



Brand Manual

*Overarching Durham Brand
Strategy & Guidelines*

Overarching Durham Brand Strategy and Guidelines

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*Funded and Facilitated by the
Durham Convention & Visitors Bureau
On Behalf of All Durham Messengers
and Durham-Based Brands*

How the Brand Manual Is Organized

The strategy and guidelines in this manual provide the framework to consistently and accurately project Durham's greatest strengths, establish a clear and meaningful image and deliver rewarding experiences for customers. It sets the direction for the community to be presented to residents, visitors, newcomers, relocating businesses and other internal and external stakeholders using one look, one voice and engaging common themes, images and words.

The manual is presented in four sections. Each is designed to build upon and reinforce previous sections:

- Part One is an introduction to the concept of community branding and why it is important.
- Part Two outlines the brand strategy and platform, describing Durham's Brand Promise, as well as the benefits, personality, attributes, and values that sustain its special sense of place.
- Part Three shows how messengers express the brand in visual and verbal terms.
- Part Four outlines how DCVB and partners will adopt, use and implement the strategy and its various elements.

Introduction – An Overarching Brand

Purpose of an Overarching Brand

The overarching brand captures the character and personality of the community in a way that is both integrated and consistent with how residents perceive the community and that is attractive, persuasive and deliverable to external audiences. It provides a unifying framework through which all messengers can present Durham in a consistent and compelling voice as a place to live, visit, relocate and grow businesses, pursue education and seek health care.

Process that Evolved Durham's Overarching Brand

The overarching Durham brand strategy was articulated after months of research, analysis and extensive consultation with residents, business and community leaders and external customers, through interviews, workshops, public meetings and generalizable public opinion surveys (locally, regionally, statewide and nationwide). This process led to the carefully crafted brand identity outlined in this manual, which will clearly distinguish Durham from other communities and will help to establish a positive, distinctive and compelling image of Durham among external audiences.

What Is a Brand?

Branding is not a verb but the result of integrated and consistent marketing and communication. It is not merely a logo or tagline, although they are sensory elements of a brand. It is not a big ad campaign or promotion, although for a brand to be effective, it must be woven into all marketing and communication tools, including advertising.

- Branding expert Karen Post wrote in *Fast Company* magazine that “communities, cities and even states all compete in the world of everything—commerce, tax bases, cultural riches, hometown intellectuals, the creative class.... It’s the fuel to keep geographic areas going and growing.” Post uses the term “brain tattoo” to describe the function of a brand.
- Bill Baker, the consultant who guided Durham’s overarching brand process, wrote in *Texas Town & City* magazine that a community’s brand is also “formed by the totality of perceptions, feelings and images that citizens and visitors hold. The successful ones are those that clearly differentiate themselves, make a valuable promise and simplify choices.”
- Duane Knapp, author of *Destination BrandScience*, defines a brand as “...resulting in a distinctive position in the mind’s eye based on perceived emotional and functional benefits. You get a real brand only when your customers say you are distinctive.”

Why Have a Durham Brand?

We are living in a world that is increasingly cluttered with communication. Communities of all sizes find themselves competing for prospective customers against an oversupply of options. In this overcrowded and competitive environment, brands have emerged as a community’s most valuable asset in setting itself apart from competitors and within the world, nation, region, state and intra-region of the state.

Although marketing activity can create awareness of a destination, awareness is just one step. An external customer could be aware that a place called Durham exists but know nothing about it and have no opinion of or preference for Durham. Using marketing and communication to establish a strong community brand helps build preference, points of parity and difference: it helps the customer distinguish the comparative advantages of the place and form relevant and differentiated attitudes about the community.

A strong Durham brand will also subsequently increase the likelihood of Durham attracting more visitors, more newcomers, more relocating businesses, more students etc., despite the massive amount of competition it faces in doing so. This ultimately brings economic value to the community, the key purpose for having a brand.

Building a strong Durham brand will provide:

- A compelling identity and persona.
- Greater synergy among the marketing messages of all Durham messengers.
- Greater awareness, respect and relevance.
- A decision-making framework for customers and clearer differentiation from other communities.
- A stronger connection with residents, customers and non-residents who work here.
- A unifying umbrella for all Durham-based brands.
- Economic value for Durham as the brand creates loyalty and purchasing preferences.

Critical Success Factors for an Overarching Brand

If a community doesn't establish its own brand, one will be established by competitors and the news media. The communities that are most successful in developing and managing their brands are those that understand and adhere to a set of key principles that are critical to success. These include:

1. **Build the brand from the inside out.** The success of a community's brand begins with messengers, stakeholders and other brands and assets located here. Especially because half of the employees working in Durham are non-residents, the commitment of political, business, university and community leaders will be critical.
2. **Create a symphony.** One of the most important keys to success in branding is sticking to the guidelines and maintaining consistency in all creative applications. Winning "hearts and minds" takes an integrated, consistent and holistic approach over an extended period of time, using a wide range of communication channels and customer touch points.
3. **Lots of little victories, again and again.** A brand is the result of hundreds and hundreds of influences. It is the long-term accumulation of positive messages and experiences that counts. True success will come from consistent, unified messages and experiences emanating from a range of sources hitting their mark again and again.
4. **Influence the influencers.** There have been many influences on the Durham image that have been largely out of anyone's control. It is important for all messengers to eliminate dissonance, address misperceptions and correct misinformation, particularly misuse of the Durham brand.
5. **It takes time.** It takes more than an ad campaign or one big hit approach. Just as Durham's current image may have evolved over many years, trying to re-position or clarify that image will not happen overnight.
6. **Deliver on the Promise.** Innovatively interpreting and delivering Durham's Brand Promise is essential to establishing meaningful and sustainable links between the community, and the hearts and minds of its best customers.
7. **Make emotional connections.** Emotions drive most if not all buying decisions. Successful brands have a distinct personality, project strong emotional benefits and connect with customers on an emotional level.
8. **The budget must match the objectives.** A weak brand is far more expensive in the long run than the resources required to deploy and maintain a strong brand. It is important to work cooperatively, prioritize and act strategically to achieve goals.

The Overarching Durham Brand at a Glance

Core Elements for the Overarching Brand

TANGIBLES

Durham's physical and experiential elements.

These are overall elements of indigenous features and experiences in which Durham excels. Specifics in these areas should be prominent in all communication and marketing materials according to target audience and objectives.

- Distinct Cultural Identity
- Diverse Populations, Neighborhoods and Lifestyles
- Prominent Educational Institutions
- Leading Health Care Institutions
- Festivals and Events
- Historic Sites and Heritage
- Championship Spectator and Participant Sports
- Natural Areas and Activities
- Research Institutions including RTP
- Visual, Performing and Culinary Arts

Also See: 300+ Great Things About Durham flyer

PERSONALITY

Character traits that shape how Durham expresses itself.

The brand 'personality' describes the characteristics and traits of Durham as if it were a person. These traits will influence the feel and tone of voice used in communications.

- Accepting
- Activist
- Caring and Community-spirited
- Collaborative
- Colorful
- Creative
- Culturally Diverse
- Engaging
- Entrepreneurial
- Genuine and Original
- Intelligent and Well-educated
- Open and Welcoming
- Passionate
- Safe
- Unpretentious

BRAND VALUES

Values that Durham believes in and upholds.

These are core values to Durham. Everything conveyed about Durham should be consistent with these values.

- Accepting
- Collaborative
- Community-spirited
- Creative and Innovative
- Engaging
- Entrepreneurial
- Inclusive
- Open and Welcoming
- Original
- Outspoken
- Unpretentious
- Well-educated

EMOTIONAL BENEFITS FROM THE DURHAM EXPERIENCE

Inherent emotional benefits that Durham's external customers will feel.

These are central elements of the core identity and at least one should always be embedded in marketing messages, images and experiences.

It is not intended that they be the only benefits offered. They should be constantly monitored to ensure that they are the most powerful reflections of how the brand makes customers feel.

- Accepted
- Engaged
- Enriched
- Entertained
- Healthier
- Stimulated
- Successful

CORE STRENGTHS

Strengths that capture Durham's character.

The traits, values and emotional benefits above are further distilled into four core strengths that capture Durham's distinctive character.

- Creativity
- Enrichment
- Genuine and Original
- Open and Welcoming

Durham Brand Promise

DURHAM POSITIONING STATEMENT

How Durham wants to be perceived.

Durham is a colorful, creative and entrepreneurial community where diverse and passionate people come together to shape a better world, and a place that visitors, residents, students and businesses find enriching, accepting and engaging.

DURHAM'S COMMITMENT

Enabling Durham to deliver on its promise.

Durham will continue to be a place that is engaging, open and accepting of people and organizations that want to make a difference.

We are committed to enhancing our status as one of the nation's leading creative communities.

We will achieve this through our outstanding educational, cultural, health care, and research institutions, as well as through our citizens' engagement and their entrepreneurial spirit.

BRAND ESSENCE

The shorthand that captures Durham's indispensable heart or DNA.

Where great things happen.

REASONS TO BELIEVE

Evidence that the promise and benefit claims are credible.

Each year Durham and Durham-based assets earn myriad accolades, high rankings and acknowledgements for visitability, livability, innovation and achievement.

Signature Elements of the Overarching Brand

SIGNATURE/LOGO DESIGN

A visual cue reminding customers of positive associations with Durham.

The most superficial of all brand elements, the visual identity acts as a cue to remind people of the positive associations that make Durham an attractive place to visit, study, locate a business or live. The logo design was developed after careful research to consistently project Durham's personality and better distinguish Durham from competitors.



The star symbol captures Durham's brand essence, in which five creative people join to form a star. In doing so, their synergy forms additional stars, symbolizing *great things*. Stars are the universal symbol for excellence, ambition and achievement. The bold colors reflect the community's celebration of diversity and creative expression.

Detailed information on expressing the verbal and visual identity is provided on subsequent pages.

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Expressing the Brand

Avoiding Dissonance, Noise and Dilution

Part of establishing a distinct persona and brand for a community depends on vigilance to defend the brand from dissonance, noise and dilution. A good reference tool is *25 Common Misperceptions About Durham and the Realities Behind Them*. Below are 10 areas that frequently threaten, undermine or erase the Durham brand.

- **Airline route maps, websites, confirmation notices and arrival/departure information** that purport to list “cities served” but really list only airports (assuming there is one city for each airport). A problem is that people flying to Durham (largest share of RDU enplanements) must look under the “Rs” to see if Durham has air service.
- **GDS systems** that were long ago based on a model of one city and one airport and list hotels in a radius from an airport or, worse, assume that the name of an airport is the name of a city. This yields a hodgepodge of search results for RDU, requiring intimate geographic knowledge of the area to be useful and giving a person seeking to visit Durham equal odds of booking the right hotel or staying a 60-mile roundtrip away.
- **Mail delivery designations by the United States Postal Service** that don’t often coincide with physical locations in Durham, inconveniencing travelers, misleading newcomers on everything from where to vote to auto registration to school assignment and polluting community brands.
- **News releases and news media datelines** are only useful to a reader if they signify the location where a story occurs, particularly in a polycentric region like the Triangle. When media located in one city, e.g., Raleigh, cover an event in RTP and neglect or deliberately don’t dateline that story by the nearest major city, Durham, they are signifying to readers that the event occurred in the city where that particular news outlet is based.

Using business parks or postal substations like RTP as datelines, without noting Durham as the nearest major city, leads to confusion when the story is distributed outside the Triangle, where it will often become datelined as Raleigh, because the AP outlet is based there, or continue to be datelined RTP, giving the misimpression RTP is a city. RTP may be the namesake for a region, but RTP itself is located in Durham, in a special county tax district encompassed on three sides by the City of Durham and located four miles from Downtown Durham with a small section now spilling into Wake County, adjacent to Morrisville and Cary.

When television or radio interviews with a Durham-related or Durham-based subject are up-linked or broadcast via or through Raleigh, guard against the national broadcast giving the location as Raleigh.
- **References to the polycentric Triangle region with the singular, centric terms “community” or “city”** are inaccurate and misleading. The Triangle is unique because it is a family of distinct communities with individual identities and no dominant city at its center. The difference between centric and polycentric is significant, and any reference to the entire area should be as a “region” or with pluralistic terms like “communities” and “cities.”
- **Promotional materials and publications**, usually developed outside of Durham but sometimes developed inside by non-resident Durham workers, that assume the Triangle region is one big place. These may include in-room destination guides developed by hotel chains, ads and menus

developed by restaurant chains. The confusion begins with a mistaken assumption that all regions are centered around a dominant city and that everything else is a suburb.

- **Avoid hyphenated terminology**, and reserve the term Raleigh-Durham solely for the international airport. There simply is no such place as “Raleigh-Durham,” and misuse of the term is confusing at best to visitors and newcomers and undermining at worst to the brands of the airport’s two owner communities. Hyphenated terms also lead eventually to truncation or shorthand (e.g., Raleigh), in this case eliminating the identity of Durham altogether.
- **Apples-and-oranges comparisons and benchmarks** that use raw population figures as their basis without regard to significant socioeconomic differences in Triangle communities. Disaggregate data for issues such as student achievement, poverty and crime so that comparisons have perspective and relevance.
- **Directories like yellow pages** that lump listings alphabetically and expect visitors and newcomers to “do the math.” This is misleading and unfair to both customers and businesses. In a region as spread out as the Triangle is, with duplicate street and road names, irregular road patterns and no distinguishing geographic landmarks, all listings should be sub-categories by location.
- **Negative word of mouth** (water-cooler talk or gossip), most of it centered in nearby communities, has more than twice the power of positive information and contaminates opinions among neutrals, but it is also contagious to newcomers and visitors as it is disseminated by non-residents working in Durham or via listservs, blogs and chat rooms across the Internet. Countering it with facts and perspective may not influence the negative perpetrators, but studies show it has a perceived justice effect on neutrals.

Core Strengths

Capturing Durham’s distinctive character.

These are the core strengths that underpin Durham’s brand essence and capture its distinctive character. Durham can own and shape these strengths in ways that competitors can’t, and they set us apart, clarify and focus the way we present Durham.

- | | |
|--------------------------------|--|
| 1. Creativity | Creative, Colorful, Passionate, Entrepreneurial |
| 2. Enrichment | Engaging, Enriching, Entertaining, Healthy, Stimulated, Successful |
| 3. Genuine and Original | Genuine, Original, Unpretentious, Activist |
| 4. Open and Welcoming | Culturally Diverse, Collaborative, Caring, Community-spirited, Accepting |

These four strengths are to be woven into our messages, processes and experiences to connect with customers and lead them to favor Durham. There are subtle overlaps between these strengths, which serve only to enhance Durham's character and appeal.

Highlighting these four strengths does not mean that we forget Durham's other benefits and personality traits. While these core strengths may lead Durham's brand communications, the other personality elements influence the overall tone, style and feel of Durham brand communications.

The core elements and strengths are copyrighted by the Durham Convention & Visitors Bureau, on behalf of all Durham messengers. This protects the original expression of the elements and strengths from wholesale copying by competitors, while allowing Durham messengers to create their own, differently expressed works based on the elements and strengths.

Core Strength: Creativity

What It Means

Analysis by Dr. Richard Florida's Catalytix, using several different matrices, rates Durham very high as a center of creativity appealing to the "creative class." From its founding, Durham has been a center for innovation, creativity and entrepreneurialism, drawing attention worldwide. It has long been a place where talented and passionate people discover cures, inventors solve problems, artists achieve fame, designers craft thrilling new spaces and educators awaken impressionable young minds.

Durham is an active, vibrant, visionary and creative community that takes pride in originality and doing things differently. This is the driving force that motivates us to achieve *great things* here.

How to Communicate 'Creativity'

- Adapt information from the 300+ *Great Things About Durham* flyer, highlighting individuals and organizations to link even more to the community.
- Demonstrate how Durham has a passion for creative expression and how it does things differently.
- Highlight that Durham's creative edge and passion brings unexpected bonuses and a richer experience.
- Use the full spectrum of the Durham brand palette.
- Capture and present unexpected perspectives of images.
- Tell stories of Durham's talented and creative people doing *great things*.
- Publicize stories about innovation, resourcefulness and everyday things that are done with a Durham twist.

Examples of This Experience

- Applauding acclaimed and innovative dance performances
- Meeting artists, writers and performers who call Durham home
- Participating in scientific and medical discoveries
- Admiring the pioneering achievements of Black Wall Street entrepreneurs
- Dining on creative dishes prepared by Durham’s colony of acclaimed chefs
- Marveling at or making a home in historic structures that are being adaptively reused
- Holding a meeting or event in one of Durham’s alternative meeting venues
- Unlocking new ideas at leading universities and colleges
- Associating with people who constantly think “outside of the box”

Key Words

The following words and phrases can be used to convey the ‘creativity’ qualities of the Durham experience. These should be used with care and only where appropriate and credible.

- | | | |
|--------------------------|--------------------------------|---------------------|
| ▪ A different way | ▪ Fresh ideas / Fresh approach | ▪ Remarkable |
| ▪ Amazing | ▪ Funky | ▪ Smart |
| ▪ Artistic | ▪ Imaginative | ▪ Stimulating |
| ▪ Breakthrough | ▪ Innovative | ▪ Successful |
| ▪ Clever | ▪ Inspirational | ▪ Think differently |
| ▪ Creative | ▪ Inventive | ▪ Thought provoking |
| ▪ Different | ▪ Original | ▪ Unexpected |
| ▪ Entertaining | ▪ Outside the box | ▪ Unusual |
| ▪ Entrepreneurial spirit | ▪ Refreshing | ▪ Whimsical |
| ▪ Exciting | | |

Core Strength: Enrichment

What It Means

Durham provides so many *great things* that enrich the lives of our customers. These positive and rewarding experiences happen for those retracing our colorful past, gaining a world-class education, seeking a healthier life or being inspired by talented performers and artists. Just spending time together being immersed in one of Durham’s historic districts or being exposed to new ideas and concepts is a rewarding and enriching experience.

How to Communicate ‘Enrichment’

- Whenever possible demonstrate how the Durham experience is enhanced through contact with local people who have firsthand knowledge of the many fascinating events that have influenced our community.

- Demonstrate how a sense of discovery and learning can be more readily fulfilled here than in other communities.
- Highlight the leading educational, medical and research institutions where ambitious people can achieve their goals.
- Provide easy access to information and high-quality interpretation of places and events.
- Show that we are committed to protecting and enhancing our natural, historic and cultural environments.

Examples of This Experience

- Hearing fascinating stories and tales about our colorful past
- Being together while learning new things
- Discovering our rich African-American heritage on a self-guided tour
- Exploring the collections at the Hayti Heritage Center
- Letting adults and children explore the Museum of Life and Science
- Talking to locals who are part of our living history
- Being inspired by the achievements of Washington Duke, John Merrick, and Dr. James E. Shepard
- Gaining appreciation for the work of one of 100 local artists
- Immersing oneself in the exhibitions at a university art museum
- Reflect or worship inside the towering Duke University Chapel
- Discovering more of your family history
- Standing where popular movies were filmed
- Browsing through interesting galleries and shops
- Attending a Full Frame documentary premiere and other film festivals
- Exploring the wild at one of Durham's natural areas
- Enrolling in continuing education or lifelong learning classes, seminars and conferences
- Attending a college or university in Durham

Key Words

The following words and phrases can be used to convey the 'enrichment' qualities of the Durham experience. These should be used with care and only where appropriate and credible.

- | | | |
|-------------------|--------------------|----------------------------|
| ▪ Achievement | ▪ Explore | ▪ Satisfying |
| ▪ Atmosphere | ▪ Fascinating | ▪ Savor |
| ▪ Become aware of | ▪ Find | ▪ Self discovery |
| ▪ Being together | ▪ Fulfilling | ▪ Sense of accomplishment |
| ▪ Captivating | ▪ Immerse yourself | ▪ Sight |
| ▪ Celebration | ▪ Inspiring | ▪ Smell, hear, feel, taste |
| ▪ Characters | ▪ Learn | ▪ Stimulating |
| ▪ Discover | ▪ Memories | ▪ Success |
| ▪ Encounter | ▪ Pride | ▪ Touch |
| ▪ Engage | ▪ Relive | ▪ Uncover |
| ▪ Enlightening | ▪ Retrace | ▪ Wonder |
| ▪ Enrich | ▪ Rewarding | |
| ▪ Experience | ▪ Richness | |

Core Strength: Genuine and Original

What It Means

It is easy to see why people say that Durham is the “real thing.” Durham is a place that conveys, in the words of Dr. Scott Russell Sanders, a sense of temporal depth. While honoring the past, Durham is alive and changing yet with continuity. Customers for whom this is appealing can readily see this strength through distinctive architecture, artistic expression, down-to-earth people and community spirit. Not always predictable, not always taking the expected path, Durham prides itself on its genuine and original character.

How to Communicate ‘Genuine and Original’

- Show the community’s originality and authenticity through artistic expression, “home-grown” festivals, architecture, achievements, heritage and interesting people.
- Our strong sense of originality and authenticity can be conveyed to visitors, newcomers and other customers through curators, guides, re-enactors, performers, historians and staff who can relate little-known facts and provide captivating stories.
- Copy is always presented in an open and honest way.
- Whenever possible use images that project Durham’s “home-grown,” independent businesses, organizations and success stories.
- Communicate Durham’s achievements in a casual and unpretentious manner.
- Highlight distinctive local attributes over aspects that may be common to many other communities.
- Fiercely defend a distinct Durham persona.

Examples of This Experience

- Appreciating indigenous festivals, locally produced art, crafts and regional foods
- Walking in the footsteps of Civil War soldiers, Civil Rights advocates and generations of enthusiastic students
- Hearing stories firsthand from those who participated in the Civil Rights movement
- Seeking out places to see distinctive local architecture
- Shopping at an authentic country store
- Learning about great events that have occurred here
- Visiting locations where well-known movies were filmed
- Hearing old-timers sing Bull City and Piedmont Blues
- Dining at residents’ favorite restaurants
- Joining the enthusiastic fans at NCCU or Duke or Durham Bulls games
- Savoring the distinctive creations of a colony of nationally acclaimed chefs

Key Words

The following words and phrases can be used to convey the ‘genuine and original’ qualities of the Durham brand.

- Authentic
- Charming
- Colorful characters
- Community spirited
- Down-to-earth
- Fascinating stories
- Genuine
- History comes alive
- Indigenous
- Legacy
- Legendary
- Local character / flavor
- Naturally
- Nowhere else
- Old-fashioned
- Original
- Outspoken
- Preserved
- Pure
- Real
- Reenactments
- Restored
- Retold
- Rich tradition
- Soul
- Temporal
- Traditional
- Unaffected
- Unique
- Unpretentious
- Weathered

Core Strength: Open and Welcoming

What It Means

Durham has always been a place where diverse cultures and populations come together: originally the Great Indian Trading Path and Native American villages, then Scots-Irish settlers, yeoman farmers and plantation owners, early African-Americans (both free and enslaved), Russians, Greeks and Asians working in Durham's first factories, scientists and venture-capital entrepreneurs, great physicians and inspired dreamers, neighborhood activists, gay and lesbian residents and Hispanic immigrants. So it is not surprising that today Durham is still an open and welcoming community.

We embrace our distinctive cultural and ethnic diversity and are open and welcoming in the way that we share it with others. This acceptance, spirit and diversity add up to a driving force that enables *great things to happen* here.

How to Communicate 'Open and Welcoming'

- Take special care and training to ensure contact with visitors, newcomers and other customers is Durham-focused and well-informed. Remember, half of the people working in Durham are non-residents; screen for negativity.
- Capture the emotion and the camaraderie between visitors and locals interacting at events and attractions.
- Consider using credible testimonials from new residents and visitors to communicate the community spirit.
- Present images of people with diverse professional and cultural backgrounds.
- Show images of locals at fun events and interacting in everyday situations.
- Provide welcome programs and information to facilitate smooth and stress-free settling-in experiences for new residents.

- Provide high-quality and readily available information, booking services and advice for visitors.
- Use copy that is open and welcoming and makes prospective customers feel as though they are already enjoying the benefits.

Examples of This Experience

- Attending cultural events and festivals
- Joining in Durham’s nightlife at bars, clubs and coffeehouses
- Participating in events on college and university campuses
- Asking any frontline staff for information on what to see and do in Durham
- Obtaining visitor and relocation information
- Meeting the owners of independent stores in colorful neighborhoods and districts
- Shopping at farmers’ and flea markets
- Witnessing the cooperative air in our community and neighborhoods, where different ideas and opinions are welcomed
- Participating in a residential program at one of Durham’s centers for weight management

Key Words

The following words and phrases can be used to convey the ‘open and welcoming’ qualities of the Durham experience. These should be used with care and only where appropriate and credible.

- | | | |
|----------------------|--------------|-------------------|
| ▪ Accepting | ▪ Friendly | ▪ Participate |
| ▪ Caring | ▪ Helpful | ▪ Sharing |
| ▪ Collaborative | ▪ Hometown | ▪ Small-town feel |
| ▪ Community-spirited | ▪ Honest | ▪ Together |
| ▪ Cooperation | ▪ Invitation | ▪ Values |
| ▪ Culturally diverse | ▪ Join | ▪ Warm |
| ▪ Direct | ▪ Neighborly | ▪ Welcoming |
| ▪ Diverse | ▪ Neighbors | ▪ Wholesome |
| ▪ Engaging | ▪ Open | |

The Verbal Identity

This is the brand language including the words, phrases and ideas that should be used to verbally communicate the Durham brand. It outlines the language to shape how Durham residents feel about the community and how we want customers to think and feel about the community.

The Tagline

The tagline was articulated by our brand essence because it accurately captures the community's positioning and Brand Promise. The Durham overarching tagline is:

“Where great things happen”

The tagline recognizes and encapsulates Durham's:

- Achievements and innovations
- Ambitious and entrepreneurial nature
- Esteem as a national leader in education
- Prominence as a leader in health care and research
- Diversity and community spirit
- Rich cultural heritage
- Year-round activities
- Indigenous festivals and events
- Promise of rewarding experiences

With prior approval from the gatekeeper, messengers and other partners can substitute other words for the word “things” in the tagline to reflect specific Durham strengths and in order to more specifically address the partner's target audiences. For instance, variations might include:

“Where great dance happens”
“Where great sports happen”
“Where great discoveries happen”
“Where great meetings happen”
“Where great dining happens”
“Where great art happens”
“Where great learning happens”

While over time the adaptation of the tagline is encouraged, for consistency, producing a variation to “Where great things happen” requires the gatekeeper's written approval in advance of production.

Copy Style

The Durham Brand Promise informs all marketing communications. It should be reflected in the copy for brochures, websites, advertising, signage, media communications and collateral materials.

Communications should try to avoid a “shopping list” of attributes. Copy should be written from the customers' perspective with a focus on what matters to them and how they will feel, through the use of evocative language and emotional benefits. Prospective customers should be made to feel like an “insider” and a participant.

A foremost consideration is that copy should always be enticing and motivational, with a strong focus on experiences rather than physical attributes or lists of organizations. Wherever possible it should describe the experiences with action-oriented and evocative language. Importantly, it should make the readers feel as though they are already enjoying the experience through the sights, sounds, smells, sensations, stimulations and *great things* that Durham has to offer.

The language used when speaking or writing about Durham should be guided by the Durham Brand Promise and should convey the compelling images and benefits outlined in the core strengths. Copy should be friendly, relaxed and unpretentious.

The Visual Identity

Over time, when consistently applied, the visual brand identity will play a central role in building and maintaining a coherent image of Durham. When used in publications, websites, presentations, signage and other collateral, this visual identity will act as a cue to remind people of the positive associations that make Durham an attractive place to visit, study, locate a business or live.

The Durham brand identity program will enable us to achieve:

- A more unified and consistent look for communications
- A distinctive visual identity and look to consistently project Durham's personality
- A unifying umbrella for the marketing of the community
- A look that will enable Durham to stand out from competitors

Signature / Logo Design



The Durham brand logo design invites a fresh look at the community as a place where innovative residents are inspired to make *great things happen*.

The brand symbol within it captures Durham's brand essence, in which five creative people join to form a star. In doing so, their synergy forms additional stars, symbolizing *great things*. The new symbol is also interpreted as the people of Durham with aspiration reaching to achieve their dreams.

Stars are the dominant theme in the trademark design because they are the universal symbol for excellence, ambition and achievement. The bold colors reflect the community's celebration of diversity and creative expression.

The specially designed word mark font was created to reflect the rich history of Durham as well as its forward-thinking, artistic and "can do" attitude.

Trademarks are distinctive symbols used by businesses, organizations and communities to identify themselves and their products or services to customers, while distinguishing themselves from others.

Both DURHAM (word mark) and star (symbol mark) are legally protected as trademarks by the Durham Convention & Visitors Bureau, as the official marketing entity for the community, on behalf of all Durham messengers. They are available to be licensed for use by other messengers through written agreement.

These organizations can tie into the overarching Durham brand by licensing the word mark, symbol mark or both for use with their own sub-brands. When the word mark, symbol mark or entire logo design is used, it must always be produced showing the TM.

Photography Guidelines

Just as a consistent use of the verbal identity builds the brand, so does photography. Durham’s marketing communications should be led by a small number of very high quality “hero” images that convey the community’s core strengths and brand essence, “*where great things happen.*” Over the first two years of the campaign, they should be used exclusively to break through the competitive ‘clutter.’ A range of secondary images should support these “hero” shots, but they should not lead marketing initiatives.

The core strengths convey Durham’s sense of creativity and enrichment and its strengths of being genuine and original, open and welcoming. Communicating these traits can best be achieved by presenting the community through “real people.” This can make Durham’s communications compelling and different.

High-quality photography has the capacity to be one of the most potent and versatile communication elements in Durham’s brand toolkit. Durham’s photography should present its special sense of place, creativity and character.

Key points to consider when planning photography to build the Durham brand include:

1. Believable

All images must be believable and true to life. The people in the images must be active, credible and interesting, and be captured in natural, engaging and realistic ways. They must be seen as real people doing real things in real places. Great destination images are always believable and have a strong “wish you were here” factor.

2. Tell the Story

The more a scene engages prospective customers, the more they will look at it. It draws them into seeing themselves in that context. When people are in the shot, particularly when customers can identify with them, it helps to tell a story that will sell the place and add to its credibility. Try to thread the *great things* story into each frame in a way that the viewer can see himself or herself in the scene, so that each image builds a cumulative, credible visual narrative.



Bruce R. Feeley/DCVB

3. Emotion

People buy products and experiences for only one reason – to feel better in some way. Emotions are the trigger for how we feel. Each image should strive to touch an emotion or deep need. Capture Durham’s tangible or physical attributes by using the emotional benefits as the lens through which we view the experiences and feelings gained from these locations or events.



Bruce R. Feeley/DCVB

4. Creativity

Because creativity is such an important Durham characteristic, images should not be visual clichés and should engage varied points of view.

5. Open and Welcoming

Important to the Durham identity is its openness and community spirit. Try to capture “slices of life” that underpin the brand. This may extend to the lighting and techniques used by the photographer, which should always aim for a natural look and should not be over-lit or over-filtered. Images should always feature people who are comfortable in their surroundings.



Bruce R. Feeley/DCVB

6. Reflect Target Audiences

The people in the photographs must reflect target audiences. While well-directed models can make a strong positive difference to photographs, subjects must not look posed or like mannequins. Images should also capture people, particularly visitors, newcomers and residents enjoying the experience and interacting with each other in very natural and believable ways.

7. Capture the Unexpected

Photograph a unique or unusual perspective that shows the viewer something pleasant that they were not expecting. Strive for putting a different perspective on a frequently used image. This can be achieved through lighting and time of day, angle of perspective, use of different lens or one’s positioning relation to the subject. All images should aim to spark and capture the viewer’s imagination.



Bruce R. Feeley/DCVB

Brand Management Checklist

Bring the brand to life.

These checklists and “rules of thumb” assist communicators in bringing the Durham brand to life. These lists should be considered as reminders of the basic requirements in launching and managing the brand. They are not intended to be the list of definitive actions that need to be taken.

The process of developing the brand is ongoing and dynamic, in which new initiatives and opportunities will constantly be introduced.

Brand Leadership and Management

The focus of brand leadership is on long-term results, partnerships and maintaining a sustainable competitive advantage, while brand management has a focus on short-term and tactical programs. Brand leadership is visionary, while brand management tends to be sensory.

- ❑ **Long-Term.** Everyone must realize that brand building is a long-term investment with cumulative results.
- ❑ **Establish an Action Plan.** In conjunction with the Durham Public Information and Communications Council, develop ongoing plans for incorporating the brand, with objectives, identifying challenges and obstacles, messages and methods. Establish quarterly goals against which to assess progress. Involve staff, board members, partners and residents in celebrating successes and addressing deficiencies.
- ❑ **Strategic Planning.** Integrate the brand strategy into the planning processes of each messenger through the 15-organization Durham Public Information and Communications Council. Each messenger organization should consider the brand as an integral element that is reflected in all actions and not just as an “add-on.”
- ❑ **Brand Focus.** Ensure that brand focus and alignment drives both product development and marketing decisions.
- ❑ **The Brand Steward.** The director of marketing research and brand management of the DCVB should be designated as the organization’s overall brand steward. This role includes ultimate responsibility for ensuring that the internal and external application and delivery of the brand by messengers is aligned with the brand strategy.
- ❑ **Brand Advisory Team.** Especially during the first year, the 15-organization Durham Public Information and Communications Council should raise community-wide awareness of brand-related issues, build solutions where appropriate and, when necessary, apply peer pressure for correct interpretation and support for the brand. It should also identify and correct gaps in delivery of the Durham brand experience.
- ❑ **Brand Identity Specialists.** Each member of the 15-organization Durham Public Information and Communications Council shall be that messenger’s brand identity specialist, reviewing and approving all new executions of the brand for their organizations.

- ❑ **Durham’s Online Brand Center.** DCVB as brand gatekeeper shall establish an extranet site, *www.durhambrand.com*, accessible to all Durham messengers for information, guidelines and resources relevant to the brand’s implementation and correct use.

Brand Marketing Communications

- ❑ **Marketing Integration.** Ensure that the staff at each messenger organization, as well as any ad or PR agencies and other marketing suppliers, work toward optimal brand alignment and accuracy.
- ❑ **Reinforce.** Marketing communications (advertising, brochures, website, etc.) should use and reinforce the core strengths, benefits and positioning.
- ❑ **Consistency.** The long-term success of the brand depends on all elements of the brand (i.e., verbal, visual, strengths, experiences, benefits) consistently working in harmony. This does not mean that all messages have to be the same, but they do need to consistently reflect the brand essence, personality and emotional benefits.
- ❑ **Lead with Experiences.** We tend to be led by our emotions and then verify with our logic. The images and copy should portray how the place makes customers feel and should answer the “what’s in it for me” question.
- ❑ **Counter the Negatives.** Protect and defend the brand.

Performance Measures

Evaluation of progress in building the Durham brand should involve the same research techniques that helped shape it. The ultimate outcome from a Durham brand is economic value, but it starts with marketing activity as an input to create brand image then brand equity. A Brand Scorecard could include:

- ❑ **Brand Adoption.** Annually assess the levels of adoption and support of the brand among messengers and Durham-based businesses and organizations.
- ❑ **Brand Awareness.** Periodic assessment of top-of-mind awareness, unaided recall, brand associations and unaided recognition among key internal and external audiences.
- ❑ **Brand Credits and Debits.** Evaluate all marketing actions or tactics by their ability to generate “brand credits” (results that enhance the perception customers have of the Durham brand) as opposed to “brand debits,” including:
 - Does the action or tactic protect and promote a distinct Durham persona?
 - Can the destination deliver on the promises made in the action or tactic?
 - Does the action or tactic result in dissonance, noise or dilution of the Durham brand?
 - Does the action or tactic respect the integrity of other brands of which Durham is a part, e.g., Family of Communities, North Carolina and USA.
 - Will Durham’s customers view the action or tactic as original and genuine?

If the questions can be answered yes, then the action or tactic would be a brand credit. If not, then the action or tactic would create a brand debit.

- ❑ **Brand Equity.** Gauge attitudes toward, associations and attachments with as well as preference for the brand.
- ❑ **Brand Image.** Continue to monitor the community's image and how it is perceived in comparison to competitors, e.g., awareness, attributes, characteristics, points of parity and points of difference.
- ❑ **Issues and Opinions.** Include brand-related issues in ongoing opinion surveys of residents and community stakeholders.
- ❑ **Media Coverage.** Assess Durham's external media coverage, including demonstrable instances of the use of the desired brand messages in coverage.
- ❑ **Performance.** Assess the brand's performance among other ongoing performance benchmarking.
- ❑ **Satisfaction.** Gauge and continue to monitor external customer satisfaction on a range of criteria important to the brand experience.
- ❑ **Economic Value.** Ultimately, the chain of value from the brand will be economic value in the form of business climate, tax base, quality of life and sustainability of place-based assets.

Glossary of Community Branding Terms

The following terms are provided to aid understanding of the concepts of community branding. Many of these elements have a strong influence on each other, hence they should not be considered to be mutually exclusive.

Brand

A brand is the source of a distinctive promise for customers, visitors, newcomers and relocating businesses. Everything that messengers do should be oriented around delivering and constantly enhancing this promise.

Brand Architecture

This is the family tree or hierarchy of how various associated brand entities are organized and relate to each other.

Brand Associations

These associations (positive and negative) are what customers, visitors, residents (including newcomers) and relocating businesses think of when they hear or see the community's brand name, tagline, or symbols. In the case of Durham, these may include Durham Bulls, Brightleaf District, Southpoint etc.

Brand Awareness

This relates to the degree to which the community's name is present in the minds of prospective customers, etc. When people are exposed to the name of a community do they immediately recognize it and form specific positive associations?

Brand Culture

Brand culture aligns the commitment and behavior of the DMO, partners and the community with the brand promise and enables the community to deliver on its promise and constantly innovate to enhance it. It involves getting all stakeholders "on the same page."

Brand Equity

The brand equity is the accumulated loyalty, awareness and value of the brand. It is formed through the positive and negative contact customers, visitors, residents, newcomers and relocating businesses have with it.

Brand Essence

This is the "heart and soul" or the DNA of the brand and relates to the brand's fundamental nature. It should be short, crisp and rich in meaning. The brand essence of Durham is *where great things happen*.

Brand Identity

The brand identity comprises the unique set of visual, auditory and other stimuli that project the brand through its many applications. These include the benefits, logo, fonts, tagline, colors, images, and in some cases the special brand smells and sounds, etc.

Brand Image

The brand image is the accumulated impressions formed by the customer in the community arising from all experiences and knowledge of the brand. These may be positive, negative or even neutral.

Brand Loyalty

This is often considered the single most important outcome from a branding strategy. It may be best measured through repeat visits, referrals, and the nature of spending patterns. Importantly, brand loyalty also includes the staff, stakeholders, partners, media and others engaged in presenting, delivering and sustaining the brand experience.

Brand Personality

This describes the destination using human characteristics as if it were a person. In the case of Durham, this includes being creative, colorful, engaging, and outspoken.

Brand Positioning

Brand positioning establishes what a community wants customers, visitors, residents, newcomers and relocating businesses to think and feel about the community. It relates to the position in consumer's minds (and hearts) that the community wants to occupy.

Brand Promise

The brand promise encapsulates the positioning, benefits and value proposition that distinguishes the place from competitors. It acts as a vision and roadmap to deliver superior value to customers and forms the driving force for all marketing and experience delivery efforts that establish its competitive advantage.

Logo Usage Guidelines

The Trademarks

DURHAMTM



*Where great things happen*TM



There are three trademarks that comprise the Durham logo design.

- The word Durham in a particular typeface as shown (word mark).
- Second is the star symbol mark.
- Third is the tagline.

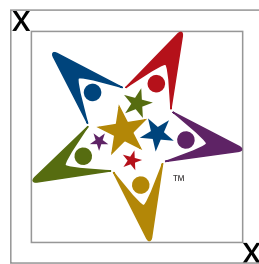
When all three marks are used together, it is referred to as the combination mark.

Please note the use of “TM.” Do NOT alter the scale or position of “TM” in any way.

The Durham trademarks and combination mark have been developed after careful research. Therefore, the relationships between each trademark should not be altered. Each trademark and the combination mark is available in electronic format through the DCVB as brand gatekeeper and should never be redrawn, revised or recreated.

Each trademark and the combination mark is available in Pantone® Matching System (PMS), grayscale, white, and various file formats, both vector and bitmap based, including EPS, GIF and JPEG. Appropriate versions should be used for maximum readability.

Safety Area & “TM” Application

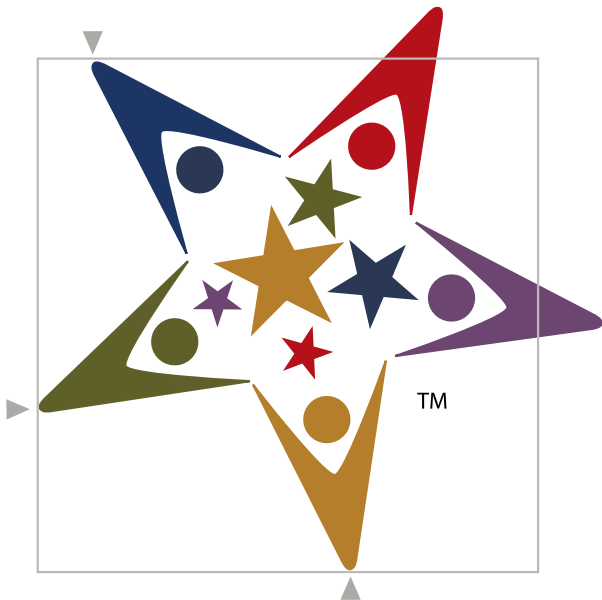


The most important factor in the application of the Durham marks is to ensure there is adequate room for readability, without the marks being encumbered with other graphics or typography that may lessen legibility or visual impact. For this reason, a Safety Area has been created to act as an invisible shield and prevent other materials from impeding clarity.

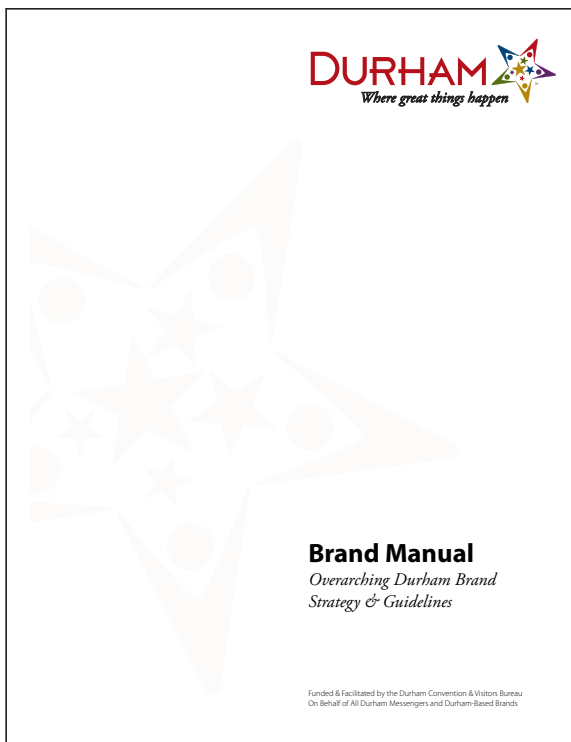
The Safety Area is a simple way to measure the marks at any scale and ensure they are provided with the necessary white space. To do this, a unit of measure, based on the height of the lowercase lettering of the tagline, is identified as “X.” Just as one uses any other unit of measurement, the “X” provides a consistent guide at any scale the application is used.

A “TM” should be used on all applications. When using the Durham word mark alone, the “TM” should be included as shown. When using the Durham star symbol mark alone, the “TM” should be included as shown. When using the combination mark, the “TM” should be restricted to one location: beside the star symbol mark.

Cropping the Star Symbol Trademark



The design of the star symbol trademark was intended to evoke the creativity of Durham. With this in mind, there may be applications that are appropriate for “cropping” the trademark outside of an image area. In doing so, care should be taken not to trim too much from the image and render it unrecognizable. As a simple method of ensuring the correct amount of image, draw a box starting at the lower left side extending to the upper right. When three of the left points fit inside the square, the right and top side points can be cut.



These guides also apply when using various color breaks of the star symbol mark. Screens of the solid-color variation of the star symbol mark may be used as a faux watermark, when the Durham word mark is used elsewhere in the same application.



Color Breaks



Solid Color



Gray Tone



*Two-color using screen tints (percentages of
Pantone® 1807 C and black)*

Color Breaks



Overprint on nothing darker than 15%



Reversed out of black



Reversed out of Pantone® 1807 C

Color

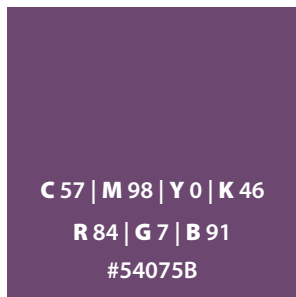
Primary Color Palette



Pantone® 378 C



Pantone® 1255 C



Pantone® 2622 C
Used at 90%



Pantone® 295 C



Pantone® 1807 C

Black should be considered with all relevant applications.

Consistent use of color is a key branding component. Color is an important component in building recognition, since it is the quickest way to identify a brand almost unconsciously. Consistent use of the color is achieved through the use of the Pantone® Color Matching System, either identified as PMS or composed in CMYK Process color-matched by a vendor to the PMS colors.

The five colors illustrated are the Primary Color identifiers for the overarching Durham brand and should be used as the Primary Colors for the trademarks.

The color palette has been created with the most common applications in mind. Please use the colors for each application as specified on the left.

Vendors should match to the PMS color when printing four color process (CMYK). RGB and HTML color values given should be used for Web applications ONLY.

Do NOT mix and match any of the colors from the entire palette to create new multi-colored versions of the logo. Except for the sanctioned two-color versions of the trademarks, NO tints or screens of the Primary Color Palette are to be used for the marks.

Typography

Adobe Garamond Pro Roman

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Adobe Garamond Pro Italic

*ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz*

Adobe Garamond Pro Bold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz**

ADOBE GARAMOND PRO SMALL CAPS

ABCDEFGHIJKLMNOPQRSTUVWXYZ
ABCDEFGHIJKLMNOPQRSTUVWXYZ

Myriad Pro Regular

ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz

Myriad Pro Bold

**ABCDEFGHIJKLMNOPQRSTUVWXYZ
abcdefghijklmnopqrstuvwxyz**

An important branding element is the consistent use of typography throughout all applications. The Adobe Garamond Pro and Myriad Pro typefaces have been chosen. They are strong, clean typefaces that can be easily read and manufactured and are readily available.

Various weights (Roman, Bold, Semibold etc.) and styles (Italics, Small Caps etc.) of both Garamond and Myriad are available and may be used to add variety and visual hierarchy.

Bold and Semibold faces should be used to highlight major selling points or as headlines. Small Caps are used to add elegance and can be used to highlight as well. Roman faces are used in body copy and in general for easily read informational content. Italics should be used for captions or to highlight as well.

At no time should the Durham word mark be recreated or modified in any form.

Times New Roman is an acceptable substitute for Adobe Garamond Pro, if it is not available.

Applications

The Carolina Theatre
DURHAM 

N.C. Central University
DURHAM 

Northgate
DURHAM 

North Carolina Mutual
DURHAM 

DURHAM 
CENTERFEST
Where great things happen

DURHAM 
FESTIVAL FOR THE ENO
Where great things happen

Illustrations to the left indicate appropriate configurations of the Durham trademarks incorporated by adopting organizations with both long and short names. All configurations utilize the Safety Area.

Illustrations to the left indicate appropriate configurations of the Durham trademarks applied to Durham events. All configurations utilize the Safety Area.

Applications



There are numerous applications pertaining to other support information and the trademarks and combination mark. Using the illustrations as a guide, note the use of a “top tier” of copy and a bottom. Use the variations to develop the most direct, easy-to-read application. All configurations utilize the Safety Area.



Applications



One of the more challenging applications is the application of the trademarks and combination mark to a photograph or field of color. Placing any typography or graphic image on a photo with a differentiation of tonal values (ranging from dark to light) is difficult. Care should be taken to select images that have a uniform background as illustrated. On areas that are dark in nature, utilize the combination mark that provides a light mask behind the star symbol mark. Changing the values of color in the star symbol mark will dilute the palette and will compromise the mark.

If the image does not have a clean area, manipulation of the photo with tools such as Photoshop may be needed.

With prior approval from DCVB as the brand gatekeeper, separating the Durham word mark from the star symbol mark in order to better accent the photography is also possible.

Applications



The use of branded promotional items with Durham customers will reinforce the brand through repetition and show that the brand is an integral part of the community.

Careful attention has been paid to the positioning of the logo and the use of colors from the color palette.

Care should be taken in the selection of vendors to produce these promotional items. Review samples of their work regarding embroidery, silk screen, embossing and any other technology used.

Applications



There may be occasional use of street banners and wayfinding signs to identify Durham features and events. Banners should be designed with the spirit of the brand in mind while utilizing the Safety Area, color palette and photography guidelines. A simple, clear, easy-to-read application is best.



Roster of Durham Brand Advisory Group Members

Newman Aguiar	<i>Neighborhood Activist</i>
Bob Ashley	<i>News Media</i>
Kathy Bartlett	<i>Arts</i>
Mayor Bill Bell	<i>City</i>
MaryAnn Black	<i>Duke University Health System</i>
Ginny Bowman	<i>Retail</i>
John Burness	<i>Duke University</i>
Carver Camp Weaver	<i>Marketing</i>
E'Vonne Coleman	<i>Tourism Development Authority</i>
Ellen Dagenhart	<i>Historic Preservation</i>
Chuck Davis	<i>Cultural</i>
Minnie Forte-Brown	<i>Schools/Universities</i>
Rosalind Fuse-Hall	<i>NCCU</i>
Tamara Heyward	<i>Development</i>
Bob Ingram	<i>Business/RTP</i>
Sylvia Le Goff	<i>Relocation</i>
Beverly Meek	<i>Performing Arts</i>
Richard Morgan	<i>Downtown/Developer/Retail</i>
Commissioner Michael Page	<i>County</i>
Steve Schewel	<i>Public Schools</i>
Nick Tennyson	<i>Home Builders</i>
Barry Van Deman	<i>Museums</i>
Charles Watts	<i>Business/Corporate</i>
Carl Webb	<i>Downtown/Developer</i>
Councilman Mike Woodard	<i>Inter-Neighborhood Council</i>
Douglas Zinn	<i>Foundations</i>

Related Weblinks

300+ Great Things About Durham

http://www.durham-nc.com/about/300_things.php

25 Common Misperceptions About Durham and the Realities Behind Them

<http://www.durham-nc.com/pdf/25CM.pdf>



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www.destinationbranding.com