



Memorandum

To: Administration Committee/Common Council
From: Greg Keil, CDD *GK*
Date: September 2, 2010
RE: Economic Development Specialist Position

For the past several months Mayor Merkes and I have been exploring the possibilities of expanding the Economic Development Specialist position that was authorized as part of the 2010 budget. This assessment has been undertaken in response to the increasingly apparent need for the city to take a more active role in pursuing economic development opportunities through increased business promotion and attraction efforts. It is also apparent that a positive community image needs to be developed and projected if we are to have success in these endeavors.

The Economic Development Specialist position will help us develop a community branding strategy that is founded on community assets ranging from the city's work force to its parks. It will also provide the business community with technical assistance to develop a Business Improvement District plan and create the momentum needed for the plan's implementation. Looking forward, it is our expectation that the Business Improvement District together with other private funding would provide the majority of the funding needed to support these functions on an ongoing basis

Understanding the city's financial challenges, we have tried to structure an expanded position in such a way as to minimize its impact on the budget. As proposed the Economic Development Specialist Position could be funded with no increase in the Community Development Department budget through 2011. In general we're proposing to accomplish this by stretching 2010 budgeted funds into 2011 and by looking look to other private resources to carry the position going forward.

In order to attract a high caliber person to fill this position, we feel the salary needs to be in the \$60,000 range. With benefits, the annual compensation would be about \$81,000. The ensuing describes the funding sources to support this position:

October – December 2010 Compensation:	\$20,200
Funding Sources	
Com. Dev. Salary & Wages Acct.	\$15,000
Com. Dev. Prof. Services. Acct.	<u>5,200</u>
	\$20,200
January - December 2011 Compensation:	\$81,000
Funding Sources	
Com. Dev. Salary & Benefit Carryover	\$21,100
Com. Dev. Site Marketing Carryover	10,000
Com. Dev. Prof. Services Carryover	20,000
Econ Dev. Spec. 2011 Budget*	19,200
Interns 2011 Budget*	6,700
Com. Dev. 2011 Prof. Services Budget	<u>4,000</u>
	\$81,000

*Same amounts budgeted in 2010

**CITY OF MENASHA
Position Description**

Position Title: Economic Development Specialist
Department: Community Development
Status: Exempt – Limited Term
Position Reports To: Director of Community Development
Date of Description: DRAFT September 2010
Salary Range: None (Limited Term), Salary Not to Exceed \$60,000

SUMMARY

This position is responsible for performing the professional project management and administrative functions of economic development within the Community Development Department. The work is performed under the direction of the Community Development Director.

ESSENTIAL FUNCTIONS to include the following:

- Conduct community, stakeholder, and marketing research to assess current attitudes and perceptions about the community;
- Develop a branding strategy, brand visualization, messaging, and marketing plan for the City of Menasha.
- Develop marketing and advertising strategies for citywide economic development, city-owned properties, and city redevelopment projects.
- Organize and engage business and property owners to advance the creation of a Business Improvement District (BID). Create a BID plan, district boundaries, and budget.
- Identify potential funding sources for supporting marketing and economic development initiatives.
- Provide information to the public, city officials, and news media regarding assigned programs and duties.
- Organize and carry out special projects as assigned.
- Report for work as scheduled.

POSITION REQUIREMENTS/QUALIFICATIONS

- Knowledge of and expertise in the principles, practices, and techniques of economic development, marketing, and community development.
- Knowledge of and experience in research methods and statistical analysis.
- Ability to analyze data and information using established criteria, in order to determine consequences and to identify and select alternatives. Ability to compare, count, differentiate, measure, copy, record, and transcribe data and information. Ability to classify, compute, tabulate, and categorize data.
- Ability to exercise judgment, decisiveness, and creativity required in situations involving evaluation of information against sensory and/or judgmental criteria, as opposed to criteria which are clearly measurable.

- Ability to persuade, convince, and/or train others, including the ability to act in a lead worker capacity. Ability to advise and interpret how to apply policies, procedures, and standards in specific situations.
- Ability to organize and carry out projects.
- Ability to develop and maintain records and reports.
- Ability to establish and maintain working relationships with the public, city officials, employees, local government, businesses, and other organizations.
- Ability to effectively communicate verbally and in writing with city officials, city staff, state and federal officials, contractors, developers, property owners, business representatives, engineers, attorneys, surveyors, and the general public.
- Strong computer skills, including proficiency with word processing, spread sheet, data base, and internet applications.

CERTIFICATES, LICENSES, REGISTRATIONS

- Bachelor's Degree in economic development, marketing, communications, urban and regional planning, community development, public administration, or related field and at least three years experience directly relevant to this position, or an equivalent combination of experience and training.
- Valid Wisconsin driver's license.

PHYSICAL DEMANDS

The physical demands described herein are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

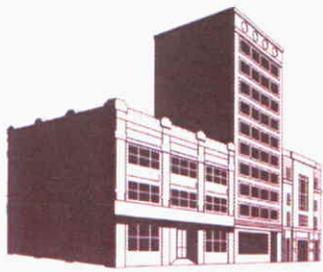
- While performing the duties of this job, the employee is regularly required to sit, stand, walk, and use both hands to handle, touch, grasp, reach with hands and arms, talk and hear.
- Specific vision abilities include close and distant vision, peripheral vision, depth perception, and ability to focus.

FUNCTION OF POSITION DESCRIPTION

This position description has been prepared to define the general duties of the position, provide examples of work, and to detail the required knowledge, skills, and abilities as well as the acceptable experience and training for the position. The description is not intended to limit or modify the right of any supervisor to assign, direct, and control the duties of employees under supervision. The City of Menasha retains and reserves any and all rights to change, modify, amend, add to, or delete from any portion of this description in its sole judgment.

This job description is not a contract for employment.

The City of Menasha is an equal opportunity employer, in compliance with the American Disabilities Act. The City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



Downtown Economics

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Ideas for Increasing Vitality in Community Business Districts

Branding for Downtown Success

By Dale Erlandson*

In economic times like these, building excitement about downtown and cultivating local loyalty is more important than ever. Branding is an essential part of fostering the sense of community that keeps residents interested in downtown and that makes the community an attractive destination for visitors and potential residents.

Good community branding can have a number of positive impacts: it can increase exposure for existing businesses and be a recruitment tool in building a more complimentary business mix. It can also boost retail traffic and attract residents to the downtown area. Successful branding can aid downtown and community organizations, increasing both volunteerism and giving, by increasing the credibility of revitalization efforts. Poorly executed branding, however, can have just the opposite effect. Therefore it is important to proceed carefully.

What Is Branding?

Branding involves creating a desired image for a product or place. For a downtown, a brand is the set of emotional connections and positive expectations in the minds of residents and visitors. As Jonathan Baltuch writes in *Brand Your City: A recipe for success*, "A successful brand identity establishes a preconceived expectation that is either met or exceeded by the reality." Logos and taglines are evocative of the overall image that is a brand. Through advertising, events and grassroots word of mouth, places can be defined by coordinated branding efforts, allowing businesses and activities to stand out from the continuous onslaught of

Re-Branding Success Story: On Broadway, Inc.

On Broadway, Inc., a Wisconsin Main Street program, has re-branded a once-derelict area of Green Bay, WI as a highly desirable shopping, dining and community destination. Through the efforts of economic restructuring and a community-wide marketing team, On Broadway, Inc. has revitalized and re-branded a now thriving district.

<http://onbroadway.org>

media appeals to consumers. Branding is more than the words and images used along with a place name; those things can change over time. A brand is a long-term, permanent concept of what a place should be and mean. It therefore demands a great deal of forethought to be successfully conceived, implemented and sustained.

Branding a Place

A successful branding process involves four steps: research, design, education and maintenance. Before placing a logo in flyers and event promotions, research is needed to establish a long-term brand concept that fits the goals and realities of a community. Careful design can then ensure that logos, taglines, lettering and colors all complement the brand concept. After defining and designing a brand – a process that can take six months or more – the ongoing project of education begins: merchants, organizations, residents and visitors all must be able to recognize, relate to and promote a consistent brand message. Finally, a branding effort will be only successful if it is maintained. Leaders must keep the design and education efforts up-to-date while sustaining the organizational partnerships that support the community.

Research – There are a variety of strategies for developing a community's brand concept. Focus groups, market analyses and community surveys can all be utilized to match a long-term vision to the goals of the community and the target demographic that the brand will seek to attract. Tripp Muldrow, in *Creating a Brand for Downtown* has this recommendation: "Ask, ask, ask, and then ask some more questions. Everyone in your town knows what the brand is. It is why they live there. It is what they do on the weekend. It is where they take people who visit. It is how they relax, what they miss when they are away, and why they want to raise their kids there." Defining a brand involves bringing together the residents, government, organizations and businesses of the community to set clear objectives. Branding decisions – including who is involved, the scope of the project, and promotional activities – will be affected by whether the goal is to attract residents or retain business; to increase retail traffic or to alter perceptions of an area. Everyone

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involved in the branding effort must understand the limitations as well as the potential of the place. As Naletta Burr of On Broadway, Inc. emphasizes, effective branding cannot over-promise or under-sell.

Focus Group and Consumer Survey Models

The University of Wisconsin-Extension Center for Community and Economic Development has a number of sample surveys and tools on their Downtown Market Analysis website. Adapting such samples to your community's specific needs is a good starting point for branding research.

www.uwex.edu/CES/cced/downtowns/dma/index.cfm

Design – When it comes to designing a brand, experts consistently urge communities to seek professional help. Holding tagline or logo design contests, or simply taking whatever volunteer help is available, will not result in a successful, sustainable brand. Professional marketers can define consistent graphic standards that will work across all media and for a wide range of promotions. Logos must be designed to work well in both color and black-and-white, as well as to be easily shared with other organizations and used in conjunction with other advertising. Details like the number of fonts (too many will make advertising hard to read), color (and the psychological impacts it can have) and paper (must be high quality to look credible but affordable enough to maintain) all complicate the design process of branding.

In addition, it is important to remember that design goes far beyond graphics. Creating a brand for a downtown area can involve matching a streetscape – lighting, façades, signage – to the brand image. It may involve working with local businesses to relocate or recruit merchants to create a business mix that fits the brand. Ultimately, the logo specifically and the brand in general should be ubiquitous. Shopping and dining guides, event promotions and advertising can utilize the design elements of the brand. While taglines, images and vocabulary will change, design should always reinforce, rather than recreate, the brand concept.

Education – Once a brand is identified and the design established, the key step in realizing the goals of branding is education. An individual must lead this effort, coordinating the various ventures that utilize the community brand and acting as brand watchdog to ensure that all events, promotions and advertising project a message consistent with the defined brand. The brand and its goals should drive all activities, whether initiated by businesses, organizations or volunteers. Events can bring people into an area to experience the new brand – and can also disseminate a logo and tagline to a targeted audience. Carolyn

Dellutri of Evmark notes, however, that it is always easiest to reach visitors and newer residents. Convincing established residents to associate a new brand with an old place will take additional time and effort.

Maintenance – While a successful event or positive feedback may indicate some success in branding, Burr warns that a thriving downtown cannot rest on its laurels. Consistent businesses and community surveys can guide merchant, event and promotion turnover to continue attracting residents and visitors. While the number of events can increase as the brand and organization grow stronger, events are best limited to a manageable number and scheduled during community down-time, when they will not conflict with other organizations' activities.

Organizational conflicts are almost inevitable. Brand strategists may run into conflict with other community organizations, such as chambers of commerce, who must be included on an ongoing basis to share the responsibility of promoting the community and its merchants. Especially in the current economy, maintaining good organizational relations is key to building grassroots support for the brand and making efficient use of the limited dollars available for downtown revitalization. Finally, brand success should not be its own downfall. As businesses and organizations become self-sufficient, there is nothing wrong with their spinning off into their own ventures. Successful branding does not demand tight-fisted control of a community, merely a consistently appealing concept and message.

Getting the word out

Helping the public become familiar with your brand can be a challenge. Here are just a few ways to showcase the image and values of your brand:

- Press Releases
- Individual Meetings
- Cross-Retail Promotions
- Holiday Events
- Co-op Advertising
- Coordinate and advertise a new, more convenient business hours promotion
- Festivals, including reward cards or other retail incentives

Sources:

"Brand Your City: A recipe for success" March 25, 2004, Jonathan Baltuch, brandchannel.com

Carolyn Dellutri and Naletta Burr, presentation in the *Revitalizing Wisconsin's Downtowns* webinar series, April 16, 2009

CEOs for Cities, "Branding Your City"

Creating a Brand for Downtown" Tripp Muldrow, Virginia Main Street Monitor, Summer 2006

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