CITY OF WAUWATOSA

COMMITTEE OF THE WHOLE

MINUTES ● JUNE 17, 2014

Regular Meeting | **Common Council Chambers** | **6:30 PM**

7725 West North Avenue, Wauwatosa, WI 53213

PRESENT: Alds. Walsh (7:p.m.), Walz-Chojnacki (6:35 p.m.), Wilke, Wilson, Bryne, Causier, Dubinski, Kofroth, McBride, Moldenhauer, Pantuso, Roznowski, Tilleson -13

EXCUSED: Alds. Berdan, Hanson, Stippich

ALSO PRESENT: Mayor Ehley; Mr. Archambo, City Administrator; Mr. Ruggini, Finance Director; Mr. Kesner, City Attorney; Ms. Enders, Development Director; Ms. Ledesma, City Clerk

Ald. McBride in the Chair

The Common Council President called the meeting to order at 6:30 p.m.

COMMITTEE OF THE WHOLE ITEMS

1. Marketing Committee presentation on economic benefits of rebranding the City

The Mayor stated that one of tonight's speakers, Scott Schwebel, who oversaw the rebranding of Alterra Coffee to Colectivo Coffee, was unable to attend. He will attend the July 1 Committee of the Whole meeting instead.

The Mayor began the presentation by giving the background concerning the formation of the ad hoc Marketing and Communications Committee, stating that the Common Council approved its formation in September 2011. The directive given to the committee then was to examine the City's image, marketing, promotion, and communication materials, as well as related marketing, promotional, and communications efforts so as to develop an action plan for future activity. The Committee was to report to the Legislation, Licensing and Communications Committee at least quarterly.

Committee membership was not determined until 2012, when ten members (including two Council members) were appointed. The membership comes from a broad spectrum including the Village BID, Chamber of Commerce, the School District, neighborhood associations, and local marking and branding executives. The City is well-represented by talented individuals, but it did take time to assemble the members.

The Committee's first meeting was held in July 2013, when the City's existing written materials were examined. The review illustrated a lack of consistent format, but a wealth of information, and indicated the need for a plan for future efforts which may include staffing and funding.

The Mayor stressed that the City needs a strong brand and a consistent 'look' that proactively projects the City's image today. As well, such an effort also needs to educate people on the challenges the City faces.

Mr. Archambo added that Development Director Enders and Mr. Brown, Asst. to the City Administrator, both spoke to the Committee in terms of helping to achieve the five visions included in the strategic plan. He pointed to the synergy between what the Common Council and what the Committee each individually identified during their separate work on the strategic plan and on communications/marketing.

The Mayor noted that Jim Plaisted, BID Manager, was able to give the Committee valuable insights in the rebranding efforts undertaken by the Village of Shorewood in 2006. The Committee also examined best practices and have identified business leaders with vested interest in the City. Funding sources are being

investigated. By the end of July the Committee anticipates having marketing and communications recommendations drawn up. Before a specific plan is put forth, however, the image of what/who Wauwatosa is as a city - now and in the future - must be defined.

The Mayor acknowledged that a concrete return on investment (ROI) may be difficult to measure. The Committee wants to see the City grow through economic and community development. Identifying market strengths is critical. The City needs to retain and recruit residents and one way to do this is through an adequate mix of housing stock. Business must be recruited to maximize the City's limited space while preserving a balance of green space. Wauwatosa must differentiate from other cities to create a desire for potential employees, employers and residents to locate here.

Beth Fredrickson, one of the Committee members, spoke about the power of a brand - what it is, and what can it do for the City, and what happens if the City doesn't have one. The City's current seal is not a brand, but it is representative of 'who we are.'

She asked Council members what they saw when they look at the seal. Responses varied from, 'it is dated,' to 'I think of the police because it is on the cars,' to 'I think it *is* our brand,' to 'I see a community stuck in the past, not today's dynamic city,' to 'there is nothing about the present and the future,' and 'it is not competitive when compared to other communities' brands.'

Ms. Fredrickson opined that a new story is waiting to be told about Wauwatosa, and that a brand is what others say about you when you are not around. Like most cities, Wauwatosa has a reputation, though there may not be consensus on what that is. As an example, Ms. Fredrickson mentioned cities across the nation (Salt Lake City, Las Vegas) and suggested that these two have very different reputations. To that end, the Committee has been exploring a brand image of what they believe to be true about Wauwatosa. What is Wauwatosa's story and what sets Wauwatosa apart? What should visitors or new residents know about the City? Identity is central to a brand. When a brand story reflects a community's behavior, it is true and authentic. A brand has economic value as it influences business decisions, renters, and home-buyers.

The process of identifying Wauwatosa's brand will requiring others' engagement, collaboration, and guidance. A research process will reveal strengths, weaknesses, opportunities, and threats. Does Wauwatosa have a marketing image problem? A communication problem? How best to improve these? Competitors must share. Low performers must learn and the best performers must impart knowledge. The City will gain visibility from a new and fresh brand; it will link the City to the strategic plan. This convergence of these two discussions is a sign that the time is right for rebranding. Positioning the City as a preferred location for business and living is a key reason to have a new brand story.

Ms. Fredrickson referred to one of the visions of the strategic plan, that being that the City is an organization defined by excellence. The City's reputation will match visitors' experiences. The story will line up with what is actually done. The City is unique and compelling and this is what the Committee wants to uncover and tell.

Alds. Causier and Roznowski are members of the ad hoc Committee. Ald. Roznowski commended the Committee for its expertise in this area, noting that the City does not have a marketing and communications staff, even though it is competing against other cities for business. He opined that effective branding now is one way to assure that Wauwatosa stays a 'hot location' for development. This strategy will help manage the ongoing financial challenges the City faces.

Ald. Causier agreed that the time given and gifts offered by this Committee are extraordinary.

Former Ald. Nikcevich was thanked for her vision in urging the formation of such a committee while she served on the Common Council.

In response to a question by Ald. Walz-Chojnacki about both reality and aspirations being represented in a brand, Ms. Fredrickson opined that a successful brand will have elements of both 'what we are' and 'what we want to become.'

The Mayor added that the Shorewood administrator has stated that their 2006 branding effort has resulted in economic development. It has meant elected officials, staff, and residents have the same message. It is integrated into how the staff acts when dealing with the public and how policies are established.

Responding to Ald. Byrne's question about what concrete steps must be taken, Mayor Ehley stated that details are still being developed. A Request for Proposal for professional help is needed. If the Council feels it appropriate, the Committee could receive regular (instead of ad hoc) status. In response to Ald. Tilleson's question, the Mayor stated that a request for financial resources may be submitted as part of the 2015 budget requests.

Ald. Wilke opined that the City's seal already has considerable visibility in the City; it is on signs, on literature, on vehicles, and on the website. It is classic. Is the goal to replace the seal as part of a branding effort? Or is the Committee's focus on communication, as set forth in the resolution creating the Committee? He acknowledged that the current print documents lack a certain consistency of look that ought to be remedied.

Mayor Ehley stated that the Committee's focus is on both elements - a strategic message and a marketing component. Wauwatosa is very 'late in the game' on this point.

Ald. Wilke stated his comments are not meant to be critical, and he appreciates the fact that many individuals recognize that there is something special about Wauwatosa. However, the seal has a timeless quality that reflects the roots of the City, and its identity. He reiterated that the seal is much less of an issue compared to the communications component.

Ms. Jaeckels, staff liaison to the Committee, pointed out that the seal has been changed since its adoption in 1954; it has also been modified by different departments (Police, Fire). Past mayors have opted to use alternate letterhead. Thus, the seal itself has come to mean different things.

Ald. Bryne expressed support for evaluating the logo as part of an overall branding study, and for honoring the City's history in any revision that may occur.

Colleen Sprague, another Committee member, stated that Wauwatosa has 'become electric' over the past five years; there will be a cost if the City does not capitalize on that momentum now.

Ald. Dubinski mused that the current emblem means history; there is much to be proud of, as much has been accomplished under it since its adoption. Under the seal, a struggling mall became a premier shopping destination; East Town has been revitalized, the County grounds are being transformed; Children's Hospital relocated here; Froedtert Hospital has grown. These positive events must be emphasized as happening in *Wauwatosa*, and not Milwaukee. Area businesses must be encouraged to stress that they are located in *Wauwatosa*, and not Milwaukee.

Ald. McBride summarized the evening's presentation, noting that a child created the current City seal in 1954. Much has changed since then; there was no Mayfair Mall, there was no Mayfair Road, there was no minority population, there was no Medical College, there was no freeway, the west side of Wauwatosa had not yet been annexed. Wauwatosa has become a university suburb, with a number of colleges having a presence in the City. This is attracting a younger generation of residents. It is a second downtown. The Milwaukee Brewers' logo has evolved over time; it is appropriate for Wauwatosa to control its image, too.

Ald. Kofroth asked how the success of a rebranding effort could be measured. The City has enjoyed a boom

over the past five years. What if that success tails off despite a significant rebranding effort? Will it be money well-spent?

The Mayor acknowledged the validity of this point, and assured the Council that the Committee wants to make a sound investment to facilitate continued development. A measurement methodology will be developed as this process unfolds.

There being no further discussion, the meeting adjourned at 7:40 p.m.

Carla A. Ledesma, CMC, City Clerk

By Legislation, Licensing & Communications Committee RESOLUTION R-11-125

RESOLUTION

WHEREAS, marketing and communications can benefit the city of Wauwatosa to increase visibility, promote community and maintain its viability as the center and strength of Milwaukee County; and

WHEREAS, there is a need to review the literature that is provided by the City as well as the current marketing and communications efforts conducted by the City and to create a citizen committee which will review and provide suggestions on how to best create and distribute information on the city;

NOW, THEREFORE, BE IT RESOLVED THAT, the City of Wauwatosa does hereby create an Ad Hoc Committee on Marketing and Communications, to be composed of ten members, consisting of not less than two members of the Common Council who shall be chosen by the Common Council, one representative appointed by the Village of Wauwatosa Business Improvement District, one representative appointed by the Wauwatosa Chamber of Commerce, with the balance of the membership being composed of local marketing and branding executives;

BE IT FURTHER RESOLVED THAT the duties of the Ad Hoc Committee on Marketing and Communications shall be directed to examine the city's image, its marketing, promotional and communications materials as well as related marketing, promotional and communications efforts, to develop a plan of action for future marketing, promotional and communications efforts based on the results of such study, and to provide recommendations for implementation and suggest staffing and funding options for such efforts in the future;

BE IT FINALLY RESOLVED THAT, the Ad Hoc Committee on Marketing and Communications shall be directed to report back to the Common Council's Committee on Legislation, Licensing and Communications not less than quarterly, or more often as necessary, and to provide updates to the Legislation, Licensing and Communications Committee or the Common Council as appropriate upon the conclusion of each stage of its overall mission, obtaining approvals as necessary to implement its recommendations.

Action of the Common Council

Passed and dated SEP 06 2011

Susan VanHaren DEPUTY
City Clerk

Approved SEP 07 2011

Mayor

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2013-2014 Committee Members

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Attachment: Ad Hoc Committee on Marketing and Communications Roster 6 16 14 (2271 : Marketing Committee presentation on economic

Ad Hoc Committee on Marketing and Communications
Accomplishments

- Educate members on challenges facing City and efforts with market segments: residents, businesses, image; Jim Archambo presentation; Paulette Enders presentation (highlights of 2008 Comprehensive Plan and current economic development opportunities)
- Review literature: collected all from each department; spread on table for committee review;
- Unanimous consensus need to establish strong brand, consistent look, feel, style and guidelines to present a strategic public face that proactively, positive presents City image
- Review research and data; same presented to consultant doing strategic plan; gain better understanding of community (Comprehensive Plan 2008- development; Health Department Community Assessment –demographics; National Citizen Survey-what residents think of City)
- Research best practices: other City branding efforts, other City slogans; presentation by Jim Plaisted of Shorewood process to brand and some of research on personification of City (dress person from Shorewood, Brookfield, Tosa, etc.)
- Survey to top 25 real estate agents to find out why customer did NOT move into Tosa (rejectors); what are barriers
- Continue educating committee members: Presentation by Mike O'Brien, on Village of Shorewood branding campaign and presentation by Tony Brown, City Assistant to Administrator on City's Strategic Plan
- Identified stakeholders in community that would benefit from City Marketing efforts including recruiting business leaders as Marketing Champions
- Define ways Marketing Committee can help achieve Strategic Plan five visions
- Examined best practice exercise in RFP for branding City: collect samples to help clearly define needs & actions
- Begin development of an RFP for branding
- Identify funding sources for Branding and Marketing plan
- Continue to develop recommendations for City July, 2014