve and to maintain a prosperous, livable city, with a bright economic future for all its citizens.⁵

Advertising has been used. Center City Partners as well as the Office of Economic Development have run some targeted event campaigns, a national branding campaign has not been launched for Charlotte. To date, the business and economic environment has done an admirable job promoting Charlotte by reputation and word-of-mouth.

DEMOGRAPHICS

In 2004, population in the City of Charlotte was 614,330, according to the US



census 2003 estimate. Charlotte-Gastonia-Rock Hill metropolitan area is a metropolitan area composed of the counties of Mecklenburg, Gaston, Lincoln, Cabarrus, Union, Rowan, and Stanley in North Carolina and crosses the state-line into South Carolina with York County. The population of the metropolitan area was at 1.5 million in the 2000 US census.⁶

Charlotte boasts the following:

One airport; two major railway lines; one bus line; 605 trucking firms, 12 TV stations, 28 radio stations, 10 hospitals and two Medical Centers, nine Universities, nine Colleges, 89 elementary schools, 31 middle schools and 17 high schools.⁷

Charlotte is one of the fastest growing cities in America. *Fortune Magazine* rated Charlotte in the early 1990's as 'no 1. in the country' for its pro-business attitude and has raised its profile from 'one of the hottest cities in the south' to 'one of the most admired cities in the world.' Last December Money magazine included Charlotte among the 10 best places to live including Los Angeles, Seattle, San Francisco, Las Vegas, Phoenix, Denver, Austin, Chicago, and New York. Charlotte was chosen based on livability, population growth, housing prices, and livable neighborhoods. The can-do attitude of the business community is matched by a cooperative relationship with the public sector.⁸

Charlotte is also a magnet for artists. The region is No. 1 in the country for in per-capita giving to the arts and sciences, and also number 1 in the country in the growth of foreign-owned companies.



Charlotte also has invested in the Center City. Smart city planners realize that in order to have a successful city as well as a region, you need to have incentives for people to live in the center of cities. Residents need places to go, things to do, good restaurants, entertainment, parks, and recreation. By building up or re-building the center of cities and their downtown areas, the potential of becoming a successful city are much improved.

All of the attractions of living in the center of a city such as New York, Chicago, San Francisco or Boston are based on these factors. Charlotte has embraced this notion of ‘urban living’, and just 15 years ago, the Uptown area (which refers to ‘downtown’ in other cities) was more like a ghost-town at night and on the weekends. Now it is a ‘happening’ place with award-winning restaurants, theatre, and attractions such art and children’s museums. These attractions bring people to the center city at night and on the weekends.



Night lights of Uptown Charlotte.

Today's Uptown Charlotte is a major financial center, home to the headquarters of Bank of America, Wachovia and other national banks. Charlotte is the second largest banking center in the country after New York City.



The Charlotte skyline has exploded in recent years and features the Bank of America Corporate Center, designed by Cesar Pelli. At 871 feet, it is the tallest building between Philadelphia and Atlanta.⁹

The following *Fortune 500* companies are also headquartered in Charlotte: Duke Energy, Sonic Automotive, Nucor, SPX Corporation, Goodrich Corporation, IBM also has a large presence.



*The Bank of America
Corporate Center.
Uptown Charlotte.*

As far as tourism is concerned, Charlotte is the largest city between Washington, D.C. and Dallas, TX and is the number one travel destination in the Carolinas. Charlotte is located close to the border of South Carolina, just a three-hour drive to the beaches of the Carolinas; or to the west, the scenic mountains.

PEOPLE: RESIDENTS AND VISITORS

Charlotte is a city that has both white and blue-collar workers. Because of its premiere banking and financial status, its population is largely white collar. Yet it remains a blue-collar magnet for NASCAR, Lowe's, and Nucor Steel.¹⁰ Approximately 60-70% of residents currently living in Charlotte are transplants; primarily from the NorthEast and the MidWest. Charlotte is a good example of economic and cultural diversity working to create successful growth in a city. However, the southern heritage Charlotte possesses is not lost. Many of her original



residents and business owners keep these traditions alive, and now original ‘Charlotteans’ as well as transplants embrace these unique cultural traditions as their own.

THE PROJECTED CITY BRAND

Charlotte is a good example of an up-and-coming city, branding the unique qualities it possesses. Every city, no matter how small, has some physical place of interest and current lifestyle that can be branded. Charlotte has developed many outdoor facilities for symphonies and concerts to interest people in culture and has a very active ‘restaurant crowd’, partly because many of its current residents come from New York and Chicago. Much of Charlotte’s branding efforts stem from a conscious effort to position itself as a major financial center in the east.

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Charlotte’s penchant for looking ahead – a drive for economic development that kicked into particularly high gear during the mid-20th century – has created something of a historical apathy in the city. Most traces of antebellum Charlotte are long gone, and preservationists often struggle to maintain landmarks in the face of modern-minded boosters, a key reason Charlotte is often regarded as a ‘new’ American city despite the fact it is actually one of the oldest.

Charlotte seems to be on the right track. This is in part by communicating the right message: **we’re simple, believable, and memorable enough to have impact.**

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CHAPTER NINE. THE CREATIVE CLASS.



THE CREATIVE CLASS

This is a fairly new term that is being thrown around quite a bit by city planners, marketers, and advertisers and is a very important element in regards to city branding. The economic need for creativity has registered itself in the rise of a new class, which is now known as ‘*The Creative Class*’.

Richard Florida, a Carnegie Mellon University economist, considered an expert in city trends and forecasting, coined the term when he wrote a book in 2002 called “*The Rise of the Creative Class.*” What this book and many other sources have written about since it was published is the ‘idea’ worker.

Florida’s definition of the ‘idea worker’ or ‘creative class’ is people in science, engineering, architecture, education, arts, music, and entertainment, whose economic function is to create new ideas, new technology, and/or new creative content.¹



Around the core of the Creative Class is a broader group of creative professionals in business, finance, law, health care, and related fields. This group engages in complex problem solving that involves a great deal of independent judgment and requires high levels of education and human capital.²

Poster Detail
Amsterdam, The Netherlands

All members of the Creative Class share a common creative ethos that values creativity, individuality, difference, and merit. For the members of the Creative Class, every aspect and every manifestation of creativity, technological, cultural, and economic – is interlinked and inseparable.³

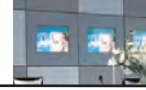
The difference between the Creative Class and the other classes, referred to as the Working Class or Service Class, is that the latter are paid to execute according to plan, while the Creative Class are primarily paid to create, to ‘think’ for a living, and have more flexibility than the other classes do.⁴

TRANSITION FROM INDUSTRY TO SERVICE

Cities have been affected by the decline of the Working Class for years now. In the past century, we have gone from an industrial oriented society worldwide to a more service and leisure-oriented society; focused more on lifestyle and environment than industry. This has affected our economy, our people, our schools, our children, the way we do business, and most of all, where we choose to live.

This is an important component of city branding. When the world changed from an industrial society to a service-oriented society, cities worldwide became casualties of the ‘new’ economic war. Suburbs developed as well as ‘edge cities’. This took much away from the main cities that were thriving in the industrial era.

Building at night, Miami



Although the Creative Class remains smaller than the Working or Service Class, its economic role has become crucial in the past few decades. The norms of the creative class are setting ‘new norms’ for everyone else, but they are different than the ‘IBM-conformity’ professionals of the past known as “the blue suits.” The new norm is more about individuality than conformity, and openness to difference rather than homogenization as it was in the ‘organizational age’.

THE DEATH OF CITIES

Many economists in the past decades have talked about the decline of cities, especially American cities. There was a general consensus that cities were dying, and would not turnaround because of their ‘dinosaur’ status as leftover places that were thriving only because of the industrial age. In spite of this complete pessimism, however, cities are coming back.



View of the The Golden Gate Bridge, San Francisco from Sausalito

This is in large part due to the attitudes of the Creative Class. The old formula was that companies moved to cities, then attracted people to live there. This isn’t working anymore. If the only attraction to the city is just a job, people may



move for the job, but will be hard pressed to stay long term and invest in the city. The Creative Class is changing this by moving to cities that not only offer employment, but cultural attractions, restaurants, clubs, tolerant neighborhoods, bike routes, and recreation. MPACT, a volunteer organization in Memphis, Tennessee of young men and women in their 20's and 30's, are trying to help Memphis lure people like them. Anna McQuiston, 33, a Marketing Director for a local real estate developer states "It's turning the formula around. You create an attractive place for people to live, then the corporations will come after them."⁵ Globalization has created new competition for cities as well. We now have the opportunity to do business anywhere in the world because of the digital age and the Internet, so the competition is fierce among cities to attract the Creative Class since city and lifestyle options are larger and more diverse than ever before.

OUTSOURCING

The danger that U.S. and cities worldwide are encountering is not just a decline in manufacturing jobs, but also the outsourcing of hundreds of thousands of white-collar brain jobs—everything from software coders to financial analysts for investment banks. These were supposed to be the “safe” jobs, for which high school guidance counselors steered the children of blue-collar workers into college to avoid their parents’ fate. ⁶



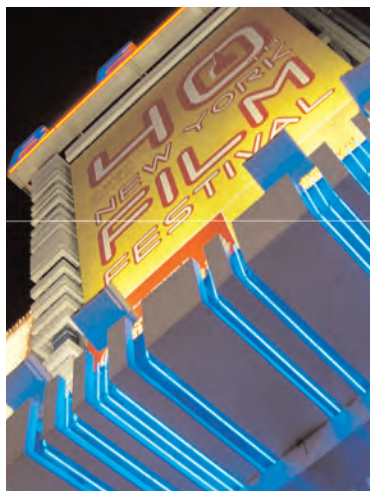
*Outside the Rijks Museum, Amsterdam
The Netherlands*



But the loss of some of these jobs is only the most obvious, and not even the most worrying-aspect of a much bigger problem. Other countries are now encroaching more directly and successfully on what has been, for almost two decades, the heartland of American economic success - the creative economy.⁷ Since the Creative Class traditionally earns nearly twice as much on average as members of the other two classes, this alone would create an economic advantage to whatever city can attract the most creative talent.⁸

AMERICAN CITIES VS. WORLD

America has developed new technologies and ideas that spawn new industries and modernize old ones, from the Internet to big-box stores to innovative product designs. These have proven to be the principal force behind the US. economy's creation of more than 20 million jobs in the creative sector during the 1990s, even as manufacturing, agricultural, and older jobs decreased.⁹



Film House, New York City

America came up with these new technologies and ideas largely because they were able to energize and attract the best and the brightest, not just from the U.S., but also from around the world. The economic benefits of these advances soon spread to the rest of the country and revitalized smaller cities as manufacturing and service came together.



CITIES COMPETING FOR THE CREATIVE CLASS

Competition for people's lifestyles has become fierce, and cities worldwide are now vying for The Creative Class. Talented, educated immigrants and smart, ambitious young Americans congregated during the 1980s and 1990s, in and around a dozen U.S. city-regions. These areas became hot areas of innovation, the modern-day equivalents of Renaissance city-states, where scientists, artists, designers, engineers, financiers, marketers, and entrepreneurs fed off each other's knowledge, energy, and capital to make new products, new services, and whole new industries.¹⁰ America enjoyed this class in the 1980's and '90s, but now the following are being outsourced:

Cutting-edge entertainment in southern California.

Moving to Canada and New Zealand.

New financial instruments in New York.

Moving to London and to Dublin.

Computer products in California and Austin.

Moving to Sydney.

Satellites and telecommunications in Washington, D.C.

Moving to Finland.

Software and innovative retail in Seattle.

Moving to Hamburg

Biotechnology in Boston.

*Moving to Vancouver and Brussels.*¹¹



What should really alarm the U.S. is that other cities from Sydney to Brussels to Dublin to Vancouver are fast becoming creative-class centers to rival Boston, Seattle, and Austin. They're doing it through a variety of means: from government-subsidized labs to partnerships between top local universities and industry. Most of all, they're luring foreign creative talent, including U.S. talent. The result is that the sort of high-end, high-margin creative industries that used to be the Americas' province and a crucial source of prosperity have begun to move overseas.¹² Although America is feeling the effects of this presently, other countries are also at risk of outsourcing as well.

While catering to the Creative Class is one theory, economists (including Richard Florida) realize it's not just with the Creative Class that we will revitalize our cities. We need to reduce crime, improve transportation, provide good quality education and public safety. But these are obvious issues. The non-obvious Creative Class is much like a strong brand's added value. The crime, transportation, education, and public safety are the functional properties, while the Creative Class is one of the the added values of the brand.

DISSIDENT VOICES

Just as there are supporters of the theory of *The Creative Class*, there are also critics. Edward Glaseser, a Professor of Economics at Harvard, agrees with Florida that cities should recruit workers rather than companies, but observes that 'creating a good punk rock scene or Thai takeout restaurants is beyond the city charter'. He adds that the biggest problem is that politicians might hesitate to set up amusements for '26 year olds with advanced degrees' rather than concentrating on the less affluent parts of the population.



John Kasarda, a Professor at the University of North Carolina, who's neither a supporter or a critic of Florida's states, "Most Americans are boring people", who are far more concerned with good schools, low crime, and adequate services than they are with a diverse or unique cultural scene. But Florida states that his work has been misinterpreted, and that regions need suburbs and artsy enclaves to succeed. As cities face budget crises, this model and notion of the Creative Class is appealing.¹³

Florida's follow up book '*The Flight of the Creative Class: The New Global Competition for Talent*', was recently cited in *BusinessWeek* (May 16, 2005) in an article by Aaron Bernstein. In a nutshell, Bernstein did not feel that the outsourcing of *The Creative Class* to other countries was enough to drive entire economies, (such as Florida states) because the 'idea workers' do not compete in a head-on global talent pool that is large, but rather extremely limited. Therefore, his conclusion, contrary to Florida's, is that this could not drive an entire economy. Still, he does agree with Florida in his main point: "For the U.S. to remain globally competitive, it must do a much better job of investing in its skilled workforce."¹⁴

No matter how much of an impact one may believe *The Creative Class* has on cities, numerous Planners and Municipalities have hired Florida to help them with their branding efforts. This seems to indicate that 'idea workers' still play an important part in the city branding puzzle, and the reality is that if cities want to survive they may have to accept this. This may require not only going back to the drawing board, but erasing antiquated theories about city branding and real-



izing the importance of attaching a strong brand name to a strong brand.

DIVERSITY AND EVOLVEMENT

Well branded cities like New York and Paris are thriving because of their diversity, yet City Planners and Developers fail to recognize that their success is based on growth that occurred organically. This involved no planning, no zoning, no suburbia, and no standard office park or mini-mall looks. Because diversity was allowed to thrive, we ended up with places like SoHo in New York, Chinatown in San Francisco, The Jewish Quarter in Paris, Little Italy in New York, and The French Quarter in New Orleans. This was in part by accident, due to the fact that ‘outsiders’ were not welcome in certain cities initially, so they created their own cultural ‘sub-cities’ to live and work in. In this way, many centers of “urban cool” evolved based on the diversity that lived there. This occurred without the restrictions of city planning; simply because the cities weren’t focused on those areas.

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The Memphis Manifesto, a summit held in Memphis, Tennessee from April 30 - May 2, 2003, selected ‘The Creative 100’. This consisted of creative professionals that had been nominated to represent all of North America including Canada and Puerto Rico. The participants discussed ‘Building of a Community of Ideas’ and their summary statement is as follows:

‘Creativity is fundamental to being human, and is a critical resource to individual, community, and economics life. Creative Communities are vibrant, humanizing places, nurturing personal growth, sparking cultural and tech-



nological breakthroughs, producing jobs and wealth, and accepting a variety of lifestyles and culture. Creativity resides in everyone everywhere, so building a community of ideas means empowering all people with the ability to express and use the genius of their own creativity and bring it to bear as responsible citizens.’

In order to move ahead, City Planners need to demand that developers create unique spaces and refuse to approve plans that possess too much conformity. Conformity is often mistaken for progress and may look good on paper, but it’s choking diversity, creativity, and culture... some of the main reasons people move to cities in the first place. In this way, The Creative Class is a powerful force behind a city that branders (who are also part of this class) can no longer afford to ignore.

As Richard Florida states in the last chapter of *The Rise of the Creative Class*:

“The task of building a truly creative society is not a game of solitaire, this game we play as a team.”



Photography Exhibit, Paris.

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CHAPTER TEN. MUNICIPAL MARKETING



BRANDING CITIES USING CORPORATE SPONSORS

Traditionally, the term “Marketing” has been a term applied to the craft of linking the producers of a product or a service with customers, both existing and potential. However, in popular useage the term refers to the promotion of products, especially advertising and branding. In professional useage the term refers to a customer centered product, and for our purposes, a city.

The traditional ‘Marketing Mix’, otherwise known as ‘The four P’s’, consists of Price, Promotion, Product and Placement. Not only do cities focus on the Marketing Mix, but also on **Relationship Marketing** (marketing themselves from a long term relationship perspective), rather than individual, one-time transactions.¹



Yankee Stadium, New York.

A municipality is defined as “an administrative local area generally composed of a clearly defined territory and commonly referring to a city, town, or village government.”² Cities across the United States are striking deals with corporate sponsors in an effort to raise money for municipalities. This has become a trend in order to balance budgets. The deals range from million dollar contracts to crowning one soft drink the “city’s” official beverage, to putting company logos on tennis courts and ballparks.³



“This trend is driven by city officials trying to balance the budgets. Citizens expect more from government, but they don’t want property or sales taxes to increase.”⁴ says Douglas Peterson, who studied the issue for the National League of Cities. This way cities can balance budgets easier without raising taxes. Although it looks like it could be a win-win situation, it has gotten plenty of criticism for selling out city resources.



*Pepsi promotion featuring
BEYONCÉ.
New York City Times Square*

NEW YORK’S MUNICIPAL MARKET

Joe Perello, New York City’s first Chief Marketing Officer, doesn’t want to sell your company naming rights to the Brooklyn Bridge, and won’t re-brand City Hall to Circuit City Hall. He does, however, want to sell New York like the world’s top sports and entertainment properties: through sponsorship, licensing, and merchandising. This will go a long way to determine whether or not Municipal Marketing has a future. ⁵ Recently, New York has been



under fire for signing a \$166 million dollar deal with Snapple and the city’s public schools providing the city with 106 million in cash and a promise of \$60 million in advertising and promotional support in exchange for exclusive rights to vending machines at the city’s public schools and additional drinks in 6,000 buildings. This led to much criticism, which led some to ponder ... Was the Big Apple selling out to the Big Snapple? ⁶



This is New York's opportunity to be a pioneer by finding innovative ways of pumping money into the city and its advertising. If this does not succeed, however, this may be seen as a failure and New York risks being criticized as playing politics as usual.

The concept of Municipal Marketing has been tried sporadically across the U.S., but mostly in smaller locations. San Diego, for instance, has deals with Pepsi-Cola, Verizon, GM and even with a firm called Cardiac Sciences which provides free defibrillators in many city locations. While New York could sell sponsorships strictly on intangible assets, the city has an impressive collection of 'media' to offer potential marketers that includes city light poles, bus shelters, and the insides of some 12,000 taxis.⁷

Finding new revenue for the city isn't Perello's only goal, though and this is some food for thought when marketing any city. For example, under its pending contract, Snapple must spend \$12 million dollars per year to promote New York outside of the city. City Marketing Directors everywhere are realizing that if they can get even 10% of what New York did with Snapple, they stand to look good in their own cities for balancing municipal budgets and keeping taxes low.

The irony is that cities throughout the nation are struggling to maintain aging infrastructure and services in the face of dwindling revenue, but municipalities looking to revitalize their communities by attracting new businesses are finding that the same budget constraints that prevent infrastructure improvements are restricting their marketing efforts as well.⁸



While it is widely undeveloped as a source of revenue for cities and counties, event marketing is a growing phenomenon in the entertainment and sports industries. Statistics show that event sponsorships generate more than \$3.7 billion annually for the sponsors, while corresponding marketing programs represent an additional \$10 billion.⁹ These types of statistics are staggering when you consider the amount of money that could get cities out of debt.

But city marketers need to be diligent. When seeking sponsorships, corporate partners should be chosen carefully, based on their compatibility with the city and commitment to municipal goals.¹⁰ This could go a long way towards determining which corporate sponsorships will be successful for the city, and which ones will be successful only for the sponsors.



Times Square at night, New York City, 2003.

THE LICENSING OF CITY LOGOS

Wolff Olins, a world-renowned design firm known for branding, has been retained to design a core brand identity and logos for a subsequent licensing initiative for New York. Although they have done similar assignments for London, Germany and Portugal, they claim that New York is their biggest challenge yet. People tend to be on both sides of the issue. Some think that branding New York is a great thing, others wonder if the marketers really know what they're doing. "We want people to understand that New York City is more than just



Manhattan”, It’s more than a city. It’s an ideal – a place where you can realize your dreams”, says Brian Boylan, Chairman of Wolff Olins.¹¹

The trend towards Municipal Marketing and selling your city could change the way cities do their advertising, marketing, and planning. Critics could argue that selling a city to the highest bidder constitutes unfair competition for companies who cannot afford to participate. Considering the amount of branding sites available in any given city, however, distribution should be spread out evenly, much like entertainment sponsorships are.

Potential Branding Sites for New York include:

250,000 light pole banners

25,000 litter baskets

12,000 phone booths

12,000 taxis

3,000 bus shelters

2,000 garbage trucks

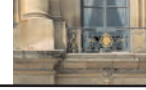
1,800 franchised city buses

6 city –controlled TV channels¹²

These and other potential branding sites for New York are one way to brand cities without having to spend millions of dollars on traditional advertising.



Advertisement for Cadillac. New York City.



COPYRIGHT ISSUES

If Municipal Marketing catches on, there will be plenty of court battles. All kinds of brands from Nantucket Nectars to Poland Spring Water to Arizona Jeans attach themselves to “geographic descriptors”. Cities will defend themselves vigorously. ¹³ “However, pure geographic descriptors cannot serve as trademarks”, says Alan Sutin, partner at the law firm of Greenberg Traurig. ¹⁴

Instead what we’ll probably see is more municipalities create distinctive logos that are more marketable and can be defended as copywritten material. Deputy CMO Jeff Sofka from Wolff Olins states “We can’t protect [the words] New York City, but we can protect our version of it: trademarks, fonts, colors and imagery that we’ll develop.” ¹⁵ It might be a bit complicated, however. For instance, If Coke has an NYC deal, there’s nothing to prevent Pepsi from using New York imagery and landmarks, so whatever New York gives their sponsors will have to be more than a typical property in order to have a monopoly on the rights, like the Olympics do.” ¹⁶

It remains to be seen whether or not Municipal Marketing will be successful in helping to brand a city, but in some cases it could be the city's last hope of balancing the budget and rebuilding their populations.

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CONCLUSION



WHAT LESSONS HAVE WE LEARNED?

There are five main points we have learned about City Branding.

They are illustrated below and contain the following:

Focusing on strengths and weaknesses

Obtaining concentrated facts

Obtaining qualitative research on the city

Devising a focused strategy in order to figure out the best course of action for the city brand.

Identifying the public face of communications for the city

The first is to identify the strengths and weaknesses regarding successful cities and those that have struggling or weak brands.

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Successfully Branded Cities: Strengths

Successful cities have an interesting history, albeit sometimes colorful; where change, progress, and diversity were embraced. All of the positive attributes of the city were important focal points for the people. A good relationship between municipal government and the residents of the city also existed in the cities that were successful. Since each city resident is a walking-talking advertisement, support from residents and belief in the city brand were attributes these cities possessed.

These cities branded themselves in ways their residents found believable, and in doing so, the brand was reinforced as truthful. This reinforcement came in



many forms such as word-of-mouth, political climate perception, advertising, early public relations, and graphic design. As their positive attributes were exposed, this reinforced the positive city brand.

These cities also had functionality and added value, much like strong brands. The original qualities they possessed were based on the function of their geographic location for trade, industry, employment, and economy. But their added value contributed to their distinctiveness as a brand, and this was specifically outlined in their culture, attractions, and people. In other words, there was more to the city than just employment, more to attract people that would say 'this is a quality place to live'.

These cities had cooperation between the residents and municipal government, and moved forward with common goals to initiate growth, development, and success for the city. They embraced all of their history – what they were in the past, are now, and will ultimately become. While they honored their past, they still managed to merge it with future goals in order to adjust to globalization.

Cities that adapted not only to changing economic conditions, but also to political climate and other factors, were survivors. They embraced new political climates, world events, shifts in attitudes, and attempted to cooperate to find common ground with people. They did not seek one type of resident nor did they expect one type of business or industry to sustain them. By adapting to and embracing diverse cultures, people, and ideas; they evolved into a strong city brand that survived.

Conclusion



These cities also possessed a definite identity and a projected city brand that was consistently portrayed. They are highly distinctive, and there is no room for interpretation. They know who they are. There is no confusion about the brand or what the city stands for, and there is something about the city that is not available anywhere else. This is a clear message, one that is very specific about what the city brand is and what kinds of added value and attractions the city possesses. This is not only perceived value, but also real value. These cities will continue to be successful as brands, since they are open to evolution and change.

Poorly Branded Cities: Weaknesses

The cities that were struggling or possessed negative brand images had a common trait – consistent brand confusion. This was a mixture of either negative brand images from the past, which the city was attempting to replace by doing promotional ‘good’ or there was no city brand at all. The attempt, however, at good advertising and public relations without a good ‘product’ to back it up resulted in an unbelievable, false image. Consequently, the promotional efforts of the city were not enough to convince the public of a viable brand. The essence of the real brand was unknown and could not be embraced in order to be promoted.

There was also a lack of common goals between the residents of the city and the municipal government and a lack of cooperation between these entities. There was a lack of foresight. In some instances, the cities relied on one or two traditional industries to keep them alive. When these industries were

Conclusion



compromised and forced to cut back jobs, cutting back on economic growth simultaneously, the cities were in a reactive position rather than a proactive one. The cities also lacked diversity in the economy and did not seem to understand how to create an attractive business climate.

There was also weak inward investment in the city. The lack of foresight to create a place of attraction not only for businesses but also for public spaces and cultural venues was not widely accepted or appreciated. Since there was no investment in these venues, when the businesses moved out of the metro areas, nothing was left but a ghost town. These cities made the mistake of counting on the business community alone to sustain their inner metro areas. This is evidenced by the Midtown Plaza example in the Rochester, New York chapter. In contrast, successfully branded cities had diverse inner metro areas that consisted not only of businesses; but restaurants, theatre, public parks, greenways, museums, and other attractions. In these cities, the impact of a business moving out of the area or cutting down a workforce was minimal.

While tourism can work as a good source of economy for places such as Paris and San Francisco, it is not as viable of an option for places such as Rochester and Berlin. In Berlin's case, the Berlin Wall was a source of disparity for the city brand, symbolic of all that was evil and of the severity of human oppression. The negative images of the Nazi political party, which was headquartered in Berlin during the reign of the Third Reich and World War II; was also seen as a weakness for the city.

C o n c l u s i o n



The good news for these cities, however, is that they have learned from their mistakes and are attempting to rectify these in order to avoid making the same ones in the future.

'Rootless Leadership' is another interesting phenomenon regarding weaker cities. What this refers to is transient lifestyle of company officers and presidents and the corporations they run. One day a company is a large economic employer in one city whose CEO is a big advocate of that city. The next day, the company is sold; or a new CEO is brought on board that decides to move the entire operation to a new city. This often leaves the old or original city in economic ruins with no jobs to replace the ones that were lost. If there is not only a good business climate, but also a good lifestyle in a city that says 'quality of place', then there is a better chance companies will stay in the city long-term.

The final weakness of these cities was that they lacked distinction. Since their brand itself was confusing, people could not identify with any specific brand. Since people identify with brands by forming a personal connection, there was no such relationship with these cities. Therefore, these cities were not memorable.



Concentrated Facts

The second thing cities can do is to acquire and disseminate concentrated facts and find out as much information as possible. This information should be consolidated into research based on at least a period of 10 years. This includes:

Population

Industry

Tax Base

Attractions

Inward Investment

Tourism

Residents

Business Climate

People's Perception of the City

The Projected City Brand

Economic Trends

The city also needs to obtain qualitative information on inhabitants, business-people, and potential residents to attract people to move to and/or to invest in the city. The city needs to have a focused strategy and cooperation between residents, the business community and municipal government in order to be in a position to be proactive rather than reactive to the ever-changing needs of the population. This is evidenced in the Charlotte chapter, outlining Hugh McColl's vision for Charlotte, North Carolina. He had a common goal of creating a financial community that would be a strong force in the southeast. He



succeeded by obtaining cooperation between business, city council, residents, and the municipal government in order to create a financial center in the southeast that was second only to New York City. Many critics thought Charlotte was not the place to create this center, but because of the can-do attitude of the business community, Charlotte is now one of the largest financial centers in the country. This status has brought much more to the city besides just business. The economic ‘fallout’ includes professional sports teams, new stadiums, new venues, numerous restaurants, and according to the U.S. Census, more than 500,000 in the past 10 years. This is quite far beyond anything most people imagined for an unknown city like Charlotte.

What can we do?

To keep our cities from dying, we must create a place where people will want to live, not just work – a place of interest. Cities need to keep their focus on what their perceived brand is in regards to the outside world. If they are not satisfied with their image, then they need to make inward changes that will alter not only their image, but who they really are. The greatest branding campaign in the world still needs a good product (in this case a good city) to back it up, or eventually the brand becomes false. This is true of anything that attempts to be something it is not. The brand **MUST** deliver. Any changes that are made within the city must have the support of the majority of the residents. Despite this digital age of technology and globalization, people and word-of-mouth are still the best vehicle that can be used to promote any kind of brand, including a city.



Cities also must work on turning negatives into positives. As evidenced by the Berlin chapter, the Berlin Wall was a symbol of oppression. But it also became a symbol of hope and freedom when people rebelled against what it stood for and tore it down in 1989; while the rest of the world watched. Few images since then can come close to portraying such historical change, one that will always be associated with the city of Berlin. Cities need to remember that even past 'black marks' or mistakes can sometimes work to future advantages.

If we want our cities to succeed, we also need to work on keeping the jobs in our cities safe and not just outsource overseas. This can be done through a concerted effort between business, community leaders, and municipal government – focusing on inward investment, growth, and development. While outsourcing may save money short term, the long-term economic effects can result in cities becoming proverbial ghost towns and eventually this translates into monetary losses for the entire nation.

The Public Face of Communications

The public face of communications for a city can be promoted in many ways. This includes attractions, landmarks, people, symbols, animals, climate, topography, recreation, business, industry, and world events. While in some cases it can include advertising, the public face is much more than just a brand campaign, and developing a cohesive brand is paramount to success.

While some of these images, like symbols or nicknames for example, may not

Conclusion



seem important in relation to the public face of communications, you continue to see examples everyday. Take the symbol of the Big Apple for New York, the City by the Bay for San Francisco, or the City of Lights for Paris. These nicknames and visual symbols create a face of public communications that gives people a positive pre-conceived notion about these cities. This can work both ways, however, similar to the nickname 'Rust Belt' in the Rochester chapter, which creates visuals of worn out, old images that are too far-gone to be fixed and left to 'rust'. The support of local and government officials in any city also puts a face on public communications, and this is evident in whether or not these elected officials have the support of their residents. When this is lacking, it reflects on the brand for the entire city.

The most significant aspect to the public face of communications in regards to any city is that the brand delivers and is consistent and cohesive.

The city has to offer the things it claims to; otherwise, like any brand – it is doomed to failure.



Times Square, New York City

Conclusion



INTERVIEW WITH DR. JOSE GAMEZ, PHD. ARCHITECTURE UNIVERSITY OF NORTH CAROLINA, CHARLOTTE.

6/26/2004 9:41:08 PM Eastern Daylight Time

1. Do you think a city can have a brand?

I think that cities certainly have the ability to market themselves based upon a set of images and/or qualities. Just look at the way that skylines and historic districts have been used in postcards, magazines, and in the media (tv in particular). Urban images have long played important roles in the production of recognizable moments for popular consumption. I would guess that this is a form of branding and, in this sense, my answer to your question would be yes. I would also say that some cities have such iconic reputations that they can be branded more easily than others. The proof would be in NY NY Las Vegas, Paris-Las Vegas, the Venetian, and the Bellagio (also in Las Vegas but this time not a city but a region of Italy). These are all cities/places with such postcard memorable elements that they can be easily copied and reproduced in such a way as to both reference the actually city (NYNYLV refers to NYC) while simultaneously becoming new places within a city.

2. If so, why? If not, why?

The why not--some cities/places are not populated with either enough symbolic architecture or cultural history. For example, Berkeley CA is not only famous because of the university but also because of its recent cultural history--the free speech movements, the protest marches, People's Park. These are cultural moments that have given the city a set of qualities that cannot be easily photographed but that can be mobilized in the service of a specific brand--that of a counter cultural haven (even though the



Berkeley of the present may not be so counter culture any more). The Haight in SF is much the same. Neither have particularly interesting skylines but both offer places full of memories. Skylines, waterfronts, interesting districts all serve as elements to create a backdrop against and for some places this can be enough to jump start a brand but not all. Baltimore has a great water front, a great history, but a not so good tourist trade at the moment. Baltimore cannot compete well against Philly or Boston and they all three have a lot in common. It seems to me that you need both a physical place of interest and a cultural landscape of interest that involves a unique history (a memory) and a present spirit (current lifestyle) in order to be a successful city or to build a successful brand.

3. What cities do you feel have good brand images?

SF, LA, Philly, NYC, London, Paris, Venice, Amsterdam, Chicago, Miami, Las Vegas.

4. Why?

Each of these cities has both interesting physical places, unique historic and cultural dimensions, and a present set of circumstances that continues build upon and contribute to the overall "brand".

5. I know you did extensive research on Las Vegas for your doctorate and lived there as well. How would you use that as a case study vs. some place like Paris in reference to branding and trying to attract people to move there?

I would use LV as a case study as opposed to Paris for this reason: LV represents a new city with very little history (by comparison to Paris), with little industrial legacy, and will little indigenous population (even the Native Americans did not live in the area extensively). Vegas is new and



therefore cannot rely upon a legacy of cultural history or architecture to lure in tourists and/or residents. Paris has it easy in this sense. Vegas has to work at bringing in folks and it has done so very well--LV has been for some time now the fastest growing city and region in the US in part due to its draw both as a tourist destination and as a place whose brand speaks to a good quality of life. I would use LV as a comparison to older and more established cities--I would use LV as a case study in a new city (a post-industrial city) that has to contend with the global forces shaping most cities in ways that are unique.

6. Do you think Charlotte, NC has a positive brand identity?

Charlotte may have some identity to it beyond our region. The Panthers will have contributed some to this and maybe the popularity of NASCAR has also helped in this sense. And, Charlotte did make it into a scene in *Sex and the City* (a hick mom who was going to let one of the girls adopt her child) and once on the *Simpsons* (there was a reference to a NC city called Hilter City and it changes its name to Charlotte). So, Charlotte may have a current national image but I don't know how positive it is--based on these two t.v. references it may not be very positive at all. But, overall, I think that Charlotte's image or brand might be okay--nothing stellar nor too bleak. We live in an okay place but not one with a strong identity.

7. You've heard of Richard Florida's book, *The Rise of The Creative Class*. I devoted a chapter to this. Do you agree with his findings that we need to attract "idea workers" to cities to help them thrive? If so, why?

I do agree to some extent--I think that he is correct in stating that we are in an idea based economy. There are other theorists who do a better job detailing this but Florida's work boils it down to some



simple pragmatic elements. This is essentially what has been called an experience economy or the information age. The post industrial economy, in other words, and all cities will need to develop a strong crop of idea workers and idea producers if they are to succeed in the contemporary economy. We do have to be careful to remember that not all places can or should compete at the same level and cities should have diverse economies and populations in order to best serve their citizenship. The problem with Florida's book is that he characterizes idea workers as possibly too central a demographic. This group is often characterized by young, single professionals who have the time and money to get out and activate a city. However, immigrant communities, for example, are often as vital (he mentions this as well but it does not get the same attention) and as vibrant as the trendy spots but not as pleasing to the bureaucratic eye.

8. Do you feel that a city can turn around a negative image by re-branding?

Yes, but often in a piece meal fashion--bit by bit. Baltimore is doing this with a part of its waterfront area and parts of other cities have turned around in this sense. The problem is that for a brand to work well at a civic level the brand needs to be rooted in something real--a community, a history, a group and their lifestyle needs. I don't think a brand or image can be created and then an urban place will follow. This leads to a superficial mall-like urbanism that will not have a long shelf-life and cities need to work on longterm image making in order to try to avoid the need to rebrand. Las Vegas has been the exception to this--las vegas works because its brand is not to be real or authentic but to an exaggeration of things