



# VILLAGE OF WINNETKA

*Incorporated in 1869*

## BUSINESS COMMUNITY DEVELOPMENT COMMISSION

**Tuesday, May 27, 2014  
7:00 P.M.**

The Winnetka Business Community Development Commission will convene a special meeting on **Tuesday May 27, 2014**, in the Village Council Chambers, 510 Green Bay, Winnetka, Illinois, at 7:00 PM.

### Agenda

1. Approval of March 24 and March 31, 2014 Minutes
2. Discussion of Marketing of Commercial Districts
3. Discussion of Branding of Commercial Districts
4. Discussion of Special Events in Commercial Districts
5. Staff Update from Community Development
6. Public Comment
7. Adjournment

The Village of Winnetka, in compliance with the Americans with Disabilities Act, requests that all persons with disabilities, who require certain accommodations to allow them to observe and/or participate in this meeting or have questions about the accessibility of meeting or facilities, contact the Village ADA Coordinator, at 510 Green Bay Road, Winnetka, Illinois 60093, (Telephone (847) 716-3540; T.D.D. (847) 501-6041).

**510 Green Bay Road, Winnetka, Illinois 60093**

Administration and Finance (847) 501-6000 Fire (847) 501-6029 Police (847) 501-6034  
Public Works (847) 716-3568 Water and Electric (847) 716-3558 [www.villageofwinnetka.org](http://www.villageofwinnetka.org)

**DRAFT**

**BUSINESS COMMUNITY DEVELOPMENT COMMISSION**  
**MARCH 24, 2014 MEETING MINUTES**

**Members Present:**

Jason Harris  
Terry Dason  
Patrick O'Neil  
Arthur Braun  
Jim Sayegh

**Members Absent:**

Paul Dunn  
Tom Eilers  
Mike Leonard

**Village Staff:**

Michael D'Onofrio, Director Community Development  
Brian Norkus, Assistant Director Community Development

**Call to Order**

The meeting was called to order at 7:08 pm, in Village Hall Council Chambers, 510 Green Bay Road, Winnetka, IL.

**Approval of Minutes**

A motion made by Sayegh, seconded by Dason to approve the February 24, 2014 minutes.

**Discussion of Zoning Overlay District**

Director D'Onofrio provided a summary of the discussions made by the BCDC concerning uses allowed in the Overlay District.

Trustee Braun asked what the status of the Plan Commission and Zoning Board of Appeals reviews were concerning parking and building height recommendations for the Overlay District.

Brian Norkus provided a summary of the Plan Commission's actions at its February 26<sup>th</sup>, 2014 meeting.

Mr. D'Onofrio described what action the Zoning Board of Appeals took regarding several issues and reported that they concurred with the BCDC recommendations.

Mr. Norkus began the discussion on the Overlay District boundaries the exiting by describing the boarders. He, also, described a series of maps that identify possible areas that might be taken out of the Overlay District in Hubbard Woods. First he mentioned 1025 Tower Rd (BP Amoco station) which was added to the Overlay District in 2009. Second, he pointed out 1043 – 1049 Tower Rd (Girlfriends and North Shore Shoe Clinic) which also was added to the Overlay District in 2009. The third area identified was Gage St. east of Green Bay Rd. The final area

discussed was the east side of Green Bay Rd. north of Merrill St (Hubbard Woods Motors, bicycle store and strip center on the north end).

Jim Sayegh asked if the BCDC recommendations on boundaries should take into account the proposed use changes along with the boundaries or should they be looked at separately. Mr. Sayegh asked if boundary discussion should consider changes to enhance redevelopment of those sites.

Patrick O'Neil questioned whether having a large non-retail use in Hubbard Woods (north of Merrill) is a good thing. He questioned whether patrons would go from a medical office to a retail business.

Mr. Norkus next described several other areas that could be considered for removal. This included the north and south side of Gage St. west of Green Bay Rd. He also pointed out the two properties on the west side of Green Bay Rd. south of Merrill (former Boris' Restaurant and hot dog stand). He suggested that these sites should be dealt with carefully.

#### Discussion of Hubbard Woods Boundaries

Mr. Sayegh stated the proposed use changes will not result in significant highs and lows. He suggested eliminating BP/Amoco, Tower Road, Gage, and Green Bay Road east, north of Merrill.

Mr. Braun said that if a recommendation is made that the east side of Green Bay Rd., north of Merrill St., is removed from the Overlay District then it might make sense that a similar recommendation for the west side of Green Bay Rd., north of Merrill also be made.

Ms. Dason said businesses in Hubbard Woods want foot traffic. She said the BCDC needs to look at the proposed changes and how they will improve foot traffic. Ms. Dason also mentioned that the Hubbard Woods businesses want Gage Street (east of Green Bay Rd.) to remain retail; Gage Street has affordable rents.

Carol Fessler suggested keeping Gage Street in the Overlay District. She also mentioned that at the same time it would be valuable to have Green Bay Road (north of Merrill) out of the Overlay District.

Chair Harris suggested the BCDC take a pause on this and not make a recommendation on this until the next meeting.

#### Discussion of East and West Elm Boundaries

Mr. Norkus provided an overview of the Overlay District in the East and West Elm business districts.

Chair Harris said the proposed changes that the BCDC has been discussing will not change what is happening today. It does however let the community know that the village is pro-business. Harris added that the changes may not solve problems for 6-24 months.

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Mr. Sayegh stated that he believes, and Paul Dunn was correct when he said that, Winnetka is over-retailed. He, also, suggested that the Overlay District not apply to planned developments. Sayegh said it might be beneficial to look at uses separately when part of a planned development.

Mr. D'Onofrio said he would have to look into Sayegh's recommendation. He added that it is important to provide developers of redevelopment sites with predictability.

Ms. Dason expressed a concern over the possible unintended consequences of the BCDC recommendations.

Chair Harris commented that this matter would come back for further discussion at the March 31, 2014 BCDC meeting.

**Staff Update from Community Development**

Mr. D'Onofrio stated that Jos. A. Banks is opening in Winnetka. He, also, gave an overview of the March 20 Village Council meeting with respect to economic development activities (liquor regulations, proposed contract with Business Districts Inc.).

Mr. O'Neil mentioned that several restaurateurs were considering taking over the D's Haute Dog space on Lincoln Ave.

Ms. Dason mentioned that beginning at the end of April, on the last Sunday of every month the classic cars event will be on Lincoln Ave.

**Public Comment**

None

**Adjournment**

The meeting was adjourned at 8:55 p.m.

**DRAFT**

**BUSINESS COMMUNITY DEVELOPMENT COMMISSION**  
**MARCH 31, 2014 MEETING MINUTES**

**Members Present:**

Jason Harris  
Terry Dason  
Patrick O'Neil  
Arthur Braun  
Jim Sayegh  
Tom Eilers

**Members Absent:**

Paul Dunn  
Patrick O'Neil  
Mike Leonard

**Village Staff:**

Michael D'Onofrio, Director Community Development  
Brian Norkus, Assistant Director Community Development

**Call to Order**

The meeting was called to order at 7:25 pm, in Village Hall Council Chambers, 510 Green Bay Road, Winnetka, IL.

**Discussion of Zoning Overlay District**

Director D'Onofrio distributed a hand out identifying five use categories which the BCDC is recommending become permitted uses (currently allowed as Special Uses). He said he put the data together in order to test the 3,000 s.f. limit on certain permitted uses that the BCDC recommended at its last meeting. The handout identified the district where those uses were located, the size of the individual uses, the total size of the combined uses by category, and the average size by use type.

Jim Sayegh stated that he believed that there is the infrastructure to accommodate uses up to 3,000 square feet. He added that there is a cause and effect associated with the square footage figure in that tenants would begin to look for 3,000 s.f. spaces if that was the maximum allowable size.

Tom Eilers said he is comfortable with 3,000 square foot standard. He added that although the date is good it does not tell the entire story.

Terry Dason said she was in favor of the 3,000 square foot limit.

Director D'Onofrio said he would be more comfortable with a 2,500 s.f. limit. He felt that a 2,500 s.f. maximum would provide the flexibility necessary to attract new businesses and mentioned Anthony Perry Designs and Adamczyk Builders as new businesses that occupy spaces significantly less than 3,000 s.f.

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Trustee Arthur Braun asked what is the objective of the discussion. He questioned why a square foot maximum was necessary.

Assistant Director Norkus responded by discussing the impact on parking if there were no limits on the size of these types of facilities.

Mr. Sayegh stated that the issue is that we want these types of uses, but in such a size that they don't dominate the neighboring businesses.

Tom Eilers commented that the rationale is to limit size of use so as to not impact parking. He gave the example of a former salon located in East Elm that would jam up traffic throughout the district. Eilers said he believes it is worth the risk to make the change. He added that there will be nothing scientific that will support 2,500 s.f. versus 3,000 s.f.

Trustee Braun suggested providing the Village Council with the rationale behind the 3,000 s.f. standard.

Chair Harris said the consensus of the group was to leave the maximum size at 3,000 square feet; with 3,000 square feet it will set the bar higher and gives more flexibility in the future. He asked if there was any need to go over the uses, to which it was agreed that there was no further discussion necessary.

Chair Harris said the next conversation would be on the Overlay District boundaries. He suggested that the review be by business districts. He said there is a need to be consistent on all decisions. Chair Harris said the consistency is necessary in order to justify the BCDC recommendations.

Trustee Braun asked what the objective of examining the district boundaries.

Chair Harris responded that the objective is to free up as much space as possible in order to enhance economic development. He gave the example of the liquor license regulations, parking regulations and building height changes that will result in more appropriate regulations that will improve the economic climate. Harris said the nature of retail has changed to more service oriented businesses

Mr. Eilers said that what the BCDC has done with uses will allow for non-retail uses to locate in traditional retail areas. He added that by changing the uses that the BCDC has achieved its objective.

Mr. Sayegh discussed how the uses discussion was the important one, but that the boundary discussion is not all that important.

Ms. Dason pointed out that the original discussion of the Overlay district began in 2006, with amendments being made in 2009. She said that this is an ongoing conversation that will always go on.

Chair Harris said the discussion of the Overlay district boundaries will cause heartburn.

Assistant Director Norkus provided an overview of the Hubbard Woods Overlay district focusing on several areas that might be removed from the district.

1. B.P./Amoco site
2. Gage Street east of Green Bay Rd
3. Green Bay Road – east side north of Merrill St.
4. Private Bank site

The consensus on Hubbard Woods Overlay District was the BCDC agreed that the following areas be taken out the district:

1. 1046 – 1062 Gage St. (Gage Street – east of Green Bay Rd)
2. 1043 – 1049 Tower Rd. (Girlfriends and North Shore Shoe Clinic)

Chair Harris stated that the rationale behind removing these two areas is that both are off Green Bay Road and don't have a lot of pedestrian and/or vehicular traffic.

Assistant Director Norkus discussed potential changes to the Overlay District in East Elm. The following areas were identified.

1. 511 - 515 Lincoln Ave (former Fell clothing store and Marian Michael clothing store)
2. 554 - 572 Lincoln Ave (west side of Lincoln Ave. north of Elm St.)
3. 545 – 571 Lincoln Ave (east side of Lincoln Ave. north of Elm St.)

Mr. Sayegh said that East Elm is the weakest of the three business districts and possibly it may need to be taken out of the Overlay District. He suggested that East Elm might become the Village's service district.

Chair Harris asked if there was enough parking to support service uses in the district. He added that if there was strong rationale behind remove both sides of Lincoln Ave, north of Elm St, he had no problem making that recommendation to the Village Council.

Mr. Sayegh said that it is important to take some areas out of the Overlay District in order to initiate a discussion by other boards and commissions. He added that East Elm is a very weak retail district.

Ms. Dason said she was in favor of removing the north end of Lincoln Ave from the Overlay District.

The BCDC voted 3 in favor and 1 against to remove Lincoln Avenue, north of Elm Street 554 - 572 & 545 -571 Lincoln Ave) out of the Overlay District. (Ayes - Sayegh, Dason, Harris; Nays - Eilers.)

Assistant Director Norkus continued with a discussion areas in the West Elm business district that could be considered for removal from the Overlay District. (He identified the following areas)

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1. 791 Elm & 520 Green Bay Rd (JP Morgan and BMO Harris banks)
2. 809 – 821 & 810 Chestnut Ct.
3. 844 Spruce (north side of Laundry Mall, 50 ft. west of Chestnut St. to 844 Spruce St.)
4. 594 Green Bay Rd (south 50 ft. of Grand Foods parking lot adjacent to Spruce St.)

Mr. Sayegh said that the data (vacancy) shows that West Elm is a strong district and he would recommend that no changes be made to the district.

Director D’Onofrio discussed removing the two banks on Elm Street and Green Bay Rd. from the Overlay District. He mentioned that it might be difficult to re-use the first floors of the banks for retail users and that the buildings are currently used for offices.

Mr. Eilers stated that Green Bay Rd. is in the core of the commercial district and that the bank buildings should remain in the Overlay District.

The BCDC consensus was to recommend removal of the following properties from the Overlay District.

1. 809 -821 & 810 Chestnut Ct.
2. 844 Spruce St.

Mr. Eilers stated that the portion of the Overlay District in the Grand Foods site (along Spruce) does not make sense. He does not believe the developer of the site should not have to be bound by the Overlay District standards. He believes this is a key retail site and that the BCDC should recommend that 50% or some percentage of the site should be required to be retail.

Chair Harris said he is happy to have that discussion but does not want to attach it to the BCDC recommendation.

On a vote of 3 in favor and 1 against to keep the Grand Foods parking lot in the Overlay District Consensus of the BCDC on the Grand Foods site was to leave it as is. (Ayes - Sayegh, Dason, Harris; Nays - Eilers.)

**Staff Update from Community Development**

None

**Public Comment**

None

**Adjournment**

The meeting was adjourned at 9:05 p.m.

## AGENDA REPORT

**TO:** BCDC

**PREPARED BY:** Michael D'Onofrio, Director of Community Development H.D.

**SUBJECT:** Branding and Marketing

**DATE:** May 20, 2014

### **Introduction/Background**

At the April 24 BCDC meeting, discussions were initiated concerning marketing and branding plans for the Village's commercial districts. At this meeting, staff was asked to provide examples of marketing and branding plans that have been done recently by neighboring communities. To that end, Assistant to the Manager Megan Pierce surveyed a number of communities. Following is an excerpt of a memo which she prepared on branding and marketing.

### **Marketing & Branding Initiatives**

Over the past year or so, a number of Chicago suburban communities have revived a focus on their community's "brand" and on efforts to market their municipalities to residents, businesses, and/or visitors. Research shows that a municipality prioritizes such action based on a significant strategic planning process or as a result of a broader economic development/downtown study. Marketing and branding initiatives are one outcome among a number of recommendations, similar to what the Village saw with ULI. Except for one community, it appears all are either seeking or have contracted with a professional firm as one of their first steps toward developing a marketing and/or branding strategy. A summary of some current municipal initiatives follows.

In March, 2014, the City of Des Plaines, Illinois, issued a Request for Qualifications (RFQ) for Marketing Consultant Services. In 2013, the City conducted and adopted an Economic Development Initiative Opportunities and Recommendations Report performed by another consultant (the Tammen Group). As support and promotion of the business community was an underlying theme, the city is seeking a marketing firm to develop and implement a comprehensive marketing campaign. A copy of the Des Plaines 2013 report on Economic Development Initiatives is available on their website at: [www.desplaines.org](http://www.desplaines.org). A copy of the City's recent RFQ is attached.

In late 2013, the Village of Northfield, Illinois issued a Request for Proposals (RFP) in order to develop a brand to market the Village to prospective business, residents, and visitors. The RFP also sought for the selected consultant to develop a marketing strategy. The impetus for the marketing work seems to have come from two surveys that were conducted by Business Districts, Inc. in 2012. A copy of the results from the Consumer and Business surveys is available on Northfield's website at: <http://www.northfieldil.org/bidblog.htm>. A copy of the Village's RFP is attached. Northfield entered into a contract with Chandler Thinks, in the amount of \$47,000 for a branding plan (proposal attached).

In July, 2013, the City of Highland Park, Illinois launched a community-wide branding initiative. The City had previously adopted an Economic Development Strategic Plan that identified a need to attract new businesses, as well as to promote/retain existing businesses, and enhance communications. The City's stated goal in the process it to define what makes it special in the marketplace. Highland Park engaged North Star Destination Strategies (Nashville, TN) in this work, a focal point of which was a community "brand." The agreement between the City and North Star is for \$75,000. The City and North Star sought substantive community input, including a community-wide survey. More information is available on the City's website at: <http://www.cityhpil.com/index.aspx?nid=654>. A copy of the City's 2014-2015 Economic Development Work Plan is attached here; the marketing plan specific goal appears to be ongoing (see page 11).

The Village of Lake Bluff, Illinois also hired North Star Destination Strategies to assist in the development of a Village marketing plan that was rooted in the Village's 2016 Strategic Plan. Lake Bluff's Branding Team set out with a goal of developing a shared brand identity that would unite the residents, businesses, and government units. They also desired for a consistent message or theme and to create communication tools using the new brand. Lake Bluff's agreement with North Star had a cost of \$65,000. The Village's project started in late 2012, but the information on their website has not been recently updated: <http://www.lakebluff.org/government/branding>.

City of Lake Forest, Illinois 2013-2018 Strategic Plan outlined strategic priorities related to branding and community imaging. Unfortunately, there is not much information about how these objectives are being pursued. Lake Forest employs both a Communications Manager and an Economic Development Officer, so some of this work may have been performed internally. More information on the City's Strategic Plan is available on their website at: <http://www.cityoflakeforest.com/lake-forest-life/history-and-demographics/strategic-plan/>.

**Additional Information**

In addition to what neighboring communities have been undertaking with respect to branding and marketing efforts, it is important to understand what is currently taking place in Winnetka. To that end, I have asked Terry Dason to provide an overview of the Chamber of Commerce marketing efforts, as well as Gina Speckman, of the Chicago's North Shore Convention & Visitor's Bureau. Both Terry and Gina will be at the May 27<sup>th</sup> meeting.

# City of Des Plaines

## REQUEST FOR QUALIFICATIONS FOR MARKETING CONSULTANT SERVICES

1420 Miner Street  
Des Plaines IL 60016



**DES PLAINES**  
CHICAGOLAND'S CITY  
OF DESTINY

# REQUEST FOR QUALIFICATIONS FOR MARKETING CONSULTANT SERVICES

## SUMMARY

The City of Des Plaines is requesting qualifications for a Marketing Firm to assist the City with drafting and implementing a comprehensive citywide marketing campaign. The City is seeking qualifications from qualified firms for professional consulting services with experience in the research, design and development of marketing plans with an emphasis on economic development.

## BACKGROUND

The City of Des Plaines is located approximately 17 miles northwest of downtown Chicago near O'Hare International Airport. It is a vibrant, diverse collection of residential, commercial, and industrial land uses, encompassing roughly 15 square miles of land area. Des Plaines' neighboring communities include Park Ridge, Glenview, Mount Prospect, Rosemont, and Chicago.



Residents and visitors can interact with city government by visiting the City of Des Plaines' official website at <http://www.desplaines.org>.

## CITY GOVERNMENT

The City of Des Plaines was incorporated in 1857 and operates under the statutory Mayor-Manager form of government. The City Manager serves as the City's Chief Administrative Officer and is responsible to the Mayor and City Council for the efficient management and operation of all of the affairs of the City and its departments.

The City Council is comprised of the Mayor and eight Aldermen. The City is divided into eight wards, with the residents of each ward electing an Alderman to represent the ward. The Council is the legislative body of the City, setting policy direction and enacting legislation affecting the City.

The City is a full-service City and its operations are concentrated within six major operating departments—City Manager's Office, Community & Economic Development, Finance, Fire, Police, and Public Works & Engineering.



The Des Plaines Civic Center is home to the six-story City Hall and adjacent Police Department Headquarters at 1420 Miner Street in downtown.

On an annual basis, the City Manager's Office prepares and submits a budget for consideration by the City Council. The annual budget establishes the spending parameters for city government operations.

## **ECONOMIC DEVELOPMENT & MARKETING**

In September of 2013, the City of Des Plaines adopted the economic Development Initiative Opportunities and Recommendations Summary and Report prepared by the Tammen Group. This Report may be viewed on the City's website at [www.desplaines.org/EDIRreport](http://www.desplaines.org/EDIRreport). Many of the projects, policies and activities in the Plan support and promote the City's business community. While some programs are currently underway, others lack funding, staff resources or significant benefit to the business community.

The City also has five Tax Increment Financing Districts (TIF's): Downtown, Wille Road, River & Rand, Lee & Perry, and Mannheim & Higgins, only one of which is considered to be successful. The City has assisted in the formation of the TIF districts, special events planning, and funding of façade improvement grants.

## **SCOPE OF SERVICES**

The City is seeking qualified firms to help draft a campaign for the City targeting consumers throughout the Chicagoland region. The primary intent is to prepare a promotional campaign to market the City broadly to attract new visitors and new homeowners to the City. A secondary campaign is to target business investment to the City. The proposed scope of services is listed below, which the selected consultant will need to address in a formal proposal to the City. These final products must speak to the City's array of destinations and amenities including: entertainment and retail opportunities, historical sites, parks and other public amenities and facilities, and goods and services provided through its wealth of office and commercial stock.

Responses to this RFQ should relate to the proposed scope of services that are listed below.

The first campaign is to prepare a comprehensive citywide marketing campaign to promote the City to consumers throughout the Chicagoland region. The selected consultant should demonstrate qualifications to address the following proposed scope of services:

- 1) Challenge:** Identify challenges faced by Des Plaines that must be addressed as part of the branding and marketing campaign in order to ensure success.
- 2) Identify Target Audience:** Develop profiles of customers in the trade area. Identify the target audience, including buying habits, lifestyle, and living location and prepare marketing campaign based on these findings.
- 3) City's Image and Theme:** Consultant shall advise the City on a new or updated image and theme that will be necessary to communicate the purpose of the City's marketing initiatives. Consultant should develop suggested images and themes for City consideration.

**4) Promotion of Special Events:** Of great importance to the City are special community events that draw people to Des Plaines and provide economic stimulus. Developing strategies to promote and advertise the following events will be key: Cool Cruisers and Hot Dogs, Taste of Des Plaines, Farmers Markets, and an array of events throughout the City. Suggested marketing tasks should highlight traditional media as well as digital media and social networking strategies.

**5) Promotion/Identity of Neighborhood Business Districts as Destinations:** The main focus of the campaign is to promote Des Plaines through a comprehensive, citywide marketing and promotional campaign. This phase will highlight Des Plaines using the geographic areas as destination venues, which are unique products the City has to offer to visitors. Identify, develop, and promote the image and promise of the geographic areas marketing the unique characteristics to shoppers, investors, new business, and visitors; create an effective promotion strategy to forge this positive image; and create an atmosphere of fun and activity.

**6) Develop A Public Relations Strategy:** Develop a strategy to take advantage of press releases, special editorials, and media relations to promote Des Plaines as a great place to live, shop, and dine. Items should highlight suggested print publications, broadcast media, online communications as well as other innovative tasks. Propose a well-defined public relations strategy that will achieve the highest level of publicity for the City.

**7) Propose a Budget:** Develop a budget for the marketing program being proposed in the RFQ, outlining items and associated costs. The actual marketing budget in connection with the selected professional marketing firm will be established as part of the City's marketing plan development and overall budget process for Fiscal Year 2014-2015.

**8) Other Materials:** Provide other services, as necessary, including website and internet designs, pre-press production, and print coordination.

The secondary campaign is to promote the City as a premier business location and attract business investment. The selected consultant should demonstrate qualifications to address the following proposed scope of services:

**1) Outline New Marketing Strategies in Business Attraction, Business Development, and Public Communication:** Review the programs currently in place within these components and make appropriate marketing recommendations to support and enhance the City's economic development and redevelopment efforts. How shall the City attract new business? How shall the City work with its business partners? What are the best means to communicate with City residents and visitors? A comprehensive strategy will encompass print, television, radio, online, corporate identity as well as other innovative programs.

**2) Position Des Plaines as a Premiere Business Destination:** Promote Des Plaines' location, low-cost and safe business environment base along with the City's diverse industry. Special emphasis should be placed on positioning Des Plaines' office market as a preferred location for financial and business services, healthcare, entertainment, and technology-based firms. Consultant should identify niche opportunities to promote the city to corporate decision-makers, regional businesses including commercial real estate brokers and community stakeholders. Print material including a

background along with business services, target industries and location maps need to be developed.

**3) Develop A Public Relations Strategy:** Develop a strategy to take advantage of press releases, special editorials, and media relations to promote Des Plaines as a great place to live, shop, dine and do business. Items should highlight suggested print publications, broadcast media, online communications as well as other innovative tasks. Propose a well-defined public relations strategy that will achieve the highest level of publicity for the City.

**4) Propose a Budget:** Develop a budget for the marketing program being proposed in the RFQ, outlining items and associated costs. The actual marketing budget in connection with the selected professional marketing firm will be established as part of the City's marketing plan development and overall budget process for Fiscal Year 2014-2015.

**5) Other Materials:** Provide other services, as necessary, including website and internet designs, pre-press production, and print coordination.

## QUALIFICATIONS

Please submit qualifications by April 4, 2014, if interested in serving the City of Des Plaines as described in this request for qualifications. All responses shall at minimum contain the following:

**1) Scope of Services and Statement of Qualifications.** Describe in detail an understanding of the services requested. Respondents shall also submit a statement of qualifications that addresses the proposed scope of services; provide a company profile, and a description of major accomplishments. Respondents may also choose to include a sample work plan tailored to the City of Des Plaines for implementing the services requested.

**2) Description.** Description of overall knowledge of the City of Des Plaines.

**3) Business Organization.** State the full name of the organization and indicate whether the company operates as a partnership, corporation, or sole proprietorship. State the number of years the organization has been in business and include the name and business address of company owners. Identify the individual by name and title authorized to negotiate contract terms and enter into legally binding commitments. Identify by name and position the staff persons assigned to the project and who will actually perform the services requested in his proposal.

**4) Project Management.** Provide a narrative explanation that specifies project management and reporting responsibilities for managing a campaign similar to the one described in this request. The narrative should also detail the approach, methodology, deliverables, fee structure, and client meetings.

**5) Samples of Previous Work.** Provide samples of previous marketing services for municipal and non-municipal entities.

**6) References and Client List.** List three former clients for whom similar or comparable services have been performed. Provide a current list of your company's clients and identify any potential conflicts.

***The City will review all submitted qualifications and select the three (3) most qualified respondents to submit a formal proposal.***

**SUBMITTAL**

All questions shall be submitted in writing on or before March 3, 2014 to [mbartholomew@desplaines.org](mailto:mbartholomew@desplaines.org). Responses to the questions will be provided in writing by March 7, 2014.

Final responses to the RFQ must be received by 4:00 p.m., March 21, 2014. Please forward three (3) hard copies to:

Michael G. Bartholomew  
City Manager  
City of Des Plaines  
1420 Miner Street  
Des Plaines IL 60016

If you have any questions, please do not hesitate to contact Michael G. Bartholomew at (847) 391-5488.



# REQUEST FOR PROPOSAL VILLAGE OF NORTHFIELD, ILLINOIS BRANDING AND MARKETING INITIATIVE

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The Village of Northfield, IL is seeking proposals to develop a comprehensive branding and marketing initiative based on the scope of services described below.

## **COMMUNITY BACKGROUND**

Northfield, a prestigious North Shore community, offers convenient access to downtown Chicago, while maintaining its small town character and offering the beauty of a natural, forested community. With about 2,100 single family homes, the Village features a wide range of living styles, ranging from quaint century-old properties, to modern condominiums and stunning mansions. Many single family homes are situated on quiet private lanes on generous one-acre sites. The majority of Northfield's residential areas are zoned to require a minimum of one-acre lots. Families with school-age children enjoy some of the best schools in Illinois, and senior citizens enjoy the largest and best-attended senior center in the area. The central business district is vibrant with very few vacancies. Businesses enjoy the benefits of a large daytime population, including 2,300 employees at Kraft Foods (global headquarters), 575 American College of Pathologists (laboratory accreditation agency) and 400 employees at Stepan Company (chemical engineering company).

## **PROJECT DESCRIPTION**

The purpose of this initiative is to differentiate Northfield from other suburban communities in the area by developing a brand, which can be used to market ourselves to prospective businesses, residents and visitors, as well as those who

work in Northfield. We also wish to develop a marketing strategy to project a particular image of Northfield.

While the community has a vibrant commercial center, we wish to maximize our economic development efforts by proactively marketing ourselves to the highest quality businesses. We wish to target businesses that will add to the character of the community and enhance its quality of life. With limited staff resources, those efforts need to be as efficient as possible. Having a brand and marketing strategy developed by the chosen firm should equip us with vital tools to help us accomplish our economic development goals, such as increasing our residential and commercial property values and raising our profile as a great place in which to live, work and do business.

### **SCOPE OF WORK**

- Conduct necessary research to ascertain the existing positioning (perceptions, attitudes, opportunities and challenges) of the community from the perspective of key stake holders. Utilize existing research such as the recently conducted community and business surveys, market reconnaissance report and various Village policy documents when appropriate.
- Compare Northfield's positioning to surrounding communities to identify viable areas for differentiation.
- Develop a distinctive, differentiated and value-based positioning concept.
- Create a positioning statement with key messages to be used for developing communications across the variety of target audience touch points (advertising, media, PR, website, etc.).
- Develop creative elements to deliver the brand, such as a tag line, logo, typeface, color scheme, digital media graphics and environmental graphics (e.g. way-finding signage, banners, streetscaping).
- Develop a marketing plan for establishing and maintaining a brand via printed material, public relations, digital media, social media, etc.

### **DELIVERABLES**

- Project Management:
  - Single point of contact
  - Minimum monthly contacts outlining work progress
  - 24 hour response to queries
- Stake Holder Interviews

- Meetings
  - In-person presentation of all research and strategy
  - Final presentation of proposed brand identity including creative work and action plan
- Reports
  - Final Report, including all elements outlined in scope of work
  - Implementation action plan and schedule
- Creative Elements
  - Camera-ready and high quality PDF of logo with and without tagline
  - Camera ready stationery
  - Graphic standards guide

### **SUBMISSION REQUIREMENTS**

Proposals must contain the following:

- **Scope of Work:** Detail how firm will accomplish scope of work
- **Qualifications:** Provide a statement of your qualifications, including related experience with other municipalities.
- **Project Team:** List names of key personnel, their responsibilities and provide their resumes.
- **References:** List three clients for whom comparable services were performed including the name and contact information of a primary client representative.
- **Performance Metrics:** Include available performance metrics demonstrating the effectiveness of the work performed for references.
- **Proposed Budget:** Break down estimated costs by individual components of your firm's proposed work plan.
- **Time Line:** Should include time frames of each component of work.
- **Appendix:**
  - Provide at least two case studies or examples of comparable work
  - Provide firm's marketing material

Interested firms must submit 15 copies of their proposal no later than Noon on Friday, November 1, 2013 to:

Village of Northfield  
Community Development Department  
Attn: Branding and Marketing RFP  
361 Happ Road  
Northfield, IL 60093

#### **QUESTIONS**

Any questions regarding this request for proposal must be submitted via email to Steve Gutierrez at [sgutierrez@northfieldil.org](mailto:sgutierrez@northfieldil.org) no later than Friday, October 25, 2013. A blog for this RFP with updated information and background documents will be available at <http://www.northfieldil.org/bidblog.htm> .

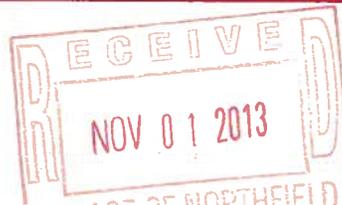
#### **SELECTION**

Selection will be based on the firm's experience and qualifications and ability to provide the required services in a timely and cost effective manner. Interviews of final candidates are tentatively scheduled for Friday, November 22, 2013.

# Village of Northfield, IL Branding Proposal

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Economic Development Preservation  
VISION



# Introduction

We understand that the Village of Northfield is seeking a Marketing Consultant to help them interpret and develop the brand identity and produce a strategic marketing plan that positions Northfield for successful economic development and business attraction. That's what we do - help communities identify, and in the case of the Village of Northfield, interpret their most compelling brand identity so they compete more effectively. We direct the branding focus to drive a robust economic development initiative. Working with stakeholders to interpret the brand identity for a specific purpose requires branding specialists and ground tacticians who have done this scope of work before and actually bring practical experience to the table. It requires a fresh perspective and the ability to navigate and manage public and private sector pressures to emerge with the strongest and most powerful brand voice.

The following proposal brings both community branding strength and expertise and strategic marketing development and execution to the task of helping the Village of Northfield market for economic development and business attraction. This program will guide you through a branding interpretation program and strategic marketing process we call the Brand Explorer & Brand Navigator. It combines a clinical and common sense process for translating Northfield's current brand platform and collaborating with your stakeholders, companies and public and building consensus for a clear strategy that optimizes engagement and maximizes traction in the marketplace.

This process for building a strong economic development brand marketing platform embraces some simple theories:

- Branding only works when the local stakeholders have a real plan to follow and implement. Great tools only work when you have a plan of action. Our program includes the Brand Navigator - strategic and tactical marketing action plan, so you hit the ground running.
- Community branding requires a team of experienced specialists. Whether it is branding a community for the first time or interpreting it for a specific purpose, this project requires independent perspective and knowledge. We have assembled your team of specialists and we are ready to go to work for the Village of Northfield.

We have read and reviewed the Village of Northfield RFP and we agree to its scope of work and requirements for this project.

So let's get started branding Northfield!

Any questions about this proposal should be directed to:

Steve Chandler

615-498-8313

1167 Buckingham Circle

Franklin, TN 37067

[steve@chandlerthinks.com](mailto:steve@chandlerthinks.com)

[www.chandlerthinks.com](http://www.chandlerthinks.com)

# HISTORY OF CONSULTING TEAM

THE RIGHT TEAM FOR COMMUNITY BRANDING

Chandlerthinks is a branding and consulting firm that provides marketing and branding solutions for clients in a variety of industries but with a focus on destinations and communities. We combine experience from larger advertising agencies, community branding firms and digital marketing agencies. Chandlerthinks was founded in 2010. Our team has been a part of over 45 community branding projects since 2003.

Chandlerthinks is 100% privately owned by Steve Chandler who will be leading, managing, producing and delivering the branding project. Only some research and design elements are executed by other people under direction. We are your team from beginning to end. *There's no B team.* We don't make the "pitch" and then hand the project off to a team of interns. You get proven industry experience working directly with your community and its leaders.

Steve Chandler, Owner - Chandlerthinks, lead project manager/primary contact for all project elements related to branding, creative direction and the overall project. A more complete profile of Steve's experience follows on subsequent pages.

Chandlerthinks:

1167 Buckingham Circle, Franklin, TN 37064

phone: 615-498-8313

email: [steve@chandlerthinks.com](mailto:steve@chandlerthinks.com)

[www.chandlerthinks.com](http://www.chandlerthinks.com)

# The Northfield Branding Team

## Steve Chandler - Lead Project Manager/Owner/Brand Strategist

Steve will be responsible from the beginning to the end of the project (and probably beyond that). Steve will be your primary contact. He also leads focus group discussions and 50% of the 1-on-1 interviews. His experience in similar projects for over 40 destinations gives him the careful finesse needed to navigate and lead important stakeholders. He attends all presentations and leads the brand strategy development as well as the brand creative direction.

Steve Chandler is a career marketing man with almost two decades of experience in strategic planning and brand development for local, regional and national brands connected to the hospitality industries. Most recently Steve was Director of Business Development for Paramore Online Marketing, immersing himself in the highly relevant digital marketing industry. As President of North Star Destination Strategies, Steve has also guided numerous destinations through the strategic and delicate process of community branding & planning. He also enjoyed stints at a few of the southern U.S. premiere advertising agencies such as hospitality-focused BOHAN Advertising and international branding agency BBDO.

Today Steve applies his classic marketing, destination branding and digital strategy backgrounds to Chandlerthinks, a strategic marketing and branding firm that emphasizes community branding.

Speaking on the topic of community branding and the ever-changing online marketing trends also keep Steve very busy. Past and recent speaking engagements include:

Social media workshop: Why it matters and how to make it work for building a destination

- University of Memphis School of Hospitality Management, 2010
- Kenai Peninsula Tourism Marketing Council, 2010
- Macon, Georgia Convention & Visitors Bureau Annual Meeting, 2012

Integrating Your Online Branding Efforts

- Georgia Governor's Conference on Tourism, Fall Meeting 2010

Community Branding Basics

- Michigan Downtown Business Association Annual Meeting, 2007
- East Texas City Manager Association Annual Meeting, 2007
- Florida Association of Convention & Visitors Bureau Annual Meeting, 2007

Steve extends his professional passion outside of the office by serving as a board member and Past-President for the American Advertising Federation - Nashville, a State Director and board member for the American Advertising Federation 7th District, and serving as a member of the Program Advisory Committee for Western Kentucky University's Department of Advertising and Journalism.



# The Northfield Branding Team

## **Annie Deckert**

Annie has worked with a broad range of communities, businesses and non-profits. Her decade of public sector experience came with the cities of Big Lake and Elk River in planning, business development and economic development capacities. Those roles complimented by her over five years of management and executive level management experience working for both Target Corporation and Caribou Coffee have given her a unique skill set and the ability to communicate effectively in any forum. Annie uses her diverse background to effectively facilitate and manage projects from beginning to end.

Over the past decade, Annie has worked extensively in the field of economic development, helping cities not only attract and retain businesses, but also increase their tax base and enhance civic engagement. Her expertise ranges from community branding and social media management, to grant writing, site selection and redevelopment. She's devoted a considerable amount of time building relationships between municipalities, philanthropic organizations, school districts and businesses to streamline processes. Her deep pool of contacts and the respect she has earned across all sectors both private and public are a driving force behind her efficiency.

Annie sits on the Board of Directors for the Economic Development Association of MN (EDAM) from whom she received the 2010 EDAM Innovation Award. She was also recognized both statewide and internationally for her contributions to the Business Retention and Expansion (BRE) program for the Village of Big Lake, which was facilitated by the U of M Extension Service. She received her Bachelor of Arts in Community Development from St. Cloud State University. Her Masters of Public Administration was earned from Hamline University. Annie is certified as an Economic Development Finance Professional from the National Development Council and has been actively involved in the Northstar Commuter Development Authority, MN Commercial Association of Realtors, U of MN Extension Service, local Chambers of Commerce and various downtown organizations.



## **Greg Fuson - Destination Research Guru**

Greg Fuson has been helping clients understand their market through research for more than 20 years. He has developed his skills in research design and management for both quantitative and qualitative research.

Greg has managed research studies for a number of national clients including Nortel Networks, Cisco Systems, Starbucks, Lowe's, Ruby Tuesday, O'Charley's Restaurants, Walgreens, Harris-Teeter, Coca-Cola and the Country Music Association.

His passion is in the destination marketing industry working with clients from Alaska to southern Florida and Southern California to Rhode Island. Some of his clients include the Village of Pigeon Forge, East Tennessee Marketing Partnership, Clarksville Montgomery County Economic Development Council, the Tennessee Department of Tourist Development, Sumner County Convention and Visitors Bureau, Williamson County Convention and Visitors Bureau, Anchorage, Alaska, Fairbanks, Alaska, Charlottesville, Virginia, Valdosta, Georgia, Warrensburg, Missouri, and Williamsburg, Virginia just to name a few.



# The Northfield Branding Team

## **Mailyne Calvin**

Mailyne serves as project manager for Chandlerthinks and pulls together all of the details needed from each team member to keep everyone on track. She is a highly task-oriented strategic planner and works closely with Steve Chandler on each branding project.

Over the past 10 years, Mailyne has managed projects for both large corporations, non-profits and businesses. She specializes in managing digital marketing, branding and web development projects.

Mailyne has worked with a variety of local and national organizations including: Gaylord Entertainment, Grand Ole Opry, Highmark BlueCross/BlueShield, and Metropolitan Government of Nashville.

## **Creative Services**

We use a lot of resources for developing creative expressions such as logos, taglines and other marketing elements. Truth is, once you understand your community brand, making it come to life is easy (It may be not easy, but you get the idea). We'd consider working with creative talent from within the destination if it's readily available. Why not?

Here's what we don't do - limit your branding creative elements to a limited staff. We assemble the right people according to your brand personality, not the only ones we have on staff.

So yes, we have very deep and talented resources to deliver everything identified in the scope of your RFP as well as other elements that may be a result of your implementation plan.

Some of our creative peeps are listed below. Like everyone else, they are award winning and pretty awesome. If you don't believe me, just ask them.

Nancy  
Dori  
James  
Cary  
Jason  
Melissa  
Jake  
Sere  
Matthew  
Kevin  
Ellen

# Our Philosophy On Community Branding

Community branding is the purposeful orchestration of a community to positively affect its image and build its identity and reputation by creating shared experiences that are attractive to residents, businesses and visitors alike.

A community branding project is not about just developing a logo, tagline or an ad campaign. Community branding is about seeding the brand truths in easy, affordable, compelling and intriguing ways throughout the community to create identity and build reputation from the inside-out. It requires the rare experience of navigating through the political environment and community dynamics that define the destination. It requires practical application skills to deploy community assets to best potential and bring the community's vision to life. Simply put, *the right team matters*. And we have assembled that team for the Village of Northfield and this project.

Our basic philosophies and beliefs about community branding are:

- Tapping into community pride really matters.
- A great place to live work and play is not a marketing position.
- No one ever visits or moves to a community because of a logo or tagline.
- If branding is all about creating a new logo or tagline then it will fail.
- Great strategy requires choosing a stance & sacrificing others.
- There has to be a committed team on the inside or this will not succeed.
- Ideas without action or worthless.

# Representative Projects

The team assembled at Chandlerthinks has provided community branding, destination marketing and research services for over 45 communities. That's experience.

Alliance, NE - Downtown Anchorage, AK - Arlington, TX - Bakersfield , CA - Beaumont, TX - Bowling Green, KY - Carlsbad, CA - Charlottesville, VA - Cloverdale, CA - Columbus, IN - Concord, NC - Corinth, MS - Corning & Steuben County, NY - Dayton, OH - Dublin, OH - Cumberland Valley, PA - Elk River, MN - Fairbanks, AK - Farmington, MI - Fremont, NE - Fort Collins, CO - Fort Wayne, IN - Gainesville, FL - Galveston Island, TX - Grand Prairie, TX - Greeley, CO - Hopkinsville, KY - Katy, TX - Kenai Peninsula, AK - Killeen, TX - Lake Charles, LA - Lancaster, CA - Longmont, CO - Longview, TX - Meridian, MS - Mesquite, TX - Missouri Village, TX - Nashville, TN - Overland Park, KS - Peoria, AZ - Petoskey-Boyne Country, MI - Pigeon Forge, TN - Downtown Plymouth, MI - Port Arthur, TX - Providence, RI - River Parishes, LA - Saint Paul, MN - Shawnee, KS - Shenandoah, TX - Shreveport-Bossier Village, TX - Sumner County, TN - Sebastopol, CA - Susquehanna Valley, PA - State of Tennessee - Uvalde, TX - Warren County, OH - Warrensburg, MO - Colonial Williamsburg, VA

# Scope of Services and Team Approach

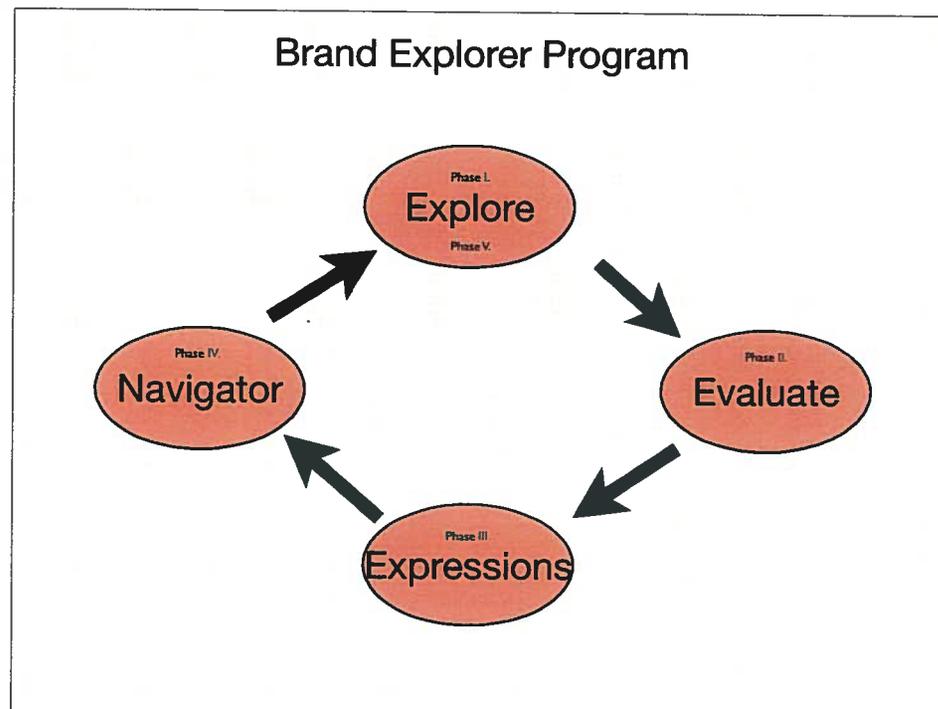
## Building The Northfield Brand

The process for Branding the Village of Northfield.

The **Brand Explorer** with **Brand Navigator** program was created to help small-to-mid-sized communities navigate through the delicate process of discovering, exploring and promoting their strongest brand position. The Brand Explorer was developed from a track record of working with over 50 communities in over 26 states - all with the same common desire to create a destination of distinction. And one more thing; the Brand Explorer & Brand Navigator program is designed to not just identify your strongest brand, but to also **show you how to create traction within the community so your brand works harder and smarter for you.**

The stages of the Brand Explorer program are:

- **Phase I: Explore** - Measuring the pulse of the community and strategic external audiences through research. This research is a building block from which brand truths emerge - the foundation for brand building.
- **Phase II: Evaluate** - What does all the research say and what's the best brand positioning?
- **Phase III: Expressions** - Turning your community brand from a strategy into a branding weapon. It's all about telling your story. In this phase the brand materializes creatively and develops into the expressions that will get that attention from others.
- **Phase IV: Evangelize** - This covers how to integrate the elements of your community brand into the fabric of the community so it creates traction. We call this the **Brand Navigator** because it gives you the navigational tools you need to actually put the plan to work rather than putting it on a shelf.
- **Phase V: Evaluate (yes again) & Refine** - Evaluation is never finished because the world doesn't stop. Things change internally and externally. More importantly, we want to be sure your branding efforts are moving forward, not backwards.



# Phase I.

## Explore - Learning the Northfield Story

Measuring the pulse of the community and strategic external audiences through research.

### Community Footprint Audit

Getting started requires knowing the fundamentals about your community. We'll put you to work a little and have you provide us with some basic background information about: history, main community events, attractions, selling points for business, education, main business sectors, organization structures and of course, your recent marketing messages.

### Community Brag Tour

We are going to ask you to brag about your community by showing it off. This is where your team gives our team its first impression of Northfield. Show us your best assets. We know it may be tough to do in one day so just show us what you think is the best of the best. Things to include are: residential (from a realtor), restaurants, commercial, arts, attractions, and hotels.

### Online Community Survey

This is a quantitative online survey for the community to give their "two cents". It's their community so they need to have a role in this process. When someone wants to know who in the community said your direction was a good idea, point to this research. The survey consists of approximately 20 questions, each aimed at uncovering a perspective on how the community sees itself. Our goal is to complete a minimum 300 surveys. We make it available by working with the community partners (Chamber, Village, downtown groups) and posting the survey link on their websites or through member emails. We can even distribute the survey through Facebook. Our goal is to engage & listen to the community.

Specifically, the survey measures:

- Recommendation of Northfield as a place to visit, do business and live.
- Adjectives that best describe Northfield.
- Greatest assets of Northfield.
- Attraction of visitors.
- Attraction of businesses.
- What residents value and appreciate most about Northfield.
- Distinguishable characteristics of Northfield.
- Northfield's offerings compared to other communities.
- Reputation of Northfield.
- Challenges of Northfield.
- What makes residents most proud of Northfield.

### Community Mystery Shoppers

What your own citizens say about your community matters, perhaps more than anything. We get out and about in your community and play the part of a visitor. We go to stores, restaurants and public places to learn what people are saying about where they live and work. This is where our team plays the part of "field researcher," observing the natural reactions people have about their own community. We will complete a minimum 20 mystery shopper interviews. A little secret - we can learn a lot by what the wait staff or front desk clerks write on a napkin.

- What are the best things to do in Northfield?
- Best places to have fun?
- Best place to people watch?
- Best place to eat?
- Best place to take friends and family?
- Best kept secret?
- Greatest asset?
- What is a business that defines the Northfield?

### Stakeholder Interviews & Focus Groups

These are meetings with your main public and private sector leaders. This allows the project to have input from virtually any influential leader whose buy-in and endorsement will be important for moving your branding initiatives forward.

We will conduct a minimum 15 interviews and should include:

- Mayor
- Village Manager
- Chamber of Commerce Director
- Northfield Economic Development Director
- Downtown Northfield Association Director
- The Northfield Historic District
- And others that matter

Focus groups will engage input from a broader collection of stakeholders. We suggest three groups consisting of 8-12 people: 1) Branding steering committee members 2) Community business leaders 3) Community cultural leaders.



# Explore - continued

## Digital Footprint Audit

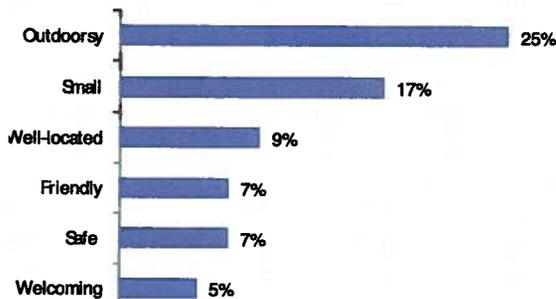
Over 80% of all travelers conduct their research and purchase online. In fact, the average traveler conducts an average of eight searches on search engines. Plus over 75% of all site selectors visit your website before ever calling. What does your current website and search engine rankings say about you? How is it impacted by social media? People are already talking about Northfield. Do you know what they are saying? We'll review and issue a report card of your online branding efforts for a clear path of action once your new community destination brand is defined.

## Attitude Awareness & Perception Study

This is a quantitative research method. But it is targeted to hear the truth about who you are from "your neighboring communities". We use this research to hear the opinions on what outsiders are saying about Northfield so we can compare to how you see it. We will target a completed answer quantity that gains a 95% confidence level +/- 7% margin of error. We start with existing opt-in email lists (people that have already stated they do not mind receiving research emails) and expand to phones if additional quantities are needed. Specifically, the survey measures:

- Overall top-of-mind perceptions of Northfield and immediate competitors
- Consumer visitation frequency
- Rating of assets in the Northfield
- Distinguishable characteristic ratings
- Reputation of the Northfield to outsiders

### What adjective best describes Elk River, MN?



## Community Segmentation Analysis

*ESRI Tapestry* allows our team to view a socio-economic profile of residents in a geographic location so we can look at what the hard data says about Northfield. Annually updated data details which products and services consumers buy in 15 categories such as apparel, food and leisure. We use this as part of the Brand Compass branding program for one simple reason - the cultural lifestyle and life stages of a community reveals its identity. The result is a *Who Report* that tells us who you are and a *What Report* that tells us what you consume, like, buy, etc. This data is yours to keep once the project is over.

This report will reveal

- Media preferences
- Shopping preferences for fashion, home, hobbies
- Travel habits and preferences (airlines, hotels, restaurants)
- Dining preferences
- Leisure interests
- Identify industries where there's a surplus or leakage

Elk River city, MN (2718674)

Geography: Place

### Top Twenty Tapestry Segments

Tapestry segment descriptions can be found at <http://www.esri.com/library/whitepapers/pdfs/co>

Rank	Tapestry Segment	Households	
		Percent	Cumulative Percent
1	12. Up and Coming Families	40.0%	40.0%
2	06. Sophisticated Squires	29.1%	69.1%
3	16. Enterprising Professionals	14.9%	84.0%
4	57. Simple Living	9.7%	93.7%
5	24. Main Street, USA	6.3%	100.0%
	<b>Subtotal</b>	<b>100.0%</b>	



# Phase II.

## Evaluate - What's the most compelling Northfield story?

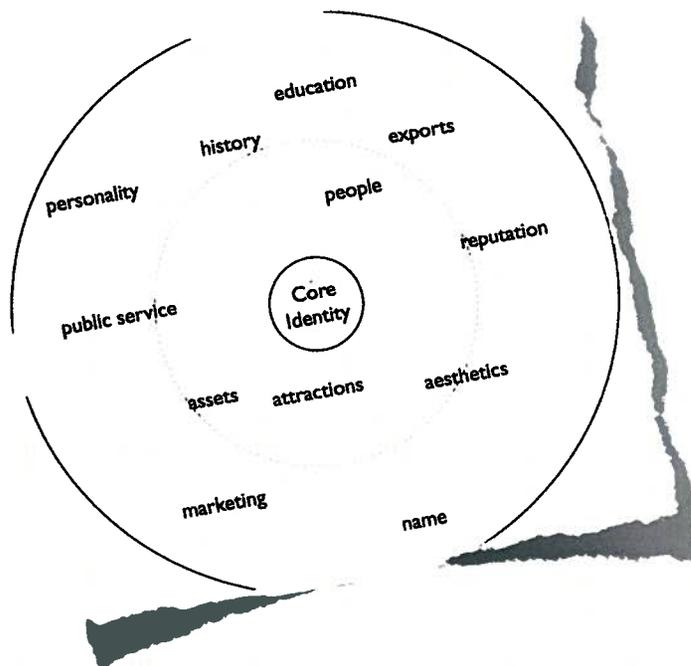
What does all the research say and what's the best brand positioning?

### SWOT Analysis (Strengths Weaknesses Opportunities and Threats)

Most marketing methods include a SWOT Analysis for a good reason - it's a proven process for reviewing all angles of a problem. Here research from the Explore phase is assimilated to find the common factors that may create the strongest brand for Northfield.

### Community Brand Profile Northfield

Your brand profile is an exercise we use to reveal how all of your community's assets work together to make Northfield great. It also shows how everything connects to a common branding "core identity".



### Community Brand Promise (who you are)

As simple as it may appear, your brand promise is the single strategic statement that proclaims Northfield's brand and how it can deliver a promise better than anyone else. After all, isn't that the idea? This brand promise should be the measurement for all branding efforts - logos, taglines, advertising, development, events...you get the picture. But it should also be the platform that all future branding efforts are built on. We will identify your Brand Promise so this platform is firmly established for what will follow.

### Brand Strategy

A strategy is a scheme to overcome a challenge. Some say the essence of strategy is sacrifice. We will show you how to make a bold statement versus trying to say all things to all people. We will develop the Northfield brand strategy in a way that simply and succinctly says how to apply your brand in everything you do.

### **What should a brand promise statement do?**

Singularly define the brand  
Measurement for all branding decisions.  
Truth  
Aspirational  
Heritage  
Vision for the future  
Inspirational  
Differentiating.

# Phase III.

## EXPRESSIONS - TELLING THE NORTHFIELD STORY

Understanding your best brand position is half the battle. Now its time to tell the Northfield story.

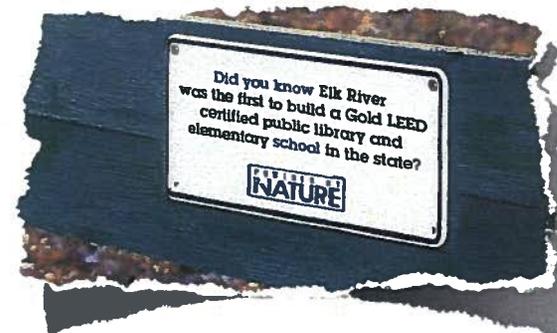
The promotion deliverables for teaching you how to tell the Northfield story are:

- **Creative platform development and Brand Idea Boards** - We use images to help bring out the richness of Northfield's personality as laid out in the brand strategy. This could reveal itself in the form of an ad for economic development or tourism. It may be a marketing program aimed at building downtown shopping or wayfinding. In the end, our goal is to give you 3 IDEAS for building the Northfield brand. Once you choose one direction, we'll we will apply it to various marketing expressions (5-6) so you can see how it takes root.
- **Logo development & tagline** - Nothing has derailed community branding efforts more than the misunderstandings of a logo and tagline. We've been through the process before and can help create a strong identity that reflects your branding strategy.

- **Positioning Copy** - There are a number of ways you will want to talk about Northfield depending on the audience. We'll apply the results of your new brand strategy and positioning to show how to talk the talk in your refined brand voice - to a variety of audiences within the community or for economic development.
- **Brand guidelines** - This simple but effective style guide will show how to use your new logo and how to protect it. The style guide will be provided in Word format for client markup and include, but not be limited to: Permissible uses of logo and variations, size, spacing, color and typography; examples of incorrect usage; and trademark registration. Final guide will be provided to client in PDF and Word format. This will also include the overall color palette and type face for the branding direction.



**ELK RIVER IS  
POWERED BY  
NATURE**



# Phase IV.

## Evangelize with the Brand Navigator

Putting the Northfield brand to work and creating storytellers.

The *Brand Navigator* is where the rubber meets the road. It constructs the marketing platform and positioning that powers the Northfield brand promise to reinforce an authentic identity and build a reputation from the ground-up and from the inside out. It provides you with the tools for building and executing both an internal and external brand marketing program.

A 2-3 year branding action plan for creating traction among stakeholders, community leadership and target markets. This is not a bowl of lofty ideas. This is a real plan that provides prioritized strategic recommendations on where you need to begin in order to implement the brand experience that was identified in Phases I. and II. This plan will address:

- Priorities, timelines and accountability for measuring the progress of the branding process.
- The immediate organization that should be assembled so your stakeholders remain engaged and involved in implementation.
- Development of a proposed two-year budget necessary for successful execution featuring potential funding sources.
- A proposed integrated, multi-channel brand communications plan including a combination of affordable and resourceful communication strategies - non-paid and paid media/advertising, traditional media, social media, public relations, and immediate short-term strategies and tactics for creating some quick "wins" that help build community and target market support, as well as long term (within 2 years) that will build and support momentum.

**Presentation.** We show up in person to present the Brand Navigator key elements to the Northfield Steering Committee and key stakeholders. This will include presentations and visuals to facilitate large and small groups and allow people to see and feel the brand in words and actions. This approach also helps others peripheral to tourism and economic development understand the value of the brand as a common messaging platform.

A strong community brand is created by delivering a common brand experience in a variety of organizations. This *Marketing Mix* is where the *Brand Navigator* focuses most of its attention so the brand can be embraced and delivered by everyone.



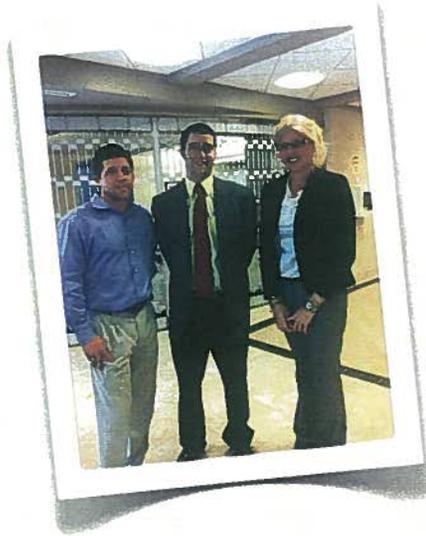
**Train the Trainer.** Customized, hands-on training conducted by someone who has actually executed successful destination brands with the key stakeholders to build a ground-swell of support for delivery of the authentic branded experience in Northfield. It empowers primary and secondary users in the community. Training for primary users, village, tourism and hospitality industry partners, is included to help everyone easily and affordably seed and nurture the brand narrative in words and actions. A group "train the trainer" program is conducted to promote and build synergies and collaboration followed by customized coaching for primary organizations engaged in promoting the tourism brand.

# Phase V. Evaluate & Refine

How are you doing and how can you stay on track?

Evaluation is never finished because the world doesn't stop. Things change internally and externally. More importantly, we want to be sure your branding efforts are moving forward, not backward. Here we re-visit what the implementation plan set out to do and review how things have progressed. We call it the Destination Brand Tune-Up.

This is done 9-12 months after the completion of the Brand Navigator marketing implementation plan. The only variance in timing of this is directly related to how quickly the community initiates marketing efforts. We review all marketing efforts launched as a result of the program and evaluate what works and what doesn't. More importantly, we'll provide recommendations on how to fine-tune marketing efforts.



## BRANDING CONNECTIONS

### Elk River is Not One Thing!

*It is defined by its people, the river, its outdoor trails and parks, its culture, the businesses that are driving the economy, the creative energy of the arts, and much more!*

### Elk River Core Brand Profile



January 2012

**Our Brand Promise:**  
For people who want to breathe the outdoors, Elk River is an emerging small city where the Elk and Mississippi Rivers flow together in the heart of the North. City and area are the heart & soul of the community. It is your responsibility to make a difference.

This six-month branding initiative is the first of its kind in Elk River. It is a first step in a long-term branding strategy. We will continue to refine and improve our branding efforts. We invite you to share your comments to members of the branding advisory committee.

- Tina Allard
- RaeAnn Gardner

## COMMUNITY BRANDING STILL MOVING FORWARD

A community meeting will be held on Tuesday, January 31, 2012, at 7:00 p.m., at the YMCA. Many community leaders have been invited to attend. A Powered by Nature Brand Champions Team will be formed. This initial meeting will be explaining the purpose and objectives of the group.

The Brand Champions Team will help the community with regional/national recognition, unity, marketing strength and efficiency, community, and much more. If you want to learn more about the process, feel free to attend the meeting.

*We hope to see you there!*



# Work Sample

## Community Identity Development & Branding Project - Elk River, MN

### Description

#### Key obstacle - There was no competitive identity that created action

The City of Elk River has a lot going for it but they lacked an identity outside the city limits and their "energy" designation had failed to gain traction as a platform for building reputation. And when economic development pressures changed quickly, it left the community surprised and lacking a plan of action.

#### Key Insight - Leverage Your Community Strengths from the Inside-Out

The core elements of the brand plan focus on building an Elk River identity and reputation from the ground-up and from the inside-out - nurturing a brand culture expressed in brand terms, words, phrases and actions; cultivating and sustaining a customer-centric government experience; multiplying community champions; recruiting local economic development influencers and engaging local businesses and community organizations in easy, affordable and mutually beneficial brand collaborations designed to imbue the brand message in everyday transactions and marketing vehicles.

#### Em-powered for action creates traction!

Within days of the community roll-out and 'train-the-trainer' workshops, Elk River had secured commitments from seven private and public sector organizations that agreed to incorporate the brand in a variety of high profile ways, their brand micro-site and blog was up and running, a new economic development website is under construction, City publications are being re-branded and community organizations are employing variations of the brand theme to express their connection. It is just the beginning but Elk River is determined. They know that branding is a journey, not a destination, and they are in for the long haul.



# Work Sample

## Community Identity Development & Branding Project - Katy, TX

### Description

#### Key obstacle - A mixed sense of place

Various geo-political boundaries divided Katy, TX. No one within Katy could agree on where "it" was. Research told us that once you began to ask people outside the walls of politics, no one cared. Katy had a lot going for it. But boundaries were keeping it from telling its true story.

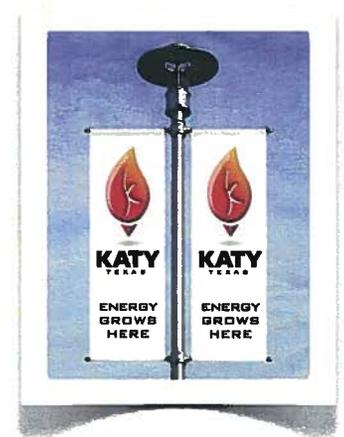
#### Key Insight - Energy does not move to Katy. It grows in Katy.

Over half of the executives that make up the great Houston area Energy Corridor live in Katy. Why? Having arguably the strongest school district in Texas makes Katy a great community for living. Katy also stands out from other Houston burbs by its history. It's deep roots in rice farming and home of Humble Oil refinery (late to be Exxon) put Katy on the map and led it to the business of growing energy. Business grows here. Community grows here. Education grows here. Children grow here. There's a lot to be excited about in Katy.

#### Energy Grows Here

The right brand direction for Katy was right in front of our face - create a sense of place by showing that Energy Grows Here.

All creative interpretations of the brand were targeted to create this sense of place for Katy. Even the logo was designed to mark the spot where energy is growing!



# Work Sample

## Community Identity Development & Branding Project - Fremont, NE

### Description

#### Key obstacle - The Community Needs Leadership

After years of "doing things the way they've always been done", almost every major city organization was suddenly experiencing a change in leadership, from the Chamber, City Mayor, Economic Development Director, Tourism Director, City Manager and many others. The people of Fremont were expecting a new change in community direction but no one knew how to corral everyone together for one united wide message.

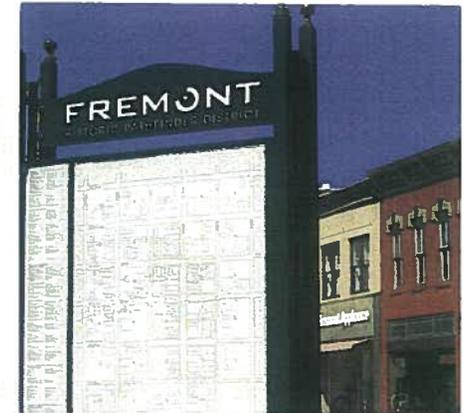
#### Key Insight - Real Change Requires Taking Risks

Fremont is a conservative midwestern community but its past successes came as a result of strong leaders who were willing to 'jump out' for the sake of real change. It's true timing is everything, because RIGHT NOW the citizens of Fremont were ready. They change in city leaders also created expectations. This branding project could serve as a catalyst for rallying everyone together.

#### Real Progress and Real Change Requires A Pathfinder!

Fremont was named by the great explorer and change agent John C. Fremont. Better known as the "Great Pathfinder" for his success in uncovering new opportunities and settlements. No surprise, the hard work ethic of today's Fremonters are also about new adventures and advancements, whether it be in healthcare, higher education or relaxing on the Fremont lakes. For this reason, the brand creative platform of Nebraska's Pathfinders was used to preserve the town's historic nature while harnessing enthusiasm of today's business leadership. Perhaps unlike anyone else can claim, Fremont is a Pathfinder, from its historic beginnings to its rich opportunity ahead.

**FREMONT**  
NEBRASKA PATHFINDERS



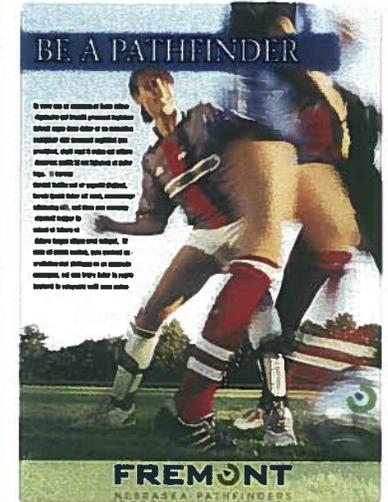
WHO KNEW BEING  
A PATHFINDER COULD BE  
SO MUCH FUN?



**CLOSER THAN YOU THINK.**  
It takes vision, determination and hard work to overcome the challenges of a pathfinder. It's not just about the destination, it's about the journey. It's about the people who are with you, the people who are behind you, the people who are in front of you. It's about the people who are with you, the people who are behind you, the people who are in front of you. It's about the people who are with you, the people who are behind you, the people who are in front of you.



**FREMONT**  
NEBRASKA PATHFINDERS



# Work Sample

## Community Identity Development & Branding Project - Carlsbad, CA

### Description

#### Key obstacle - Attracting Talent That Always Needs Inspiring

Carlsbad, CA does not have the usual woes of economic development. Resting on the sunny beaches of North San Diego County make it ideal for the world's top companies in Life Sciences and Action Sports. However, the talent required for these high profile jobs are interested in career changing positions seeking to make a big impact, thus the alternatives are in Silicon Valley, Colorado and New York. Getting top talent is competitive.

#### Key Insight - The Personal Activity in Carlsbad Inspires the Professional Side of Life

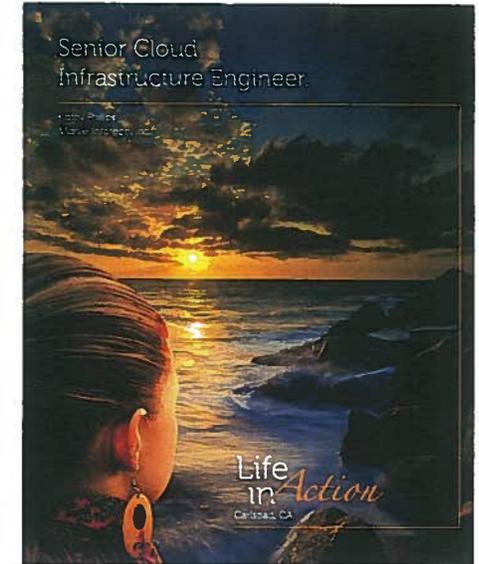
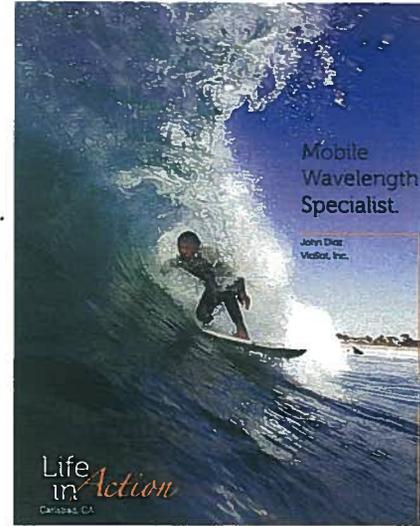
Both work and play are important. One is truly not fulfilling without the other. In fact, Carlsbad argues that this exceptional duality and balance is a necessity to create inspiration and purpose so that one aspect of a person's life truly, successfully influences the other. Only when balanced can a person experience life to the fullest.

#### Carlsbad is Life In Action!

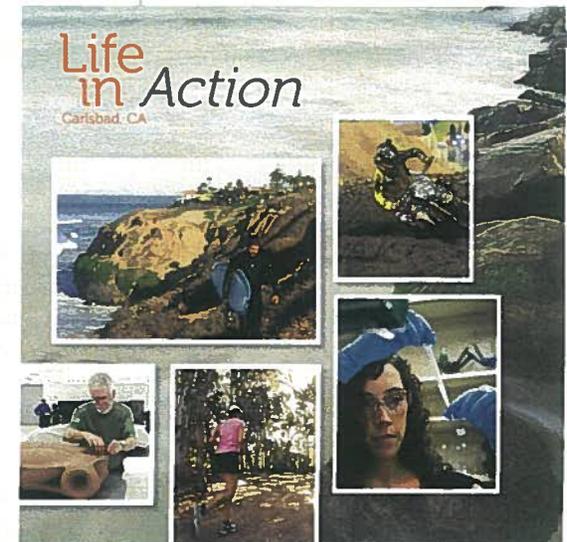
Carlsbad's exceptional duality? It's a lifestyle that includes an unimaginable menu of desirable things a person dreams of for their personal and professional life. We show this by showing their dual life. A life where they may be a Wavelength Specialist for a Life Sciences company but able to be the same during lunchbreak. A Life in Action.

Life  
in *Action*

Carlsbad, CA



Talent attraction brochure



# Performance Metric Sample

## *Elk River, MN*



- **Indicators & Measurements:**

- Thirty-nine (39) private sector companies and organizations engaged in promoting Elk River message.
- Forty nine (49) resident and business owner video and written testimonials posted on social media channels.
- Consolidated social media channels and programs.
- “Energy City” designation reinvigorated
- More “green” awards
- Re-named new business park: Nature’s Edge Business Park.



- **Indicators & Measurements:**

- The Fremont Chamber of Commerce received the Awards of Excellence from the American Chambers of Commerce Executives organization for the “Fremont, Nebraska Pathfinders” campaign.

# Time Frame

## EXPLORE

TEAM VISIT: 3 days  
Community Footprint Audit  
Community Brag Tour  
Stakeholder Interviews (in-market)  
Focus Groups (3)  
Digital Footprint Audit  
Online Community Survey  
Community Mystery Shopper  
Community Segmentation Analysis  
Attitude Awareness & Perception Study

**COMPLETION DATE** 4-6 weeks

## EVALUATE

SWOT Analysis  
Community Brand Profile  
Community Brand Promise  
Brand Strategy  
PRESENTATION of RESEARCH & BRAND DIRECTION

**COMPLETION DATE** 3 weeks

## EXPRESSIONS

Creative platform development & Idea Boards  
Tagline and possible brand mark  
Positioning Copy  
Brand Guidelines  
Marketing Piece/EDC brochure  
Specialty Item ideas for application

**COMPLETION DATE** 6-10 weeks

## EVANGELIZING

Brand Navigator  
Train the Trainer  
Presentation

**COMPLETION DATE** 3 weeks

## EVALUATE & REFINE

Brand Tune Up

**COMPLETION DATE** Upon request

# Northfield Brand Development Costs

## Price

The project price and not to exceed costs for the Brand Explorer with Brand Navigator is **\$49,250**. The breakouts are as follows:

- I. Explore \$17,250
- II. Evaluate \$7,000
- III. Expressions \$15,250
- IV. Navigator (Brand Navigator brand roll-out plan) \$6,500
- V. Evaluate & Refine \$3,250

Travel costs are not included. Travel costs for Chandlerthinks would include airfare, meals, rental car, gas and accommodations (for three total trips). Total estimated travel costs to deliver the above scope of work is \$5,000. A cap is recommended.

## Timing

Historically branding projects that include a form of research, strategy, creative development and planning require 18-26 weeks. We can do it faster. It can take longer. We believe in doing it right, but there's no need to hold things up. We've got a community brand to build.

The first action is a Project Information, Collection & Timing conference call. We're ready to begin that tomorrow.

# COMMITTEE OF THE WHOLE



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**Date:** March 24, 2014  
**To:** Mayor Rotering & Council Members  
**From:** Carolyn Hersch, Economic Development Coordinator  
**cc:** Dave Knapp, City Manager  
Ghida S. Neukirch, Deputy City Manager  
**Subject:** Economic Development Work Plan, 2014-2015

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Attached is the proposed Economic Development Work Plan for the City of Highland Park. The Plan was on the February 24, 2014 Committee of the Whole Meeting Agenda, although due to time constraints, the Plan could not be presented. An overview of the proposed plan will be presented at the March 24, 2014. Unless there are any objections, the Plan will be promoted to the community and work efforts will continued to be advanced for the major projects and initiatives set forth therein.

The Economic Development Work Plan sets forth an ambitious, yet achievable, strategic business development agenda for the City of Highland Park for year 2014 through calendar year 2015. The Plan was updated based on Council, public and staff feedback.

**Proposed Economic Development Goals:**

1. Promote and retain existing businesses;
2. Attract new business to the City;
3. Seek opportunities to rejuvenate and revitalize the City through strategic economic development efforts;  
and
4. Coordinate economic development efforts with business districts, organizations, and regional and state partners.

The purpose of the Plan is to articulate a set of measurable strategies and actions to facilitate economic growth and new opportunities in the City. The Plan identifies efforts to be made and strategies to follow to work with property owners, businesses, retailers, brokers, consultants and others for continued economic prosperity and enhanced vitality of the City of Highland Park.

**New Sections:**

- Explore a Secret Shopper Program with the Highland Park Chamber of Commerce (Page 5). Approach is to engage a secret shopper to access the Highland Park customer experience and share this information with business owners to allow them to determine if their customer's experiences meet their objectives as a business, and to make desired improvements to increase repeat business and sales.
- Pursue replacement of static business directories to electronic message boards (Page 10). Electronic message boards are a progressive and common place method to communicate public information. Approach is to issue a Request for Proposal and seek to replace the static business directories in the Central Business District with electronic directories, and to explore possible modifications to the City's Sign Code to allow for sponsorships and off-site advertising opportunities to offset the City's costs for the directories.

**Select Project Updates:**

- Special Service Areas (Page 14). In 2013, the City Council approved Special Service Areas (SSA) for the Briergate Business District and Ravinia Business District and renewed the Central Business District SSA. The Plan includes the background, purpose, term and budget for each SSA.
- Complete and carry out the Ravinia Business District Market Analysis (Page 11).
- Consider recommended land use & urban design strategies for Downtown Highland Park (Page 12).
- Highland Park Theater (Page 16).

The updated Plan will be available on the City's web site at [www.cityhpil.com](http://www.cityhpil.com).

**RECOMMENDATION:**

City Council acceptance of the attached Plan is recommended. The Plan will be updated on a regular basis and quarterly reports provided to the City Council.

**FINANCIAL IMPACT:**

There is no financial impact to the City in regards to the draft plan. Any initiatives requiring an expense will be reported to the City separately.

**DOCUMENTS ATTACHED:**

City of Highland Park Economic Development Work Plan, 2014-2015

**CITY OF HIGHLAND PARK  
ECONOMIC DEVELOPMENT WORK PLAN  
2014**



Presented 3-24-2014

## Economic Development Goals

1. Promote and retain existing businesses.
2. Attract new business to the City.
3. Seek opportunities to rejuvenate and revitalize the City through strategic economic development efforts.
4. Coordinate economic development efforts with business districts, organizations, and regional and state partners.

This Economic Development Work Plan (“Plan”) sets forth an ambitious, yet achievable, strategic business development agenda for the City of Highland Park for calendar year 2014.

The purpose of the Plan is to articulate a set of measurable strategies and actions to facilitate economic growth and new opportunities in the City.

This Plan identifies efforts to be made and strategies to follow to work with property owners, businesses, retailers, brokers, consultants and others for continued economic prosperity and enhanced vitality of the City of Highland Park. The Plan is intended to provide guidance and direction for business development efforts within the City.

The Plan was drafted with input from City staff, City Council, business owners and managers and business organizations. Special thanks to the City Council for their vision and direction, and Highland Park Business & Economic Development Commission for their hard work and commitment to promote the City and improve the quality of life in Highland Park.

### City Council

Mayor Nancy R. Rotering  
Council members ~

Anthony E. Blumberg	Alyssa Knobel
Daniel A. Kaufman	David Naftzger
Paul H. Frank	Kim Stone

### Business & Economic Development Commission

Chair Rob Mintz	Vice Chair Paul Miller
Paul Cox	Bill Dytrych
Doug Hart	Jeff Lichtman
Sallye Mason	

### Staff Committee:

Dave W. Knapp, City Manager  
Ghida S. Neukirch, Deputy City Manager  
Carolyn Hersch, Economic Development Coordinator  
Joel Fontane, Community Development Director  
Linda Sloan, Planning Division Manager

## About Highland Park ~

Twenty-five miles north of Chicago's Loop, the City of Highland Park is nestled among five miles of Lake Michigan shoreline, and near the center of the metropolitan area's most affluent residential markets. Highland Park is a thriving community with a diverse population of more than 29,000, a stable economic base, top-rated schools and university-affiliated hospital, and offering unique business opportunities in Lake County. It is home to Ravinia Festival, a world-class summer venue for performing arts, and a myriad of exciting special events, including the Port Clinton Art Festival held in conjunction with the Taste of Highland Park. Highland Park is easily accessible from Route 41, Interstate 94 and Interstate 294 and is served by PACE Bus and Metra train services. Highland Park's business community is diverse, with nine commercial districts conveniently located throughout the City. Highland Park businesses enjoy the benefit of an active Office of Economic Development, Business and Economic Development Commission, Chamber of Commerce and Highland Park Downtown Alliance, which together help to promote a favorable business climate and community by providing leadership for the improvement of economic, civil, cultural and social interests.



Demographic information as well as the City's services and programs can be found on the City's web site at [www.cityhpil.com](http://www.cityhpil.com).

This Work Plan sets forth the City's economic development activities for calendar year 2014. Quarterly updates will be provided to the City Council and posted on the City's web site. This is an evolving document that will be modified as business trends change, business needs arise, and based on the vision of the City Council and recommendations set forth by staff.

Questions about this Economic Development Work Plan can be directed to the Office of the City Manager at 847-926-1000 or email [info@cityhpil.com](mailto:info@cityhpil.com).

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Development & Redevelopment Opportunities .....	13

### **1. Conduct on site visits with businesses**

- At least annually, meet with the largest employers and sales tax generators. Explore opportunities to retain the business and support their growth in Highland Park.
- Organize a business outreach program through the Business & Economic Development Commission to conduct on-site visits with local businesses. The purpose is to maximize the number of visits in 2014. Provide volunteer Commissioners with a survey with which to interview business owners or managers to insure that the interview is appropriate and follow-up can be conducted by City staff. Conduct a minimum of 50 visits per quarter.

### **2. Business & Economic Development Commission Meetings with the Mayor**

On a tri-annual basis, coordinate a meeting with the Mayor, City's Business & Economic Development Committee, business leaders, sister governments and the Highland Park Public Library to discuss opportunities to enhance the community's business climate. Staff will forward initiatives for property owner, Chamber or other business entities considerations to the appropriate contact(s) for follow-up.

### **3. Enhance the City's image as the First Stop for Business**

- On a bi-annual basis, April and November, include information in the City's newsletter, the Highlander, promoting the City as a resource for local businesses.
- On a bi-weekly basis, include information in the electronic business newsletter promoting the City as a resource for local business.
- On a weekly basis, utilize the City's Business and Economic Development Commission Facebook page to promote the City as a resource for local businesses.

### **4. Serve as ombudsman for the business community, business associations, and business interest groups**

Through on-going communication with local business, support business needs by responding to inquiries and providing resource information. Resource information includes but is not limited to small business loans, marketing recommendations, media contacts, special event permit guidance and sign information. For Central Business District representatives, the City's graphic image

## **BUSINESS RETENTION**

Coordinate with property owners and work to retain businesses within the community by providing support, economic development incentives, and resources.

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delineating the responsibilities of the City, Chamber, Alliance, and Property Owner will be included on the City's web site and promote via the e-newsletter on a bi-annual basis. The information is attached to this Work Plan for reference.

**5. Promote the City's Sales Tax Rebate Program to existing businesses**

Include information about the City's Sales Tax Rebate with business registration information. New businesses making minimum capital investments of \$250,000 and generating a minimum of \$1,000,000 in sales tax dollars annually may be eligible for rebates. Existing businesses investing a minimum of \$75,000 in capital improvements and generating a minimum of \$1,000,000 in sales tax dollars annually may be eligible for rebates. Prospective applicants are encouraged to thoroughly read the Sales Tax Rebate Guidelines and Application. All applicants are required to submit a completed application along with a non-refundable application fee to the Office of Economic Development for review and processing.

**6. Promote the City's Façade Improvement Program to existing businesses**

Annually, send registered businesses information pertaining to the City's Small Business Façade Improvement Grant. The City of Highland Park recognizes the importance of independent merchants to the City's image and tax base. The goal of the Small Business Façade Improvement Program is to provide assistance and incentive to property owners and local businesses to improve the look and functionality of their property and place of business. The Program is available for use by small business operators and commercial property owners citywide.

**7. Promote business openings, business expansion and relocation news**

- Use all modes of communication to promote business in the community which includes but is not limited to the following: City newsletter, the Highlander, Facebook, Twitter, HPTV.
- On a quarterly basis, issue communication to brokers, real estate professionals, developers and property owners' information to promote local business and opportunities to do business in Highland Park.

**8. Update the City's web site**

By June 2014, draft a survey to invite feedback regarding the City's web site and opportunities to improve the site for businesses to real estate professionals and interested business representatives.

**9. Explore a Secret Shopper Program with the Highland Park Chamber of Commerce**

Brand is what your customers say about you when you are not around. In relation to the City's brand strategy and marketing plan project, and in conjunction with the Chamber of Commerce, by June 2014, research and initiate a secret shopper program to access the Highland Park customer experience. Share this information with business owners to allow them to determine if their

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customer's experiences meet their objectives as a business, and to make desired improvements to increase sales. Businesses will learn:

- If their staff is creating great experiences that result in loyal customers
- If their employees are friendly and knowledgeable
- If they look professional and inviting
- Which products or services are recommended
- If the location is clean and well maintained
- If they have key pieces of inventory in stock
- If their signage and marketing is current

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**1. Maintain a “wish list” of business industries and conduct outreach to attract business to the community**

On a monthly basis, communicate to a minimum of five businesses or their brokers to invite them to be part of the Highland Park business community. The City will provide information on available property and provide viable leads to property owners and real estate representatives to negotiate the lease or sale terms.

**2. Promote available property**

- Maintain a list of available commercial property in the community. Ensure that the information is easily accessible from the City’s web site and promoted to interested parties.
- By June 2014, create an interactive map on the City’s web site that identifies the available property and includes site location, contact, zoning, and planned use designation.

**3. Attend the International Council of Shopping Center (ICSC) Deal Making Show**

Attend the two annual ICSC deal making shows to promote available property in the community, network with retailers, real estate brokers, lenders, developers and other real estate professionals.

**4. Coordinate a Business Summit in the community**

Coordinate the 2<sup>nd</sup> Annual Business Summit during the fourth quarter, 2014 to meet with local leaders, business representatives and interested residents to provide a status update on the City’s Economic Development activities, discuss strengths and opportunities for doing business in the community.

**BUSINESS ATTRACTION**

The City of Highland Park has all the assets necessary to help business succeed.

Promote benefits of business in Highland Park and assist business with site selection efforts.

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**1. Explore membership in the Lake County Convention & Tourism Bureau**

By July 2014, explore the value of membership with the Lake County Convention & Tourism Bureau. Present a report and recommendation citing costs, benefits and considerations to the Deputy City Manager for consideration in the FY2015 budget.

**2. Communicate with local business districts**

*This initiative is also included in the Business Retention section.*

On a tri-annual basis as part of the Mayor's Breakfast, City staff will communicate with representatives of each of the core business districts, which is comprised of the Briergate, Central, Crossroads, Ravinia and North Skokie Business Districts to maintain open lines of communication and work together advancing business interests. Staff will respond to concerns of other districts, including Braeside, Garrity Square, Moraine and Old Elm Business Districts on an as needed basis.

**3. Support and serve on local business district boards**

- As appointed by the Mayor with concurrence of the City Council, City representatives - one elected official and one staff person - will serve on the Downtown Highland Park Alliance Board as voting members to support and advance the mission, vision and strategies of the Alliance. City representatives will also attend meetings to support the Ravinia Business District Advisory and Briergate Business Association District to assist in advancing the Districts' Special Service Areas. Reports from meetings will be provided to the City Council for information.
- In 2013, the City was invited to be part of the Central Business District Property Owners Association (POA). The City will continue its membership in the POA in 2014. At the POA's request, City representatives will review and discuss maintenance, special projects, and capital improvements needs and will work on an established timetable to address and implement the approved initiatives. New projects will include a funding plan for the maintenance and capital improvements; this information will coincide with the City's budget and contract issuances. The City will also explore funding alternatives in an effort to advance the business district improvements and make recommendations to prioritize the City's capital improvement plans for the CBD.

**LOCAL & REGIONAL PARTNERSHIPS**

Enhance local and regional partnerships to bring new investment to Highland Park and the region.

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**4. Serve on the Highland Park Chamber of Commerce Board of Directors**

One elected official and one staff member will serve as ex-officio members on the Board of Directors for the Highland Park Chamber to serve as a liaison between the two organizations. Updates on City activities and programs, and Board dialogue shall be provided to each respective board/council.

**5. Serve in a leadership capacity on Lake County Partners to advance economic development efforts in the region**

Lake County Partners is a non-profit economic development corporation working to maintain economic vitality and quality of life in Lake County by creating and retaining quality jobs, stimulating capital investment, pursuing economic diversity and improving the County's business climate. City staff serves on the Board of Governors of Lake County Partners to represent the best interests of Highland Park and to carry out the mission set forth herein.

City staff will also support initiatives coordinated by the Mayor with Lake County municipalities to advance public-private partnerships for the betterment of Lake County.

### **1. Create a community-wide schedule of events**

In an effort to create a one-stop shop for Highland Park residents, businesses and guests of the community, coordinate with Highland Park's government partners including the Library and Park District, as well as organizations funded by the City to develop a community-wide events calendar by June 2014. Each respective organization would be responsible for updating and populating its calendar; their web sites would be linked to the City and the shared calendar will create a central location for all special events, public programs and community activities.

### **2. Create a three minute video to educate the public about the City's business development efforts**

Starting in July 2014, write and subsequently film a short video to educate the public about the City's business development efforts and to promote business in Highland Park. Post the video on the City's web site for business attraction purposes, replay on HPTV for Highland Park viewers, and promote in the press.

### **3. Assess the use of social media applications such as Facebook and Twitter and create a procedure to enhance the use of these communication tools if warranted**

- By June 2014, conduct a benefit analysis of using various modes of social media by City staff for the benefit of the public. If appropriate, establish a work plan to increase the number of users accessing the City's social media applications. This may include establishing a procedure whereby individual email addresses are obtained on all licenses, registrations and forms of the City, and social media contacts is included on all correspondence from the City to invite the public to be part of Highland Park.
- Explore opportunities to share contacts and/or social media resources with Highland Park government partners and business organizations affiliated with the City such as the Alliance and Chamber.

### **4. Partner with the nine business districts in Highland Park to improve communication and collaboration.** *This initiative is also included in the Business Retention section of this Plan.*

- On a quarterly basis, City staff will communicate with representatives of each of the formalized business districts in an effort to maintain open lines of communication and work together to advance business interests to benefit the community.

## COMMUNICATION

Enhance communication interaction and participation among the City council, staff, residents, community leaders, and other stakeholders.

- 
- On a monthly basis, business information will be updated for each district. A site map identifying the subject area will also be available on the City's web site.
- 5. Coordinate with the Highland Park Hospital and Ravinia as notable destination locations to enhance communication and promote local business.**
- At a minimum on an annual basis, communicate with representatives of the Highland Park Hospital and Ravinia Festival.
    - Explore opportunities to enhance communication between the City and its community partners.
    - Consider enhanced opportunities to provide business information to employees, and guests.
    - In coordination with appropriate staff, review opportunities to promote the pedestrian linkages between the Central Business District and both destination locations.
- 6. Update and promote the Business Directory and Shopping & Dining Guide featuring all registered businesses in the community**
- On a monthly basis, update the web site Business Directory featuring all registered businesses in the community.
    - Beginning in November 2014, annually, include the Shopping & Dining Guide in the City's newsletter, the *Highlander*.
    - In year 2014, print copies of the map and distribute throughout the community. The map is printed every two years.
    - Coordinate with appropriate parties to include the Guide in government facilities where the public congregates such as the Library and Park District, Highland Park Metra stations, places of worship, and other viable locations.

**7. Pursue replacement of static business directories to electronic message boards**

Beginning in January 2014, draft a Request for Proposal and seek to replace the static business directories in the Central Business District with electronic directories. Explore possible modifications to the City's Sign Code to allow for sponsorships and off-site advertising opportunities to offset the City's costs for the directories.

**8. Establish a Marketing Plan for the City**

Continuing in 2014, work with the selected consultant to establish a comprehensive plan to support business expansion and retention, and ultimately increase sales and sales tax revenues. The plan will include identification of an overarching brand position, tagline, logo, brand guidelines, and an implementation plan. The marketing plan is anticipated to be complete in 2014; followed by ongoing implementation of approved plan.

**1. Present for Council consideration home-based business registration regulations**

By third quarter 2014, present for Business & Economic Development Commission consideration a report and recommendation establishing registration for home based businesses. Include the purpose of the registration, registration fee, management plan for the program, and timeline for implementation. Thereafter, provide the report and BEDC recommendation to the City Council for final consideration. Include the communication plan to obtain public feedback on the initiative, and subject to Council approval, the communications plan to introduce the regulations to the public.

**2. Review and consider modifications to the City's vacant store front regulations**

- In March 2014, establish a procedure to notify businesses the procedures necessary should their business close.
- In March 2014, review and consider modifications to the City's current vacant store front regulations which include but are not limited to signs and window treatments.

**3. Consider overlay zoning districts to stimulate and encourage economic vitality in the community**

Coordinate with Community Development staff, BEDC and Plan Commission to consider possible overlay districts throughout the community to maintain current zoning of parcels, but inviting real estate representatives to consider alternate plans for redevelopment of specific areas throughout the community.

**4. Complete and carry out the Ravinia Business District Market Analysis.**

In 2012, based on a recommendation of the Advisory Committee, the City Council authorized a Tax Increment Finance (TIF) budget amendment for a Streetscape Design & Identity Plan and a Utility Adequacy Study for the Ravinia District. As part of the planning work for the studies, two open houses were held to solicit feedback and a website was established to provide information on the process and accept public comments and questions. The two studies were completed at the end of 2012.

The Streetscape Design & Identity Plan was prepared by Hitchcock Design Group, in association with Nicholas Associates, and provides a clear framework for implementation and suggested objectives for accomplishing the recommendations contained within the guiding document. At the recommendation of the Advisory Committee, the City Council allowed the Streetscape Design &

**POLICY**

**CONSIDERATIONS**

Review practices and policies to enhance the quality of life and economic health of the community.

---

Identity Plan to include the creation of marketing tools to help promote the neighborhood. As a result of this aspect of the Plan, a brand strategy, statement and brand mark were created for the Ravinia District.

The Utility Adequacy Study, prepared by Strand Associates, accompanied the Streetscape Design & Identity Plan and provides a comprehensive outline of the steps that must be taken before, during and after the installation of the streetscape elements to ensure that infrastructure can support improvements in the Ravinia District.

In 2013, the Council directed the Committee to further evaluate the signage elements proposed within the Streetscape Design & Identity Plan and determine which signage the Council should consider installing in the short-term, until TIF funds could accumulate to finance some of the larger-scale recommended improvements. It is anticipated that the Advisory Committee's recommendations regarding signage will be considered by the City Council in early 2014.

**5. Consider recommended land use & urban design strategies for Downtown Highland Park**

In April 2012, the City of Highland Park along with the Highland Park Central Business District Property Owners Association engaged The Lakota Group, Duncan Associates and Gewalt Hamilton Associates to evaluate and develop recommended land use and urban design strategies for Downtown Highland Park. Carry out as approved by the City Council the strategies and components of the Plan for the Central Business District, including refining the streetscape enhancement plan and downtown wayfinding sign program. The Plan Commission began public hearings for implementing the zoning code amendments for the recommended land use policy changes in the Lakota Group Report. Completion of the public hearing process is expected in FY2014.

## INTRODUCTION

The following parcels have been identified for possible redevelopment based on the great length of time that they have been available or due to the viability of their potential. If the City does not own the parcels, work as part of this initiative would include collaborating and guiding the property owner to encourage redevelopment.

Overlay zoning districts could be considered to allow the City to coordinate with the property owner and market the property for the overlay zoning, yet maintaining the current zoning should the planning concepts not proceed. Part of the City's effort would also include targeted promotion to retailers, brokers, developers in partnership with the property owner.

### 3500 Western Avenue



This parcel is zoned B1 and located in a neighborhood commercial area. The site is underused. The new owner of the building has done some renovation and received an energy efficiency grant from the Illinois Department of Commerce and Economic Opportunity for retrofitting with energy saving systems. The owner continues to market the site and is supportive of the 2013 zoning code text amendments that modified the Table of Allowable Uses for the B1 district.

The City's work will include communicating with property owners to explore redevelopment of the area for possible transit oriented development.



### 425 Bloom at Waukegan Moraine District

This parcel has been vacant for more than 30 years. It is in Highland Park and located along Highway 140 bordering jurisdiction.

The property is currently zoned B1A, retailing/office/service. The property has been considered for rezoning in past years for affordable apartments and multi-family townhomes but the rezoning was not successful.

## DEVELOPMENT & REDEVELOPMENT OPPORTUNITIES

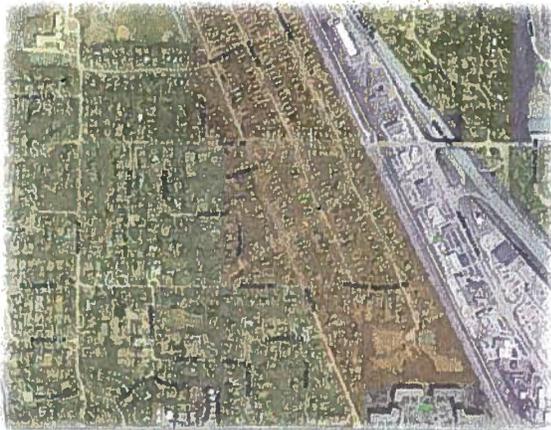
Pursue opportunities for redevelopment of sites in the community to enhance the economic vitality of the subject area.

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The bank-owned property is presently being marketed by the bank.

The greatest challenge with the parcel is fragmented ownership.

As part of the promotion and possible redevelopment of the area, transit oriented development should be considered to encourage increased commercial and residential development for the area. The commercial component could include a neighborhood grocery store. Intensive residential development should also be explored due to the amount of retail in the immediate area and the proximity of this parcel to single family homes in Highland Park.



#### **Skokie Valley Road, Crossroads District**

The properties along this corridor are zoned a combination of B-3/Office and B-3/Retail. There is considerable fragmentation of the lots creating limited ability to develop in the properties' current condition. Proposals that combine ownership will benefit from the efficiency of a larger development site.

#### **Policy regarding fragmentation of parcels**

Explore parcels throughout the community where there is fragmentation of parcels. Draft a policy for consideration that would identify opportunities to

improve the subject parcels through viable economic development tools to encourage land aggregation.

#### **Special Service Areas**

A Special Service Area is a taxing mechanism that can be used to fund a wide range of special or additional services and/or physical improvements in a defined geographic area within a municipality. The following areas within the community shall be explored as part of this Economic Development Work Plan:

- **Central Business District** – In November 2013, the City Council approved the Central Business District Special Service Area (SSA) Number 16 effective January 1, 2014 for a three year period. The budget levy is \$300,000 per year and will be assessed on all impacted properties in the SSA boundary. The request to extend the SSA was petitioned by a property owner and member of the Central Business District Property Owners Association. Pursuant to State law, the City approved a proposing ordinance (Ord. No. 80-13), proposing a three-year extension of the SSA No. 16 pertaining to the Central Business District; and on August 26, 2013, the City Council held a public hearing to consider the proposed extension of SSA No. 16. State law sets forth that if an opposing petition is submitted to the City Clerk within 60 days and carries the signatures of at least 51 percent of registered voters residing in the proposed SSA area and at least 51 percent of property owners of record in the area, the SSA is defeated and cannot be resubmitted for two years. The objection

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period ended for the CBD SSA on October 25, 2013, and there were not the required number of objections to defeat the measure.

The City has been working very closely with the Central Business District Property Owners Association and an Action Plan has been drafted that sets forth the responsibilities of the Alliance (public/private partnership managing the SSA), the POA and the City. Working in concert with the property owners and business representatives, the City is committed to working diligently to continue to enhance the business climate in the Central Business District and the community overall. Separate from the SSA, the City also included in its Fiscal Year 2014 budget a contribution of \$48,000 to support CBD efforts.

Regular progress reports will be provided to property owners and business owners regarding infrastructure improvements, maintenance efforts, business retention and other activities planned within the CBD.

If the City determines that excess revenue exists in the Special Service Area Fund at the end of the life of the SSA, and if the option to abate a portion of the final tax levy for the Special Service Area is no longer available, then the excess funds would be refunded to the taxpayers of record for all parcels within the SSA.

- **Briergate Business District** - In December 2013 the City Council approved Special Service Area Number 18 to fund physical improvements in the Briergate Business District. The estimated cost of the improvements is \$3.6 million. The City's portion of the estimated cost is \$3.2 million. The annual budget/levy is \$40,000 over a ten year period, totaling \$400,000. Collection will begin January 2014 and continue through 2024. Improvements will include vegetation maintenance, business signage, and reimbursement for wayfinding signs, wayfinding sign maintenance, lighting and landscaping. The City will collect the funds and manage the SSA. The Briergate Business Association District (BBAD) will serve as the organizing entity responsible for advancing the Briergate Business District's core goals and to work with the City to address parking needs in the district. If the municipal budget allows, and if the City Council approves the \$3.6 million project, the work will commence in 2025. In 2014, the will explore grant opportunities to fund the improvements prior to 2025.
- **Ravinia Business District** - In December 2013, the City Council approved Special Service Area 17 to fund marketing and events in the Ravinia Business District. The three year SSA annual budget/levy is \$90,000. Costs will include marketing, events, banners and expanded beautification. The contractor will report to the Economic Development Coordinator. February 2014, issue a Request for Qualifications for a marketing/event manager with the goal to hire the contractor by April 2014.

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As recommended in the 2009 Ravinia Business District Market Analysis Playbook, the Ravinia Business District Advisory Group will serve as the organizing entity to move the completed agenda forward to advance the Ravinia Business District's core economic development goals.

In February 2014, review the Ravinia Business District Market Analysis Playbook strategies and priorities with the Advisory Group to confirm all major actions and tasks in the Playbook, and add, delete or modify actions and tasks, as needed. Establish a timeline for each task. Assign responsibility for implementing each task. Estimate a budget for each mid to long-term task for inclusion in the 2015 - 2016 budgets.

### **Highland Park Theater**

The redevelopment of the Highland Park Movie Theater property has been thoughtfully considered and carefully studied by the City, with substantial input from residents, the City's professional staff, and expert outside consultants. After several competitive processes to obtain interest & qualifications for the revitalization of the Highland Park Theater, in January 2014, the City Council agreed to sell the property "as is" and without any of the previously required restrictions that the property be used as a theater or an entertainment center. The City would be willing to consider the adjacent Ori parking lot property as part of the revitalization or redevelopment of the theater property; provided that there is no net loss of public parking.

The City purchased the theater property in 2009 for \$2.1 million. The property includes two existing retail tenants within 441 and 447 Central Avenue, each occupying approximately 750 square feet of the 18,365 square foot building. The theater was closed in May 2012 following an independent fire inspection for life safety reasons. The City staff will communicate frequently with the Council and work diligently to advance the sale of the property.

### **1864 Green Bay Road, Central Business District**

Coordinate with property owners and pursue opportunities to redevelop the subject area which may include mixed use development for residential, recreational, commercial, educational and office. Redevelopment scenarios should focus on seamless integration with the proposed zoning policy in the B4 Redevelopment Area (triangle bounded by Elm Pl., Green Bay Rd., and First St.).

### **Renaissance Place, Central Business District**

Coordinate with the property owner and manager and assist in marketing and attracting viable uses to the vacant unit previously occupied by Saks Fifth Avenue. Subject to a letter of intent with the property owner or conditional lease, the City will work with the applicant to amend the Planned Unit Development to accommodate the new business use(s).



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*Questions regarding this Economic Development Strategy Plan  
can be directed to the City Manager's Office at  
847-926-1000 or [info@cityhpil.com](mailto:info@cityhpil.com).*

# ROLE OF COMMUNITY PARTNERS IN DOWNTOWN BUSINESS DEVELOPMENT

