

**Community Branding**  
**Funding Worksheet**

A number of variables need to be addressed before funding issues are even considered. Namely, the appropriate footprint and focus for your community’s brand should be delineated. Sections 1, 2 and 3 of this worksheet will help you define the size, shape and players for your brand project. As you complete these sections, remember that the footprint, focus and brand drivers are inter-related and should be considered as a whole rather than as distinct parts. For example the geographical area to be branded can only be determined when one considers the goals of the branding project and the entities that will be involved. Similarly, a brand’s focus will be influenced greatly by its footprint.

**SECTION 1: FOOTPRINT**

The first step is to determine what geographical area should be involved in your branding process. Will you be branding a downtown? A city? The entire county? A region?

This geographical area – also known as your branding footprint -- will not only shape the area marketed but will also influence the number of dollars that need to be raised and will at least partially determine which entities need to loosen the purse strings.

- 1. In your opinion, what is the appropriate geography to be represented by your community brand?

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- 2. Why?

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## SECTION 2: FOCUS (community-wide or sector-specific)

Next, you need to identify how wide or narrow the focus of your branding efforts will be. A community-wide effort will encompass a number of different sectors in a community, often with a number of different goals. These entities include economic development, tourism, the city, chamber of commerce, arts alliances, etc. Because all the players are participating, a broader branding focus will allow your community to more effectively wear its brand like a second skin. However, in some cases, a sector-specific brand may be more effective or politically necessary. Sector-specific brands typically include only one organizational entity with one goal . . . increasing tourism, for example.

1. Is your community's economy dominated by a single category such as tourism or retirees? If so, please name.

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2. Does your community enjoy strong name brand awareness?

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3. Are your community's public sector marketing budgets sufficient to compete?

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4. Do your public agencies have difficulty working together?

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5. If you answered yes to two or more questions above, then a sector-specific approach may be in order. If no's dominate, then your community is a good candidate for a community-wide approach. Which approach is right for your community? Community-wide or sector-specific?

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### SECTION 3: BRAND DRIVERS

The third step is to identify organizations and people in your community who should be involved with the branding process. Brand drivers are organizations (public and private sector) whose interests are directly connected with the strength of your community's brand and who have the means to contribute to its development. Usual suspects include city and county governments, economic development organizations, chamber of commerce's, tourism organizations as well as leading private sector organizations such as hospitals, universities, utilities, financial institutions, companies etc.

#### **Public Sector**

1. Please list your community's potential public sector brand drivers (remember a brand driver must have both an interest and a *financial* investment in the brand). Also, consider your Focus as you make this list. A single sector brand will have fewer brand drivers than a community-wide brand.

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2. In addition to the brand drivers, please list any other public sector agencies that are active in your community and whose participation in the branding process would be beneficial (the local Arts Alliance or Creative Guild, the Board of Education, etc.).

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**Private Sector**

1. List the 10 largest businesses in your community in terms of revenue.  
(Communities of 100,000 or more may want to list the top 20 businesses.)

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2. List the 10 most active businesses in your community in terms of involvement  
(financial and otherwise).

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3. List the 10 businesses with the highest level of marketing savvy.

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4. List all businesses that appear on two or more of the lists.

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**People**

Key individuals can make major contributions to a community brand. Who are the leaders, the spokespeople, and agents for change in your community? Who is passionate about your community? Who is respected and well-known? Who is skilled in marketing?

1. List the key people you want to champion your community brand.

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2. A single point of contact is required to spearhead this effort within the community and to serve as the liaison with your brand development partner. Please choose an individual for that role.

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3. A successful branding campaign takes place in two steps: the development of the brand and the implementation of the brand. The development stage of branding typically involves a research phase followed by creative. Because it is subjective in nature, when it comes to creative development there is an inverse relationship between the numbers of brand drivers involved in the approval process and the ultimate quality of the work. Choose three representative individuals to guide your brand development through the creative stage. These individuals can come from the public or private sectors.

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#### **SECTION 4: SIZE OF THE CHECK, THE MAP & THE TERRITORY**

As we mentioned before, branding takes place in two steps: the development of the brand and the implementation of the brand. Money for brand development will need to be identified or raised, but in many cases the brand is assimilated into existing public sector budgets for implementation.

Money for brand development should be at least partly sourced prior to seeking a brand development partner. Money for brand implementation does not need to be located before brand development begins, but brand drivers should have a blueprint of the source for both leadership and funding (even if it is the use of existing budgets) of this second stage. Often, the development of the brand is a good catalyst for funding the eventual implementation.

Many factors influence the size of the checks that will need to be written for development and implementation. The averages presented below are for research-based, strategically guided community-branding initiatives and are intended as rough benchmarks to use for fundraising for the **development phase only**.

- I. How large is your community in terms of residents? \_\_\_\_\_

2. Will your initiative be community-wide or sector specific? \_\_\_\_\_

- A single-entity development campaign for a community of 15,000 or less on-average will cost between \$35,000 and \$65,000.
- A community-wide campaign for a city of 15,000 or less will cost in the range of \$45,000 to \$75,000.
- A single-entity campaign for a community of more than 15,000 will cost \$65,000 to \$125,000.
- A community-wide campaign for a city of more than 15,000 will cost between \$75,000 and \$150,000.

## SECTION 5: FUNDING MODEL

The three basic funding models identified in this session have been Bottom-up, Top-down and Benevolent Benefactor. The following questions can help you determine which of these models is most appropriate for your community. Keep in mind that the different phases of the branding process – development and implementation – may be funded in different ways.

1. In your opinion, does your community have a benevolent benefactor (typically private sector foundation) who would be interested in funding all or a large part of your branding initiative?

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2. In your opinion, can the funds for the initial development campaign be found within the public sector organizations?

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3. Is your business community open to contributing to city-driven initiatives? Or is your business community more responsive to contributing to initiatives through its chamber or economic development organization?

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4. Has the city tapped the business community for any major initiatives within the past year? If so, what?

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5. What is the spirit of cooperation like between the public and private sector organizations within your community?

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6. Is there an individual within the public sector who serves as a liaison with private sector organizations? Or with whom the private sector has a strong relationship?

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7. What funding model do you believe works the best for your community?  
Bottom-up, Top-down or Benevolent Benefactor?

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## **SECTION 6: OBSTACLES TO SUCCESSFUL FUNDRAISING**

Some obstacles can hinder fundraising efforts for your community's branding campaign. Sometimes it helps just to be aware of potential problems so you can address them before they fester and grow.

1. Has your community undergone any type of major initiative (marketing or otherwise) in the past five years that could be considered a failure? If yes, briefly describe the situation.

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2. Is the relationship among the public sector organizations in your community territorial and non-cooperative?

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3. Have any of the public sector organizations undergone a branding campaign and developed an image they are very attached to?

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4. Has your city received a lot of publicity in the past few years for being over-budget or for wasteful spending?

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5. Is there a particular lightning rod issue in your community? If yes, please describe.

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6. Has the city recently solicited the business community for any major funding initiatives (building a stadium or conference center, etc.)? If yes, please describe.

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## **SECTION 7: POTENTIAL FUNDING PARTNERS**

Okay, taking into consideration everything we have learned from this worksheet, now is the time to develop a tentative list of funding partners!

1. List all public sector brand drivers (as identified in Section 3):  
a. Approximately \$15,000 to \$30,000 from each Brand Driver

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2. List all potential public sector brand contributors (would not serve as a Brand Driver but interested in the success of the brand):  
a. Approximately \$5,000 from each brand contributor

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3. List any benevolent benefactors in your community. (You may not have one.)

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4. How many businesses are in your community? (This is your pool of private sector funding sources.) The larger the pool, the greater the potential funding. Small companies may contribute as little as \$1,000 while larger companies chip in larger amounts.

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5. List those private sector organizations whose profile met 2 or more of the Brand Driver criteria in Section 3: BRAND DRIVERS (revenue, community involvement, marketing savvy). This is your low-hanging fruit. These organizations should be approached to form a marketing partnership with leadership and funding responsibility for current and ongoing branding efforts.

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Note: Private Sector organizations that met **even one** of the brand driver criteria should definitely be approached for funding, although possibly at a lower investment level with no leadership responsibility.

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