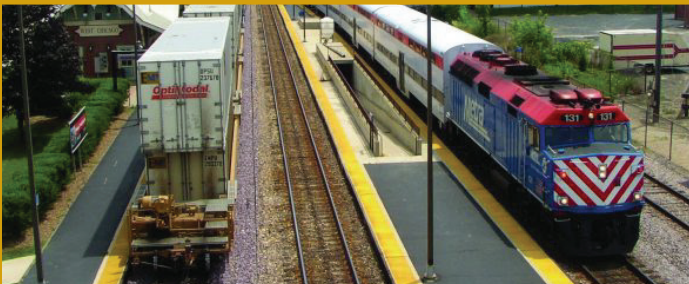


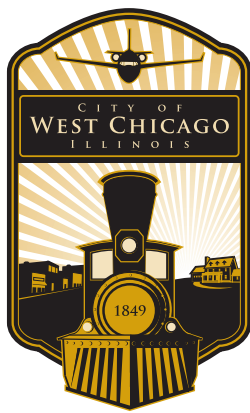


2017



WEST CHICAGO

Strategic Marketing Plan



West Chicago Strategic Marketing Plan | 2017

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West Chicago has a rich history that has largely been forgotten and has become a "hidden gem."

EXECUTIVE SUMMARY/SITUATION ANALYSIS

The City of West Chicago (the City) offers both challenges and opportunities when it comes to communicating its brand to current and potential residents as well as the business community. The City's great diversity is at the same time an incredible strength and a challenge that needs to be carefully handled. The City is hampered by an outdated reputation that dates back decades and which needs to be rectified. West Chicago has a rich history that has largely been forgotten and has become a "hidden gem". It is a place where people relocate because of its affordability, great transportation and a strong sense of community. The City is largely misunderstood by surrounding communities and the perception of the City doesn't match the current reality. That needs to be addressed and can be done so with an aggressive marketing communications program.

While there are significant perception issues for the City, there is a tremendous amount of opportunity for re-branding and offering residents programs and tools to make them proud of their City and community. This Plan will critique the current efforts based on research, best practices and recommendations from Mungo Creative Group (MCG) who has participated in similar re-branding efforts for other municipalities.

This Plan will offer a practical guide to a tactical execution of marketing strategies that will best serve City residents and attract newcomers to West Chicago. The purpose of this Plan is to help the City effectively debunk myths that have plagued it for decades and integrate innovative and relevant marketing strategies and tactics into its repertoire. This Marketing Plan will include the following key elements and recommendations for the City:

- Public relations and marketing messaging summary
- SWOT analysis of the City
- Website and online tools best practices
- Media relations tactics
- Events and experiential marketing opportunities
- Recruiting businesses and residents into West Chicago

The Plan will offer a comprehensive look at how to better serve the residents through marketing materials, get the word out, and provide programming which will enhance the City's image while also encouraging residents to spend time together as one community. The details of this Plan are deeply rooted in research and targeted best practices from cities of similar sizes and MCG's expertise. Prior to fully implementing the recommendations outlined in this Marketing Plan, the City should take into great consideration how the function of marketing should operate and be managed. Continued dedicated and centralized effort to control the accuracy, consistency and frequency of the City's marketing communications will be most effective in reshaping its image.

This Marketing Plan includes an overview of MCG's research, an analysis of West Chicago's current environment, illuminating strategic priorities for the City, and delving into a plan of action that the City can realistically implement given its limited budget and resources.

Our recommendations focus on a marketing and communications strategy which supports and enhances the broader recommendations to help the City attract new businesses and grow its business cluster. This marketing strategy aims to answer the following questions:

1. Market segmentation: What are the target segments for the City of West Chicago and what are the key messages that should be delivered to each segment?
2. Market awareness: How can the City drive awareness to each segment and what channels can be used?
3. Key partnerships: What key partnerships should the City develop to support its re-branding goal?

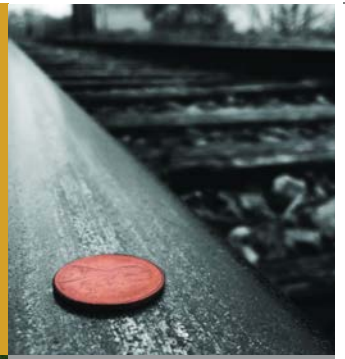
The strategies and recommendations captured in this Plan will lay the foundation for a rich marketing program to expand and mature. We hope that by implementing these recommendations and committing to an ongoing and agile marketing and branding effort, the City will be well positioned to realize its long-term vision.



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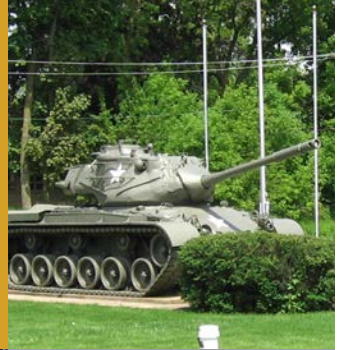
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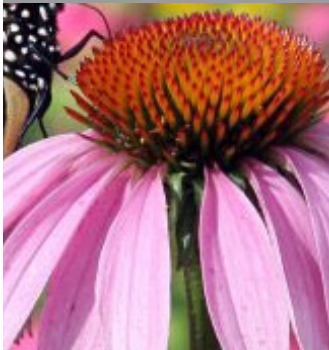
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INTRODUCTION & METHODOLOGY

This Plan began as an extension of the City's Strategic Plan that included a comprehensive view on where the City currently is and what the long-term strategic vision is. As a complement to the larger Plan, the Marketing Plan is to serve the purpose of better informing the public of happenings while also serving as a launching point for re-branding efforts. An objective of this Plan is to facilitate effective communication to the public of City operations, services and events while also serving as a launching point for re-branding efforts. An objective of this Plan is to identify key strategies and actions that will guide the City in developing a repositioning strategy and a long-term marketing program that is focused on attracting new business, supporting the City's economic growth and capitalizing on the City's diversity.

This strategic document will help West Chicago communicate more effectively and solidify its value to the City's audience segments. Toward this end, the Marketing Plan will include both external marketing towards business prospects outside the region, and internal marketing to reach existing businesses, stakeholders and allies within the region. One theme which continually emerged throughout our research was the need for the City to invest in growing its network and building stronger partnerships with a wider variety of stakeholders, including small businesses. Adopting a collaborative approach with these public and private organizations will enable West Chicago to achieve these marketing goals on a much larger scale by providing the City access to resources, funding, and expertise which it does not currently have. This will be explored in greater detail throughout the Plan.

RESEARCH APPROACH

MCG firmly believes that to deliver a complete marketing communications plan, comprehensive research is necessary. Below are activities MCG has conducted on behalf of the City to complete this plan.

- One hour focus group
- Individual staff interviews
- Electronic survey that went out to those who receive City communications
- Interviews with City's Latino population

During the research phase, questions were carefully crafted to take the pulse of various attendees and interviewees relating to how residents feel about living in West Chicago, coupled with constructive ideas on how to enhance the City's image.

The one-hour focus group was conducted with a sampling of 14 attendees, two representing the Latino population. All these residents volunteered their time to provide feedback by answering the City's call for participation. The style of the focus group was that of a roundtable where each participant had equal time to engage. Residents answered specific questions, but also had the opportunity to go 'off-topic,' having a chance to air grievances and cover subjects that were important to them. Many residents followed up with MCG privately to contribute even further. This research method was very effective as information was extracted not just from the focus group, but also from the attendees privately providing and volunteering information.

Individual staff interviews provided a different perspective from that of the residents, and covered topics important to the staff who work for the City. Gathering this information was crucial, as the staff represents those who would execute the marketing communications plan and who need to agree to the ideas presented. In addition, staff in several City Departments were interviewed to ensure a holistic municipal viewpoint was represented. These interviews will be used to round out the research and provide the City perspective when creating a complete Plan.

The survey to City residents resulted in more than 80 responses from people of all backgrounds. Three questions were asked to ensure maximum return rate and participation. The survey was meant to provide a larger representation of the focus group. The survey and interview answers matched very closely those answers in the City Strategic Plan.

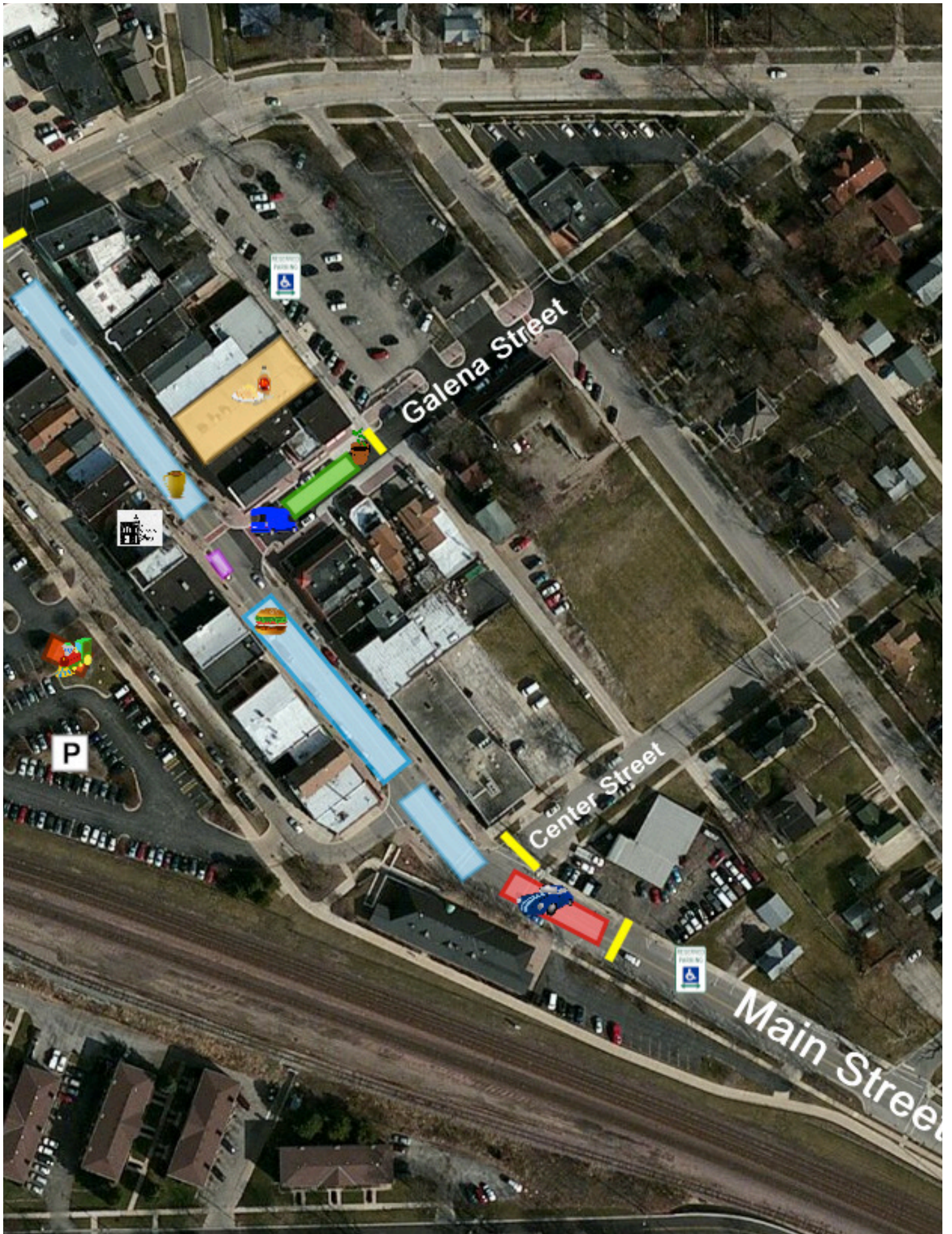
Finally, MCG conducted phone interviews with several residents of the City's Latino community. The residents were sourced with the help of the Director of West Chicago City Museum, who is a notable member of the Latino community in West Chicago.

All the qualitative and quantitative research will provide a holistic view of the Marketing Communications Plan that couldn't be written without the collaboration of staff and survey participants.

"Gathering this information was crucial, as the staff represents those who would execute the Plan and who need to agree to the ideas presented."

- Mungo Creative Group





STRATEGIC PRIORITIES SUMMARIZED

The Marketing Communications Plan will focus on the following key elements:

- Improving the image of the City
- Assessing the effectiveness of current marketing communication programs
- Providing recommendations based on research and best practices from other cities on making marketing communications more effective
- Making West Chicago part of the dialogue not just with residents but also amongst neighboring communities through outreach via social media and traditional media
- Fully auditing current social media efforts with the strategic priorities of the Plan largely have to do with elevating the City's image and offering recommendations on how to make the City marketing communications better in order to attract new residents, inspire current residents and obtain positive media coverage of West

MARKETING OBJECTIVES

Based on research and best practices from other cities, (listed in the trends section) the following are marketing objectives for this Plan:

- Elevating the printed newsletter content even more so than it already is
- Maximizing the website
- Generating awareness and interest in West Chicago
- Providing a strategic social media recommendation that would include:
 - Recommendation on whether the City should have a Facebook page
 - Creating a crisis communication plan regarding social media
 - Making an Instagram recommendation

MARKETING MISSION

The marketing mission is to improve the City's image through reliable, realistic and cost efficient means that the City will be able to execute with existing staffing resources. This Plan will outline said tactics that the City will be able to execute itself or outsource, should the City choose to do so. The ultimate mission of the Marketing Plan is to better serve residents and to better represent the City to its residents and those in the neighboring communities.

MARKET SEGMENTATION/ TARGET MARKET SEGMENTS

Simply put, the two demographics that are most prevalent in the City are the Latino and the Caucasian populations. When these segments are further broken down, the sub-segments are millennials, the Baby Boomers and Generation X. Each of these segments requires a specific communication strategy and this Plan is designed to deliver that through various programs that would appeal to each demographic.



SWOT ANALYSIS

STRENGTHS:

Affordability: Affordability draws people to West Chicago who are looking for a place to settle and call home. This is an attribute that can be communicated on a more consistent basis via all communication channels such as reminder tweets or “did you know” tweets, e-mail newsletters and media relations.

Diversity: Diversity of West Chicago is already celebrated by the City and there is no shortage of communication about the importance of this element. The positive impact of a diverse community is what attracts many people to West Chicago and needs to continue being a critical element in communication.

Community: The strong sense of community in West Chicago is a very important quality. Potential residents and those who live in West Chicago want to be engaged and the City provides that feel of a small community. Capitalizing on that small city feel through various communications would help the City publicize this attribute to the external audience.

WEAKNESSES:

Property Taxes: Due to property taxes being on the higher side, the element of communication that will be most helpful is in emphasizing all the programs and infrastructure that are supported by taxes.

City Amenities: Perceptions of the lack of certain City amenities (downtown attractions, grocery stores, etc.) should be addressed through communication of accessibility to existing amenities and the negative conversation can be positioned as a positive one. Discussing upcoming improvements can help offset negative perceptions. Being very proactive about showcasing and sharing positive City offerings and sightings is critical to include in the messaging mix.

OPPORTUNITIES:

Location: The convenience of the West Chicago location is something that needs to be highlighted. This is a positive attribute that can be tied into commuting and an overall sense of convenience and quality of life for both residents and potential residents. Transportation options and the physical location of West Chicago bode well for further amplification of these benefits.

Diversity: Communicating the City’s rich history and its diversity is a clear winning strategy and needs to be done in a more methodic and deliberate way through an editorial calendar (as shared in the PR Tactics Section).

Schools: Showcasing the City’s public school system’s high-quality, caring and hardworking teachers, administration and staff. As well as sharing success stories of students emerging from that system, the programs and the efforts that are supporting them throughout their journey.

THREATS:

Realtor Recommendations: Influencing realtors and realty digital properties (Zillow, Apartments.com, websites and social media) is a critical component for educating potential residents on the advantages of the City. This can be done by arming realtors with easy to use tools and effective messaging and will be addressed in the PR tactics part of this Plan.

School Score Perceptions: While taken at face value, the school scores are not impressive. By communicating the size of the multi-lingual student body and number of ESL students this will provide context and can be positioned as a positive for many potential residents.



"Diversity of West Chicago is already celebrated by the City and there is no shortage of communication about the importance of this element."

- Mungo Creative Group

MARKET AWARENESS/QUALITATIVE AND QUANTITATIVE RESEARCH BASED ON SURVEY AND INTERVIEW RESPONDENTS

Through comprehensive research we were able to find clear indicators of activities that are working. This research also led to discovering the activities and City elements that need to be improved. Below are research results both from the focus groups, interviews, and phone calls as well as the electronic survey.

Current communication efforts: Focus group participants have indicated unanimously, including the Latino population (seven interviews), that e-mail communication and e-mail updates are by far the most effective way to reach them. They enjoy the immediacy and convenience and feel that they are getting sufficient information from the alerts. Focus group participants feel very informed and also feel that the website, Twitter and printed newsletter are great complements to the e-mail updates. Many of the focus group participants and interviewees said that checking City communication is part of their morning ritual and they crave the information that is being sent. More than 40% have indicated that they would like more communication from the City. The LED sign also had favorable reviews amongst the residents. They thought it provided an important way to inform and showcase relevant information in a timely manner. Recommendations on moving this effort in an even more positive direction will be found on the website in the Online Tools Section.

Missing communication efforts: Focus group and interviewee participants (16) have indicated that they feel the City needs a Facebook page to best meet their information needs. They feel that Facebook would allow them to conveniently get the information through a medium they already frequently use. The other communication tool that was mentioned often is a hometown newspaper. Residents felt that a newspaper is a great place to showcase resident stories and town happenings in far more detail than the current email and other communications. This newspaper should be digital so that citizen journalists can submit their photos and stories; it would however require an editor from the City staff or consultant to manage the content and publication schedule.

Perceptions from the focus group and interviewees (in many regards back up the Strategic Plan):

Participants were asked to best describe the way the City makes them feel and the varying responses revealed that there is a lack of pride in the community. Below are the descriptions and narratives behind their responses:

Diverse: Many interviewed in surveys, focus groups and individual interviews felt the word “diverse” was a good way to describe West Chicago. While most people described it as a positive word, a few of the residents (five comments) used it as a negative, saying that the City is overly sensitive to the Latino population and not paying attention to the other residents. Although most participants said they wanted to preserve West Chicago as a diverse community, it came up at least five times that, in their opinion, diversity is what is causing some of the problems and that residents need to learn how to be good neighbors.

Close-knit/strong community/small/quaint/peaceful/safe:

The topic of West Chicago being a great place to raise a family because of its size was brought up at least 10 times. Participants feel that the City’s size is a huge advantage and the fostering of community is a very appealing characteristic.

Controlling: The perception of seven participants surveyed felt that the City of West Chicago is not as friendly as it should be toward its residents or small businesses and imposes too many rules and regulations that alienate both residents and businesses. These respondents also felt that the City could “loosen some of the rules to make it an easier place to live and not have such control over its residents and businesses.” This feeling of ‘control’ came up many times during focus group as well as in the survey that was distributed.

Secretive/unapproachable: These words came up six times when explaining the City of West Chicago by the focus group attendees in small numbers, as in three participants total. These respondents felt the City conducts business in a secretive manner and that the “City can’t be trusted,” specifically, when referencing obtaining permits for small businesses. Another example of this that came up was that participants felt as if the City didn’t take their input when making major decisions that affected them. This sentiment mainly came from the Latino population who felt this was a big problem in dealing with the government. One of the respondents from the focus group who is a very active and prominent member of the Latino community, said that the Latino population “just doesn’t trust” the government (this is not unique to West Chicago, with some of that feeling being rooted in the way the Latino population communicates with government) and that there will be hurdles to overcome, however they are possible to overcome. In the recommendations part of this Plan this will be addressed as well as steps the City has already taken to address this.

High property taxes: This was mentioned by respondents as the number one reason they feel people aren't moving to West Chicago and the reason people are leaving West Chicago, eleven participants stating this as a reason. A realtor in the focus group and a realtor who completed the survey mentioned this as a tough topic when trying to sell West Chicago to potential residents. Respondents also felt they are unsure where their taxes are going to as they feel the schools aren't sufficient.

Needed beautification: Approximately twenty of the respondents feel that overall, the City needs a facelift. Route 59 doesn't make people want to stop by, instead, just makes them want to pass as soon as possible. In addition, respondents felt like a downtown strategic plan might help generate more desirable business ventures. Participants also feel that the City needs proper policies in place to enforce external home standards through fining or ticketing offenders who do not meet community standards. This was mentioned specifically in the context of housing upkeep.

Blue-collar/low-income: The participants feel that majority of the City is viewed as "blue collar and low income" by neighboring cities. Eight respondents saw this as a hardworking group of people and see it as a positive, but it was mostly depicted as a negative and associated with lower incomes and lower educational levels.

Affordable: Twenty-two of the respondents say the value for homes has been one of the most attractive aspects of West Chicago. Several residents commented on how they couldn't find a better value for their house anywhere else and that is why they specifically moved and stayed in West Chicago. They also feel that general shopping that is available is inexpensive and easily affordable to them.

Historic: Eight of the residents felt that the City has a lot to offer from a historic standpoint and that is something they'd like to see advertised even more. They felt proud to live in a place with such a rich past and it was a source of joy and pride for them and their families.

Healthy: With so many biking and walking paths, surveyed participants feel that their City is very walkable and healthy. Bringing up health initiatives, the participants are proud of this fact and wanted to see this carry on for future generations.

Stagnant/Traditional: Nine of the residents surveyed feel that there aren't many changes that keep the City current and are afraid that West Chicago will become one of those "forgotten" cities if the perception of the City doesn't change. Becoming "stagnant" was a phrase that came up frequently.

Although not significant, there were other comments mentioned at least once such as that there is still a perception by neighboring communities that West Chicago has gang activities. To battle this misconception, the City has to continuously share positive stories via its messaging platforms. Also, a few participants feel that there isn't enough to do for teens and the younger pop-

ulation, including millennials. The suggestion here is to better publicize the events, which do indeed have something to offer for all age groups in the City.

Improvement to current City efforts:

Some residents (twelve) feel that the LED sign was in the wrong location and not visible enough, though they appreciated what it tried to do. Residents feel that Breakfast with the Mayor, and Evening with City Council type of events need to happen more frequently. They feel that there should be post-meetings reports to inform those who could not attend in person. Some respondents feel that that the events seem "thrown together" and are just for one segment of the population or another — not something for the entire community. Several respondents (both from the Caucasian and Latino communities) feel like there needs to be more events that are geared toward bringing people together not just "celebrating diversity."

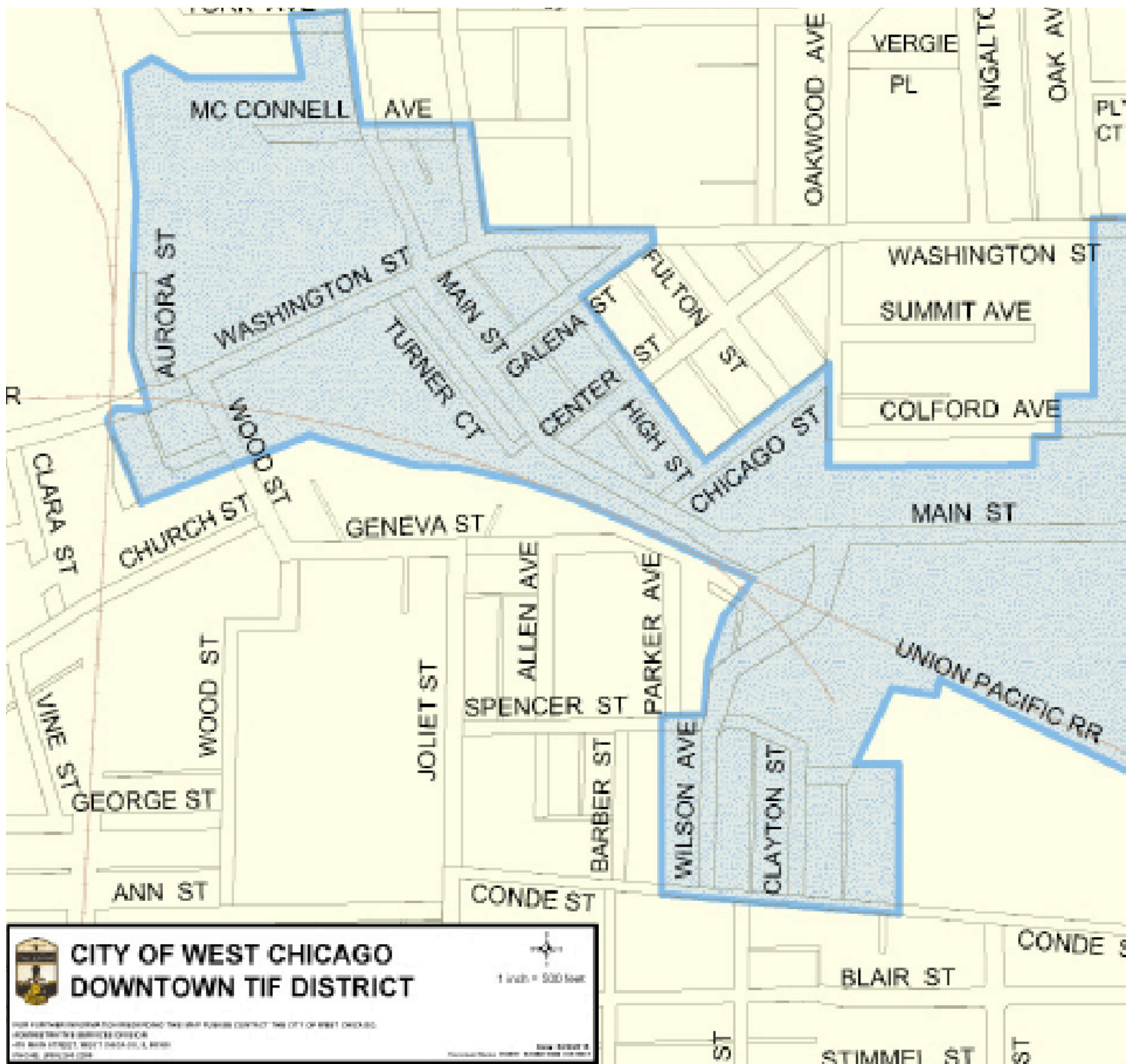
Other participant observations:

Participants commented on the fact that positives need to be celebrated and, while negatives need to be addressed, they do not need to be accentuated. Topics such as historic preservation and the City's health initiatives should be communicated as well as the fact that the City is a tightly knit and connected community. In the Recommendations Section of this Plan, we will discuss the "We are West Chicago" Program in more detail to speak to this point.

Participants also feel that the City of West Chicago should focus more on its "homegrown heroes" and highlight these stories via mediums outside of the e-mail newsletter or the website. They want to read more about people who have chosen to make West Chicago better to give them a sense of pride in the community. In the Recommendations Section of this Plan, we will discuss how to make this into a reality.

Six of the participants also suggest that the name of the City of West Chicago be changed. While they understand it isn't likely to happen, they do feel that the current name isn't helping the City's image. This was brought up 10 times during the focus group and the survey.

The final recommendation participants agreed upon is that there needs to be some kind of program to showcase what it means to be "a good neighbor" to others. In places where diverse populations are living in proximity there is still a sense of being uncomfortable with each other, whether segregated by age, race, wealth, etc. In the recommendation part of this Plan, we will outline some steps to help with this.



“It is to no surprise that most of the cities we looked at shared some of the same challenges that West Chicago did prior to implementing marketing plans.”

- Mungo Creative Group

TRENDS IN OTHER CITIES

In order to come up with a comprehensive Marketing Communication Plan, it is critical to look at what other cities across the United States are doing when it comes to their marketing and branding tactics. MCG looked at ten municipal marketing plans in the following cities and states:

- Richmond, Virginia
- Vandenberg, California
- O'Fallon, Illinois
- Whitefish Bay, Wisconsin
- Worcester, Massachusetts
- Westchester, New York
- Brewster, Vermont
- Freemont, New Hampshire
- Kirkwood, Missouri
- South Bend, Indiana

These are both cities that are thriving in addition to comparably sized cities to West Chicago. They were carefully selected to learn from some best practices for the City to consider.

It is no surprise that most of the cities we looked at shared some of the same challenges that West Chicago did prior to implementing marketing plans. Below are some characteristics/tips that these cities shared in implementing in their communication and marketing efforts.

Be honest: Four in five people say that city managers and elected officials should communicate transparently to build trust. Engaging in genuine two-way dialogue with all stakeholders is a strategy that will pay off. When it comes to city marketing plans, we found that all ten cities employed this strategy when informing their residents and communicating with them. While this point may seem obvious, there have been countless examples of cities forgetting the transparency portion of communication and losing the trust of their residents. Once lost, trust is very difficult to earn back.

Be authentic: Cities that have done well with attracting new residents and keeping current residents happy have been cities

that know who they are and aren't afraid to highlight that. They don't try to be something they aren't and are proud of the distinctions which set them apart. The applicable point for West Chicago is its diversity. This is something that makes West Chicago authentic and should be highlighted at every chance possible. Owning that fact is something critical in coming off as genuine and truthful to both prospective and current residents.

Show engagement: Participation in the conversation about how we move towards a 'better city' is key – be open to all suggestions for how West Chicago can make a positive difference. Cities that do well take suggestions from their residents and hold focus groups often and with as many possible groups as they can. In addition they especially embrace those who return to give more feedback. They rely on city ambassadors who are passionate about the city and take their feedback to heart.

Utilize Social Media: Cities that are successful at communicating freely utilize social media, with 100% of the cities we researched using Facebook as a primary tool to inform its constituents. Besides disseminating information, these cities are using Facebook to raise engagement, awareness and to recruit potential residents to their cities. In addition to Facebook, cities are capitalizing on the visual nature of video hosting platforms such as YouTube or Vimeo and are hosting video content that promotes their city. Additionally, in many of the cities that have been surveyed and researched, Instagram is starting to become a real game changer in the way cities are engaging with their residents through sharing compelling imagery.

Create the future: Cities shouldn't just live in the present – they should actively map the future they want, share that vision in all their communications, and invite everyone to participate and help make it happen. Cities that talked actively about their futures and how they wanted to improve different aspects of their municipality saw much higher engagement than those who did not communicate it clearly. Out of the ten plans we reviewed, seven of the plans talked about being future-looking as part of not just raising engagement, but also optimism.



WEBSITE & ONLINE TOOLS

At an International Economic Development Council (IEDC) conference in 2014, a panel was asked to offer its feedback on marketing tactics that are most successful. All stressed that a good website was a community's most important business recruitment tool. Specifically, they stated three main things to consider for website design: speed, ease of navigation and useful data. In addition, 322 location advisors cited in a survey at the same conference that information on available incentives and workforce statistics were the most useful features of an economic development organization's (EDO) website. West Chicago's current website delivers on all three of these aspects and has been cited by residents that were surveyed by MCG as a hit, as far as online communication. The website could benefit from better organization of topics of most interest to businesses and prospective businesses, as well as additional compelling graphics and information related to all business corridors.

Twitter: Twitter is an important tool that allows for instant news updates that are sent in real time. The City's current effort is doing just that and is meeting the goals of informing its residents on newsworthy items. The biggest missed opportunity with this platform is engaging with influencers. The City should invest time in creating lists of local journalists, City government officials and other influencers to follow and engage with in order to build positive relationships and truly utilize Twitter to its fullest potential.

Facebook: MCG recommends that the City should start a Facebook page, based both on resident feedback and on emerging trends in cities nationwide. A full Plan on how to employ this strategy will be located in the Appendix of this Plan, as well as tips on crisis management, as there is a high likelihood of residents engaging in inflammatory or controversial comments and conversations on the page. Despite this, we still recommend having a page as the positives outweigh the negatives and our plan of action will outline how to manage comments without 24/7 monitoring and community management.

Instagram: MCG also recommends starting an Instagram channel that would be populated by City residents, visitors and local celebrities sending their photos to be featured. This would be a great way for residents to engage with the City and for the City to share some of the most compelling materials out there. In the Appendix, we will include a procedure for Instagram as well.

MEDIA RELATIONS

A proactive approach to generating positive media about West Chicago is necessary to counter some of the negative impressions that have developed over the years. By focusing on establishing relationships with regional media, West Chicago can generate favorable news coverage of its development potential, increase coverage around new, progressive City programs or services, or tout the regional benefits to potential businesses and residents that are considering relocating.

In addition to proactive media relations, the City should invest in creating a "media center" on the website that is easy to navigate and has easy access for media members to obtain the latest information outside of just press releases. This information could be rich video, photos and other fact sheets and FAQs about the City. This should be developed as a press kit as well that lives outside of the website and that can electronically be sent as a PDF to media when pitching West Chicago.

PR TACTICS

PR Tactics: According to research, engaged residents are more satisfied residents. Below are tactics that will engage residents in a proactive way to not only garner media attention, but also create positive activities that represent the City well and make it an enticing place to live. The ideas presented here are ideas that have worked in other cities of similar size. City staff and MCG will work together during the first contract year to determine when best to focus the City's marketing and communications efforts and determine who does what.

In addition to the below tactics, the City should consider forming a "Citizen Corps" or "West Chicago Ambassadors Program." These City representatives would serve on a volunteer basis and would ideally be people with a passion for the City who want to interact with both new and current residents. They could represent the City of West Chicago as a neighborly place where citizens take it upon themselves to help one another. In cities such as Franklin, Wisconsin, these citizens help the elderly by providing rides to doctors or help the youth through after school reading programs or other homework help initiatives. The programs that have been successful clearly outline the duties volunteers would be expected to fulfill and let them choose those duties that they are passionate about and where they are willing to make a change. The formation of these Ambassadors would allow the City to use some extra resources while also giving its residents a chance to participate in City matters and showcase some pride in their hometown.

The key to this Program is that these volunteers would be available during set times for citizens who may feel more comfortable speaking to them about how to navigate City services, programs, special events, etc., rather than the City. Ideally, the Latino volunteers would work with the City's Community Outreach Specialist and help on critical matters where additional support may be needed.

Additionally, these volunteers can be involved in City events to serve as an extra pair of hands and help welcome attendees to the City. During City Orientations (recommended in this Plan), these volunteers could speak about their positive experiences with West Chicago. Each Ambassador would receive a City t-shirt that designates them as an Ambassador and a special letter signed by the Mayor thanking them for their service with possibly a City pin or some other commemorative item that would draw participation in the program.

Elevator Pitch Messaging for Various Audiences:

- **Residential Relocations**

West Chicago is a prominent commercial center and a major employment hub within DuPage County and the suburban Chicago region. A place where diversity meets a friendly neighborhood feel, the City has much to offer from business opportunities, great schools and a walkable community dedicated to general wellness of its population.

- **Economic Development Efforts**

West Chicago is a prominent commercial center and a major employment hub within DuPage County and the suburban Chicago region. With five defined business districts, tailored to every need, the City brings about tremendous opportunity for both existing and emerging businesses.

- **Visitor and Tourism Programming**

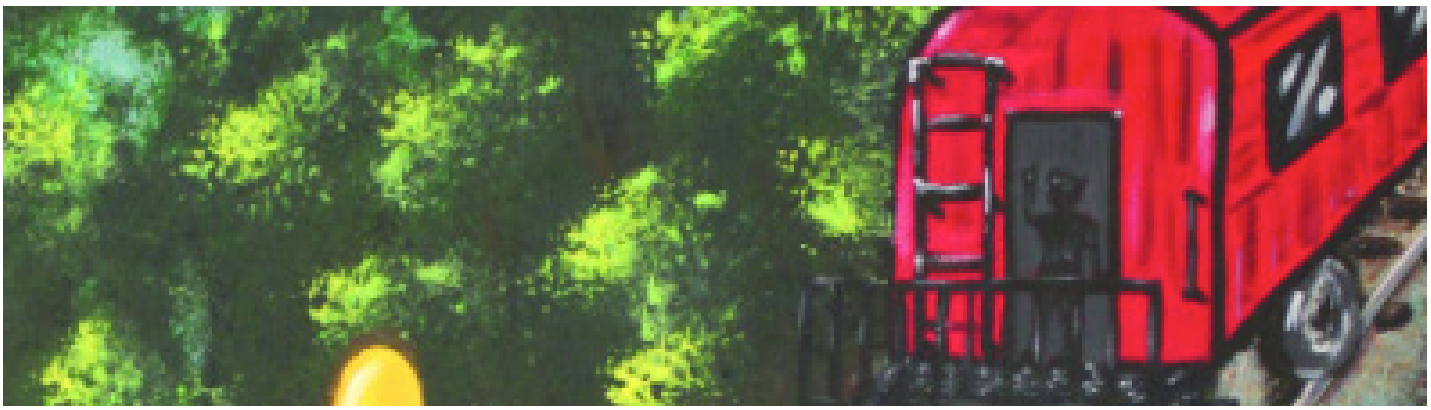
From parks to open spaces, bike trails and a history so iconic dating back to railroad days, West Chicago is a must-see when visiting the greater Chicago area. Between beautiful scenery, a rich Latino culture and the neighborly Midwestern town feel, West Chicago is a destination guaranteed to please both the family and a single person embarking on an adventure.

- **Latino Population**

With one of the longest traditions of Latino immigration and diversity in Illinois, West Chicago has been called home by the Latino population for decades. In addition, the neighborly feel and diverse neighbors, West Chicago is so committed to the Latino population that the City bodes a Community Outreach Specialist tasked with making the experience for West Chicago Latinos even more welcoming and enjoyable.

- **Current Residents**

West Chicago is a hometown community embodied by images of Main Street parades, local high school sports, hardworking families, and knowing your neighbor. With a longstanding tradition of diversity, this is a town that offers something for everyone, while providing its residents with a variety of ways to live better, recreate more and be proud of their hometown.



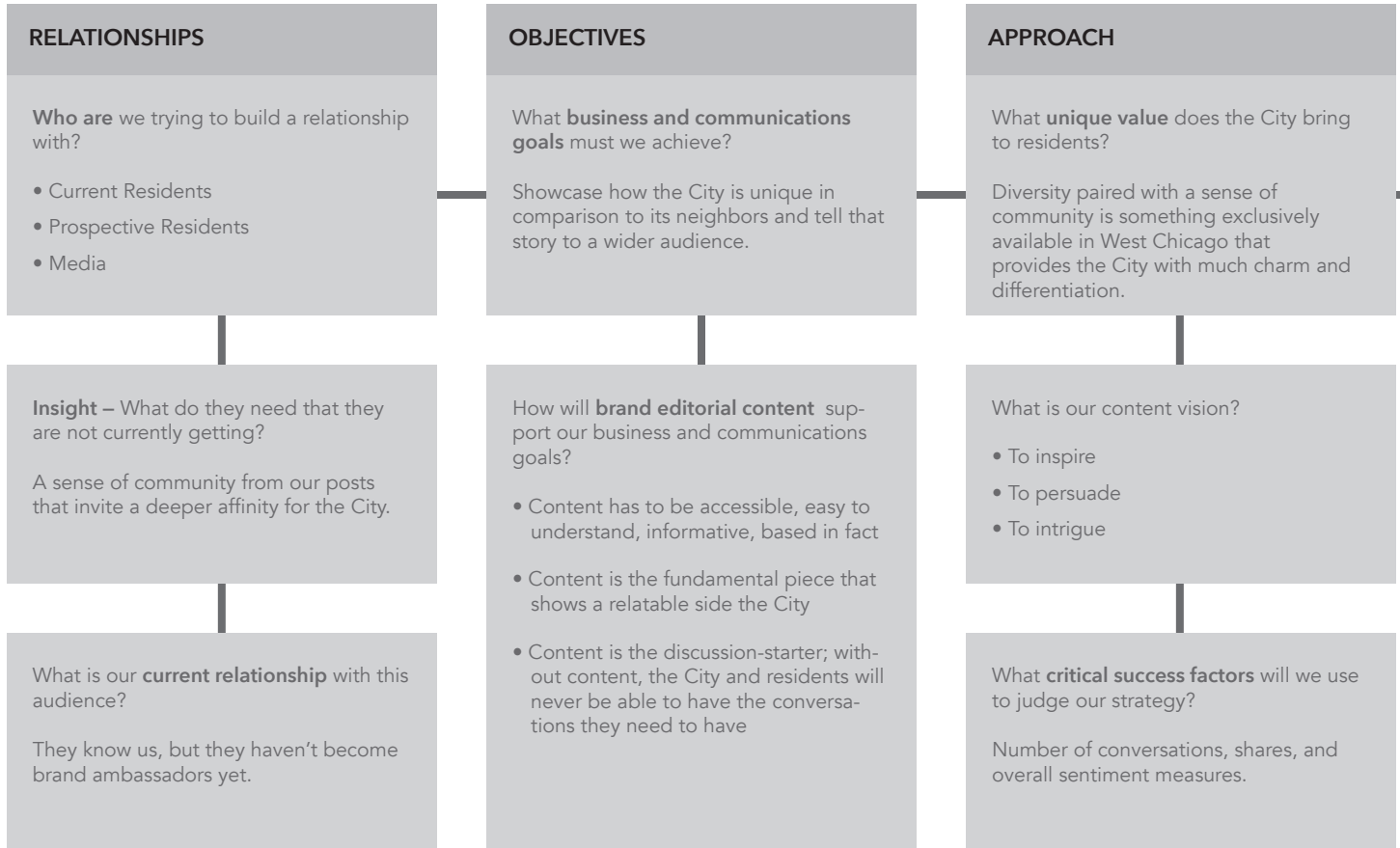
Below are additional PR tactics for the City of West Chicago to consider:

- **Quarterly focus groups with City residents**
 Give residents a voice and host meetings where their input is captured and they get a chance to network with one another. They may feel more comfortable and be more transparent with a consultant running the focus groups than a City official who might take criticism personally.
- **Targeted promoted articles for Millennials about homeownership and affordability in West Chicago**
 Placing promoted articles, infographics and listicles in newspapers and other digital avenues where millennials are active to gain knowledge on how affordable West Chicago actually is.
- **Targeted promoted articles about great commuting/train options in West Chicago TTT (take the train)**
 In the similar vein of promoted articles for millennial readers, advertising the benefits, convenience and high quality of West Chicago's public transportation.
- **Creating a yearly editorial calendar for press coverage**
 Having a proactive way to reach press is critical as a PR tool and tactic. Creating an editorial calendar tied to seasonal activities, upcoming initiatives and predictable community news will feed both media relations and city communications platforms. Creation of such calendar will require brainstorming by the communications department and outside consultants to ensure newsworthiness and identify appropriate spokespersons.
- **Consider "hometown newspaper" with feature articles written by residents**
 With residents who are so responsive to current programming, engaging them by allowing them to submit to a hometown paper would raise those engagement levels and also create a lot of pride for the City. The newspaper would be distributed electronically and snippets would be able to be shared via social media.
- **Create "Homeowner of the Month" program and "home pride" guide to "promote and recognize responsible homeownership in West Chicago**
 Submit a call for City residents who feel are "master" homeowners to submit stories and tips on best way to keep a

garden, take care of the yard, or any other applicable household responsibility. Allow people to nominate their friends, families or neighbors. Promote monthly winners through a yard sign designating them as "Homeowner of the Month" and publicize through owned media platforms. This would serve as an exchange of ideas amongst residents and help the younger and more inexperienced homeowners get a sense of community.

- **Influencer Campaign**
 Identify important influencers in media, realty, Latino community and business community and conduct an outreach campaign to engage them in the City's rebranding efforts. Tactics can include hosting open houses, desk-side visits, or blogging event to showcase West Chicago.
- **How well do you know West Chicago BuzzFeed style quiz**
 Produce a 15 question quiz about West Chicago's history and current state and distribute via email blasts and social media. Encourage residents to fill out the fun quiz and share via social media outlets.
- **Mini-documentary of West Chicago to be shared with the media and played in City Hall**
 Create a series of videos about West Chicago that can be turned into a documentary that will be shared across social media, played in City Hall and used to pitch media. This video can also be used for recruiting purposes and placed on the website to increase SEO and positive associations with West Chicago.
- **City Scavenger Hunt**
 Place various items around key holiday times around the city for residents to take pictures of and interact with. For residents who have found all of the sites, they receive a special prize from the City, such as restaurant gift certificates.
- **Experiential Events**
 Surround all with promotion, publicity, and postings to community calendars. Use these events as opportunities to harvest content for social platforms, pitching and web property. (see Section 14 for details on events)

COMMUNICATION BLUEPRINT



CONTENT & COMMUNITY

What is the **tone / manner** we will use with our audience?

- Positive
- Neighborly
- Professional

METRICS

How we will we judge and **measure success**?

- Engagement/readership
- Reach / media coverage
- Annual focus group benchmarking

What **editorial themes** will guide brand content development to meet our vision?

- Showcasing our local history and roots
- We are West Chicago pride campaign
- Focusing on all the positives the City has to offer

What **format and frequency of editorial content** will be required?

- Multimedia – visuals, videos, infographics, etc.
- Varied frequency, but content has to be timely, relevant and constant
- Both proactive and reactive, on-point with what's being talked about today and listening – and responding – to social conversation
- Shareable across multiple platforms
- Pushing content across paid, earned, shared and owned



SUGGESTED EVENTS AND EXPERIENTIAL ACTIVATIONS

Customized seasonal special events which showcase the community to residents and visitors. This is a sampling of which the City can choose which events to adapt and which events to consider for future use.

- **West Chicago Days** - A festival to celebrate the heritage of West Chicago by uniting the population of West Chicago in celebration of music, food, people and the city itself. This is something that could be leveraged with traditional media as well as bloggers.
 - **This is OUR community week/We are West Chicago** - In a partnership with local restaurants, create a week where each day a certain restaurant is featured and showcase what that restaurant brings to the community. The restaurants may encourage patronage through discounts, coupons or loyalty programs.
 - **Take your bike to work week/West Chicago Bikeathon** - Establishing West Chicago as a biking hub is an important item in the Strategic Plan. This week would encourage employees to bike to work and highlight the scenic routes and safe bike paths that make this type of commute possible. Coordinate with National Bike to Work Week (May 15-19 in 2018 with National Bike to Work Day on the 19th) to leverage their communications tools and media outreach. Consider establishing an annual West Chicago Bikeathon similar to the Riverwest 24 to showcase how bike-friendly the City is. The City could provide a decoration station for people to festoon their bikes along with water stations/support stations.
 - **Summer Foam Parties** - During the summer, work with the Park District to create a summer foam party for kids in the biggest park in West Chicago. These have been huge successes in the cities that have conducted them and encourage families to frequent parks.
 - **Friday Lecture Series in the Park** - Working with the Park District, invite local professors or teachers for a reading in the park, a set of famous poems, a play, or a lecture on a trending topic. Publicize through owned media platforms.
 - **Partner with Local Artists** - Create outdoor gallery to display the work of local artists.
 - **Painting with a Twist** - The City will provide a painting instructor and free canvases and paint sets to the first twenty people who sign up. The City will host this air painting event in a public park where people can follow the instructor to create their own keepsake, relax, make new friends and learn a new skill.
 - **Winter Streets** - Create a winter wonderland once streets are filled with snow for younger residents to enjoy the magic of the season.
 - **West Chicago Pet Days** - Host a pet day in the summer to celebrate pets of West Chicago and their owners. Create a fun and safe environment for pet owners to get to know each other and show off their pets to the community.
 - **Farmers Pop up Market Day (Harvest Days)** - Where Latino and Caucasian populations showcase their very best of arts and crafts and locally sourced vegetables and fruits on one day during the fall.
 - **Public Art Program** - As an extension of the PR Program, it is important to address how the City's rich art history and involvement can help garner positive press and create additional opportunities of expression for residents. It is also important to note the City should work on a Public Art Master Plan to serve alongside this Marketing Plan. As the City begins to grow its inventory of public art, a strategic approach to location, type of art, funding sources and etc. should be developed to encourage excitement and involvement of all community stakeholders. Public art will help the City tell the community's many stories, serve to document the past and present and help create a sense of place that is uniquely West Chicago.
- The art program would fluctuate between local and regional artists and community members. The regional artists would be commissioned to do work that represents West Chicago to provide an additional perspective and add an additional layer of intrigue. In addition to local and regional artists, the program should be extended to residents and encourage them to paint and donate their work through programs like "painting with a twist" (mentioned in this Plan) and other avenues where they can freely express themselves through art.
- Encouraging the residents to contribute their artwork will instill more pride in the City and give them an avenue to do an entertaining activity, especially during the summers and something that can involve youth as well. The residents can participate during the summer and the fall and the commissioned artists can participate during the winter and the spring. This separation also allows spectators to understand the delineations and have ample time to enjoy the different forms of artwork. The themes chosen for the artwork can align with popular culture or thematic happenings within the West Chicago community. These pieces of art can be displayed within both the Latino and Anglo communities. The key to this message getting across is through ample promotion via social media channels, the website and even select press releases depending on who the artist is and the level of notoriety they may receive.



KEY PARTNERS: PUBLIC-PRIVATE PARTNERSHIPS

Our research indicates that public-private-partnerships are essential to supporting execution of this Plan. Enlisting a variety of sectors to work together offers enormous potential to bring about broader, lasting change. By mobilizing resources outside of the City's immediate control, networked organizations achieve their missions far more efficiently, effectively, and sustainably than they could have by working alone. The Key Partners would be: educational institutions, hospitals, shopping centers, faith based organizations, home owner associations (when appropriate) local businesses and chamber of commerce. All the engagement should be done face to face with kick off meetings, followed by regular meetings thereafter, that the City actively publicizes both for public record and for the sake of showing the City working together to instill change. This effort would also maximize the community's public resources by elevating the intergovernmental partnerships between stakeholders in West Chicago. Based on research by the White House Council for Community Solutions, the following key characteristics and operating principles are critical for effective collaborations to achieve their accomplishments

Core Principles--what does the collaboration need?

- Move the needle on a community-wide metric
- Long-term investment in success
- Cross-sector engagement
- Use of data to set the agenda and track over time
- Community members as partners and producers of impact

Characters of Success--what do successful collaborations have in common?

- Shared vision and agenda
- Effective leadership and governance
- Deliberate alignment of resources, programs and advocacy toward what works.
- Dedicated capacity and appropriate structure
- Sufficient resources

Supportive Resources--what do they need to thrive?

- Knowledge
- Tools
- Technical assistance from peers and experts
- Policy
- Funding

RECRUITING BUSINESSES AND RESIDENTS INTO WEST CHICAGO - AN ECONOMIC DEVELOPMENT MARKETING STRATEGY

There is an ongoing need to elevate West Chicago's competitive position as one of the prominent commercial centers and major employment hubs within DuPage County and the suburban Chicago region. In order to do that, the City must think in terms of four distinct categories, which are: outreach, media, physical infrastructure and digital. With a broad strategy of elevating the City's position, the recommendations below would serve as tactics to fulfill that strategy:

OUTREACH

Annual Street Fair: Establish an annual street fair where local restaurants, musicians and small businesses come together in a celebration of West Chicago.

"Welcome to West Chicago" Orientation: Producing a folder of assets for a new resident gives them pertinent information about the City and possible coupons from stores that want to advertise on this platform. Additionally, the City can host orientations at City Hall where residents can come and learn about West Chicago that would also be open to potential residents and small business owners.

Build relationships with Personal Service Providers: such as banks, realtors, site selectors, recruiters, etc. to promote West Chicago to their customers.

Hold quarterly meetings with current business owners (Business Retention and Expansion Program): and the City to establish a warmer relationship and hear their concerns and accolades and to better plan and meet their expectations. This Program would identify issues impacting the business community and look to offer potential solutions and networking opportunities amongst businesses, so that they might learn from each other. In addition, bring in successful business owners from elsewhere to conduct seminars and provide value to local business owners as they attempt to grow their business. This program would build strong relationships between public officials and business leaders.

Build an entrepreneurial spirit throughout the city:

Consider offering a free small business workshop/seminar to be taught by an experienced professional. This would serve as an introductory class and encourage entrepreneurship and support small businesses in the City. The class might include forms, regulations and some general tips on what is required to start a small business and what makes for successful businesses from finance to marketing to operations.

Business and Hiring Fair: To identify ways to attract and support small businesses, hold bi-annual business and hiring fairs that introduce the community to all the new businesses, while offering

the businesses a chance to meet the community and potential customers and employees.

Develop an Economic Development Task Force: Develop this force and widely advertise its existence within the community, so that both current and perspective residents see the commitment to local business and can get involved themselves. Potential partnerships or organizations could include: College of DuPage Small Business Development Center and Center for Entrepreneurship, Rev3 Innovation Center as well as Choose DuPage and the DuPage County Hispanic Chamber of Commerce.

Elevate Industrial and Office Park Developments:

Consider partnering with Choose DuPage to better position current industrial corridors and business development centers as attractive and vibrant centers for business discussions and conducting business. Using these venues for an entrepreneurship incubator or accelerator will not only draw positive press to the City, but also provide a unified stance and message to local and surrounding businesses of all sizes that West Chicago is serious about its business culture. Resources to launch these incubators may be pulled from the City, prominent business owners as well as surrounding Universities and other entities interested in bettering the business community in West Chicago. The City should host a meeting with relevant parties to discuss this important development and again, publicize it widely for maximum participation.

MEDIA

Readily available print collateral: Establishing a set of print collateral that positively depicts the City that can go in local establishments, schools, police station, places of faith and other relevant locations will greatly enhance marketing efforts. By making this available as a take-away, potential residents can have something in front of them to help them make the decision on why the City is a great place to live. Have a version of this collateral also available online as a section on "Why West Chicago."

Local Newspapers: Working with local newspapers on annual "showcase" editions highlighting the City's advantages as a place to live and work is critical to marketing strategy. These editions could be distributed through direct mailing, home show booths, City website and K-12 schools.

Create business district brochures: Create a short brochure that exemplifies what each of the City's five defined business districts offers to the public and how they differ from one another. Each of these areas should be positioned as unique areas with something significant to offer.

DIGITAL

Create a microsite within the City's existing website dedicated to Economic Development: that would serve to better position the City's many attributes and benefits to recruit perspective businesses, provide information on development opportunities, showcase business incentive programs, and celebrate existing business success stories.

Social Media: Leverage the City's existing social media channels for business-related communications while assessing whether dedicated channels for Economic Development would be of benefit as a future strategy.

PHYSICAL INFRASTRUCTURE

Create clear signage: To look polished and to help welcome in new residents and keep existing residents happy, clear and simple signage is a must. Bike trails should have a wayfinding sign to keep residents informed. All the distinct areas of the City should have their own wayfinding sign that points residents to notable locations within that section of West Chicago.

The City of Vancouver has been touted as a place with successful signage in front of all major city landmarks as well as City Hall. The signage is affordable, clear and movable should the City decide on alternate locations in the future.



CONTROL AND MANAGE WEST CHICAGO'S IMAGE

The best way to manage the City's image is through proactive communications, such as those represented in the editorial calendar. With plenty of positive information to be shared, the City can produce rich content that puts it in a positive light to its longtime residents, newcomers and surrounding communities.

Editorial Calendar - Year 1

(Sample Calendar, recommendation for a working session to navigate the themes together with West Chicago staff members).

<p>JANUARY</p> <p>Theme: Where the people are warm even when the weather isn't</p> <ul style="list-style-type: none"> • Proactive media pitching to differentiate West Chicago from its neighboring suburbs • Social Media Posts Creation of dedicated Facebook page and Instagram • Creation of Relocation Materials slides (to be distributed to local employers) • Creation of presentation to City newcomers 	<p>FEBRUARY</p> <p>Theme: I am West Chicago</p> <ul style="list-style-type: none"> • Pitching unique stories of West Chicago residents who've lived in the City a long time and have a story to tell • Social Media Posts Series of shareable and snackable posts that represent the City of West Chicago and evoke pride 	<p>MARCH</p> <p>Theme: Your West Chicago</p> <ul style="list-style-type: none"> • Pitching unique stories of West Chicago landmarks and why they are important/reintroducing West Chicago as the railroad town • Social Media Posts Use Instagram to showcase all the beautiful places of West Chicago visually 	<p>APRIL</p> <p>Theme: This isn't just a place to live, it's a place to live well</p> <ul style="list-style-type: none"> • Pitch the diversity as the key selling point to living well • Social Media Posts Create a video series to highlight diversity and how it makes West Chicago unique • Active blogger outreach to showcase West Chicago differently
<p>MAY</p> <p>Theme: Many people, many cultures, one West Chicago</p> <ul style="list-style-type: none"> • Highlight the Latino population through media outreach • Social Media Posts Create a Facebook and Instagram series of "celebrate your neighbors" where Ambassadors are highlighted • Active blogger outreach to cover diversity 	<p>JUNE</p> <p>Theme: Live, Work, Unwind</p> <ul style="list-style-type: none"> • Invite the media to tour and cover all the parks in the city as well as the biking routes and highlight the convenience of living in West Chicago • Social Media Posts Create a series of Facebook posts encouraging residents to use parks and bike to work — institute "bike to work week" 	<p>JULY</p> <p>Theme: West Chicago represents America</p> <ul style="list-style-type: none"> • Create a big 4th of July celebration and showcase West Chicago as the mom and pops small town and the values it represents • Social Media Posts Create a series of video posts that highlight the small town aspect of West Chicago, share on Facebook and short versions on Instagram 	<p>AUGUST</p> <p>Theme: West Chicago is Family</p> <ul style="list-style-type: none"> • Find families that have called West Chicago home for over 20 years and invite media into their homes, highlighting what made them stay and the importance of this community • Social Media Posts Create a series of video posts that highlight the small town aspect of West Chicago and why many call it home • Active blogger outreach to highlight longtime dwellers
<p>SEPTEMBER</p> <p>Theme: West Chicago goes back to school</p> <ul style="list-style-type: none"> • Invite the media into schools to see diversity being practiced first-hand through young generations living and learning together • Social Media Posts Create a calendar of posts that highlight West Chicago's future and what the kids have to say about learning in such a diverse environment • Create more relocation material and give-aways for employers to hand out 	<p>OCTOBER</p> <p>Theme: Fall Days</p> <ul style="list-style-type: none"> • Invite bloggers to experience first-hand the beautiful fall in the Railroad City and get a chance to interview and talk to City Ambassadors • Social Media Posts Create a series of shareable postcards that can be distributed across social media platforms to highlight the beauty of West Chicago, use hashtag #mycitywestchicago 	<p>NOVEMBER</p> <p>Theme: Something to be thankful for, West Chicago</p> <ul style="list-style-type: none"> • Showcase to the media the coexistence of many cultures and how they are thankful to live in such a diverse city • Social Media Posts Share user generated content of why residents are thankful for West Chicago, offer a prize to the most creative "thank you" 	<p>DECEMBER</p> <p>Theme: West Chicago Comes Together</p> <ul style="list-style-type: none"> • Showcase to the media how local shops and residents come together during the winter months to aid one another as the season calls for togetherness • Social Media Posts Create a video series of local shops that go above and beyond for its local residents and the value they bring to the community



MAKE WEST CHICAGO PART OF THE DIALOGUE

West Chicago's market segments are already working together today and discussing relevant business events, trends, and investments. To capture market awareness, the City must become more relevant to these segments by taking an active role in the industry dialogues.

Proposed Actions:

1. Recruit successful West Chicago businesses and develop brand ambassadors. Educate them on West Chicago's position and vision. Target businesses across multiple industries and develop testimonials to publish on West Chicago's website. Identify joint activities that can be promoted via the media.
2. Educate regional leaders and industry partners on the City's positioning and messaging. Develop a list of key contacts for regular newsletters. Host group briefings, 1-on-1 meetings, or tours of special sites and development areas. Attend major industry conferences and set up meetings with targeted executives.
3. Facilitate collaboration among partners to pool external expertise and resources. Host workshops, roundtables and mixers with developers, businesses, or neighboring cities to leverage existing events.
4. Syndicate content to allow partners to publish and distribute through their owned and social platforms to amplify messaging and increase reach.
5. Invest in tools that allow you to build media lists, push press releases to targeted audiences and monitor for coverage easily and quickly. Consider outsourcing this to a consulting partner who already has the tools, subscriptions and expertise needed.
6. Update current assets and tools, such as the website, social media platforms and other messaging mechanisms to better reflect new messaging and brand position. Develop regular website content calendar so that information is always fresh, relevant and gives people a reason to return frequently.
7. Implement online tools that make the business process easier and faster. Display workforce data and demographic statistics more prominently. Develop City collateral with strong brand consistency throughout.
8. Launch online topic specific surveys to capture feedback.

SAMPLE LIST OF MEDIA PUBLICATIONS

PRESS

Publication	Contact	Email
Daily Herald	n/a	news@dailyherald.com
Daily Herald	Bob Smith	rsmith@dailyherald.com
Daily Herald	Robert Sanchez	bsanchez@dailyherald.com
Daily Herald	Susan Dibble	sdibble@dailyherald.com
Daily Herald	Christie Wilhite	cwillhite@dailyherald.com
Daily Herald	Jim Slusher	jslusher@dailyherald.com
My Suburban Life West Chicago	n/a	editorial@mysuburbanlife.com
My Suburban Life West Chicago	Mary Beth Versaci	mversaci@shawmedia.com
My Suburban Life West Chicago	Kathy Balcazar	kbalcazar@shawmedia.com
Reflejos	n/a	copy@reflejos.com
Reflejos	Marco Ortiz	mortiz@reflejos.com
La Raza	n/a	agenda@laraza.com
ABC 7 Chicago	n/a	newstips@abc-7.com
Chicago Tribune	n/a	tips@chicagotribune.com
Chicago Tribune	Peter Kendall	pkendall@chicagotribune.com
Chicago Tribune	n/a	chicagoland@chicagotribune.com
Chicago Tribune	Phil Jurik	pjurik@chicagotribune.com
Chicagoist	n/a	tips@chicagoist.com
Chicago Sun-Times	Chris Fusco	cfusco@suntimes.com
Aurora Beacon-News	n/a	abnservice@tribpub.com
Aurora Beacon-News	Anne Halston	ahalston@tribpub.com
Patch.com	Amie Schaenzer	amie.schaenzer@patch.com
Patch.com	n/a	geneva@patch.com
Patch.com	n/a	wheaton@patch.com
Patch.com	n/a	naperville@patch.com
Patch.com	n/a	glenellyn@patch.com
Chicago Parent	n/a	chiparent@chicagoparent.com
Chicago Parent	Elizabeth Diffin	ediffin@chicagoparent.com
Extra	Nikoleta Morales	editor@extranews.net
Extra	Nile Wendorf	nile@extranews.net
Gozamos	n/a	hola@gozamos.com
Gozamos	Abraham Velazquez Tello	abraham@gozamos.com
Gozamos	Luz Chavez	luz@gozamos.com
The Huffington Post -- Chicago	n/a	chicago@huffingtonpost.com
The Huffington Post -- Chicago	Kim Bellware	kim.bellware@huffingtonpost.com
WBEZ-FM	n/a	info@wbez.org
WBEZ-FM	n/a	news@wbez.org
AM 560	Jeff Reisman	jreisman@salemradiochicago.com
WGN Radio	n/a	tips@wgnradio.com
CBS Chicago	n/a	cbschicagotips@cbs.com
WBBM News Radio	n/a	wbbmnewsradiohost@cbsradio.com
WBBM-TV	n/a	wbbmtvdesk@cbs.com
WLS-TV (ABC 7)	n/a	wls.planning@abc.com
La Ley 107.9	Leticia Aguilera	Laguilera@sbschicago.com
La Ley 107.9	Bene Gonzalez	bgonzalez@sbschicago.com
Kane County Chronicle	n/a	editorial@kcchronicle.com
The Examiner of Carol Stream	n/a	news@examinerpublications.com
NBC Chicago	n/a	tips@nbcchicago.com
Chicago Reader	n/a	mail@chicagoreader.com
Time Out Chicago	Grace Perry	grace.perry@timeout.com

BLOGGERS

Publication	Contact	Email	Blog Type
The Chicago Life Blog	Amelia Canham Eaton	thechicagolifeblog@gmail.com	Fashion, Culture
Windy City Rock	Frank Krolicki	frank@windycityrock.net	Music
Windy City Rock	n/a	windycityrock@gmail.com	Music
The Ghost Guest	Amanda Topper	theghostguest@gmail.com	Food
Chritiques	Christina Solomon	chritiques@gmail.com	Culture, Events, Food
Beyond The Park	Christine Jones	Contact Us form	Family, Products, Culture
Blog Appétit	Megan Patterson	MeganAnnPatterson@gmail.com	Lifestyle, Events
Lux & Concord	n/a	Hello@luxandconcord.com	Women
Lux & Concord	Kaitlin Madden	kaitlin@luxandconcord.com	Women
Eat the Burbs	Rachell	rachell@eattheburbs.com	Food
HandsOn Suburban Chicago	n/a	handsonsuburbanchicago@gmail.com	Northwest Suburbs
Suburban Scrawl	Melisa Wells	melisawells@gmail.com	Suburbs, Lifestyle
ChicagoNow	n/a	staff@chicagonow.com	News
DNAinfo Chicago	n/a	newsroom@dnainfo.com	News
Toddling Chicago	n/a	ToddlingChicago@yahoo.com	Family, Parenting
Time Out Chicago Blog	Jonathan Samples	jonathan.samples@timeout.com	News, Things To Do
Windy City Blogger Collective	n/a	Contact Us form	Culture, Things To Do
Chicago Tribune	n/a	Contact Us form	News, Business, Opinion
At Home With Merle Burleigh	Merle Burleigh	On West Chicago website	Culture, Things To Do



CLOSING STATEMENTS

West Chicago has tremendous potential and the ability to reach that potential through effective marketing communications. This Plan has outlined a variety of tactics to allow the City to be more innovative and proactive. The research conducted helped inform this Plan with input and buy-in from attendees of the various focus groups and phone interviews. The effective execution of this Plan requires planning ahead, creating various events and building editorial calendars to power a comprehensive strategy of organized and deliberate communications that will allow the City to improve, manage, control and promote its image.



APPENDIX A

(SOCIAL MEDIA POLICY)

I. Purpose

This City of West Chicago (the "City") Policy establishes guidelines for the creation and use of the City's social media sites for Work-Related Purposes as a means of conveying City information to its citizens. Employees and officials may use social media as a function of their employment with the City, when authorized and within their respective delegated areas of employment responsibilities and duties.

The intended purpose behind establishing City social media sites is to disseminate information from and about the City to its citizens. The City has an overriding interest and expectation in deciding what is "spoken" on behalf of the City on its social media sites. For purposes of this Policy, "Social Media" is understood to be content created by individuals, using accessible, expandable and upgradable publishing technologies, through and on the Internet. Examples of Social Media include Facebook, Twitter, Google+, blogs, YouTube, LinkedIn, and Flickr. "Content" includes comment, information, articles, pictures, videos or any other form of communicative content posted on City Social Media sites. Nothing contained in this policy shall be construed as denying employees their civil or political liberties as guaranteed by the United States and Illinois Constitutions.

II. General Policy

- A. The establishment and use by any City department, division or employee of City Social Media sites are subject to approval by the City Administrator or his designees. City Social Media sites shall be administered and monitored by employees designated by the City Administrator.
- B. City Social Media sites should make clear that they are maintained by the City and that they follow the City's Social Media Policy.
- C. Wherever possible, City Social Media sites should link back to the official City website or department web pages for forms, documents, online services, and other information necessary to conduct business with the City.
- D. Staff in the City Administrator's Office will occasionally monitor Content on City Social Media sites to ensure adherence to the City's Social Media Policy and the interests and goals of the City.
- E. The City reserves the right to restrict or remove any Content that is deemed in violation of this Social Media Policy or any applicable laws, rules regulations or policies. Any Content removed based on this Social Media Policy should be retained by the authorized employee who removed it for a reasonable period of time (minimum 30 days), as well as information about the time, date, and identity of the poster, when available.

- F. This Social Media Policy must be displayed to users or made available by hyper link at www.westchicago.org/socialmedia.
- G. The City will approach the use of social media tools as consistently as possible, enterprise wide.
- H. The City's website at www.westchicago.org will remain the City's primary and predominant Internet presence.
- I. All City Social Media sites shall adhere to applicable federal, state, and local laws, rules, regulations and policies.
- J. City Social Media sites are subject to Illinois public records and record retention laws, rules, regulations and policies. Any Content maintained in a Social Media format that is related to City business, including a list of subscribers, posted communication, and communication submitted for posting, may be a public record subject to public disclosure. The employee using social media will maintain records in accordance with Illinois public records and record retention laws, rules, regulations and policies.
- K. Comments or other Content on topics or issues not related to City business or within the jurisdictional purview of the City may be removed.
- L. Employees representing the City via City Social Media sites shall conduct themselves at all times as representatives of the City in accordance with all City rules, regulations and policies.
- M. This Social Media Policy may be updated from time to time and amended at the discretion of the City Administrator

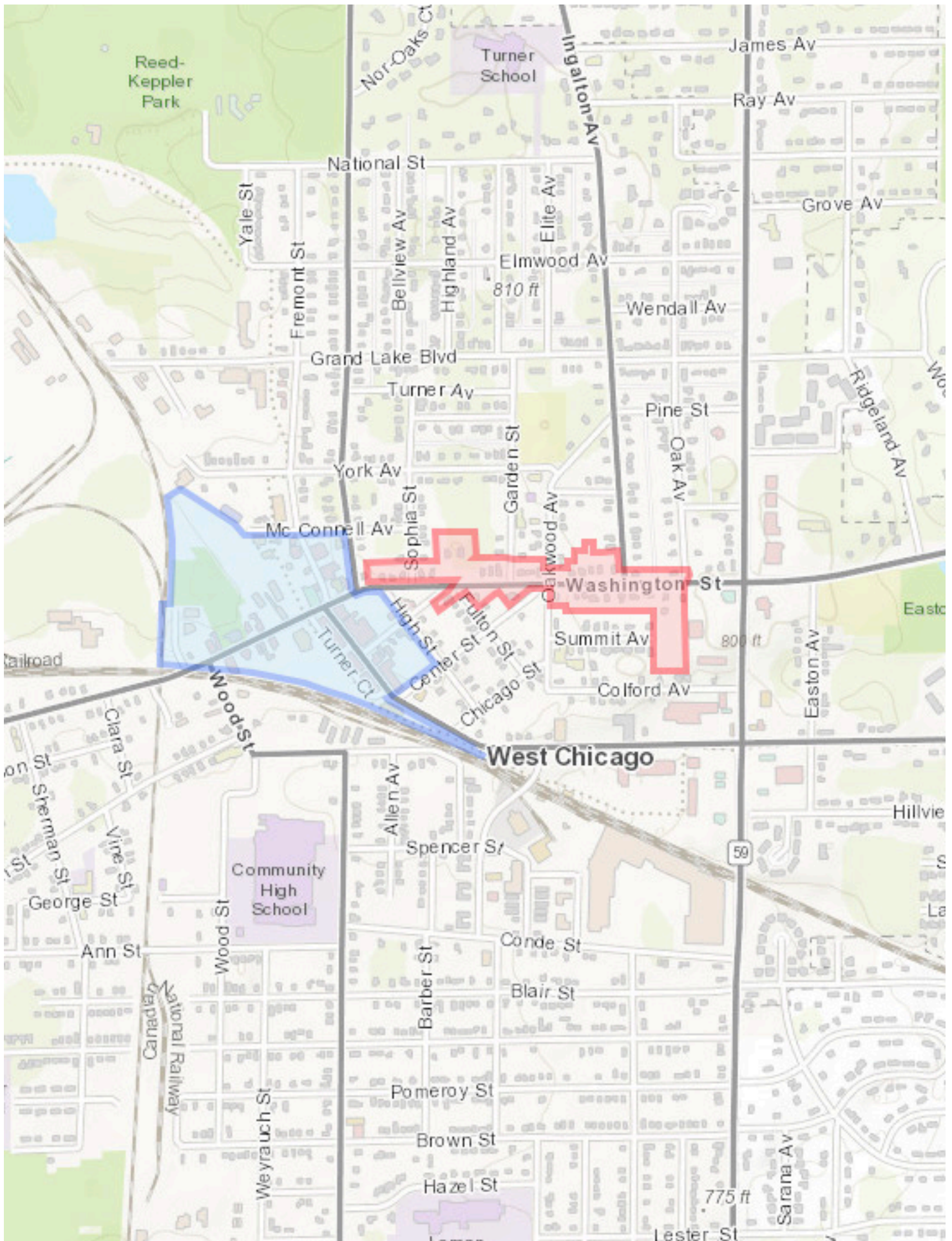
III. Content Policy

- A. As a public entity, the City should abide by certain standards to serve all its constituents in a civil and unbiased manner.
- B. Content perceived as containing any of the following, but not limited to, inappropriate forms of content shall not be permitted on City Social Media sites and is subject to removal and/or restriction by, the City Administrator, or his designees:
 - 1) Content not related to the original topic or to the business of the City, including random or unintelligible comments;
 - 2) Profane, obscene, violent or pornographic Content and/or language;
 - 3) Content that promotes, fosters, or perpetuates discrimination on the basis of race, color, national origin, sex, gender, physical and mental disability, sexual orientation, religion, age, family status, military status, or source of income.
 - 4) Defamatory or personal attacks;
 - 5) Threats to any person or organization;
 - 6) Content in support of, or opposition to, any political campaigns or ballot measures;

- 7) Solicitation of commerce, including but not limited to the advertising of any business or product for sale;
 - 8) Conduct in violation of any federal, state, or local law, rule or regulation;
 - 9) Encouragement of illegal activity;
 - 10) Information that may tend to compromise the safety or security of the public or public systems;
 - 11) Content that violates a legal ownership interest, such as, but not limited to a copyright, of any party; or
 - 12) Any other Content deemed inappropriate by the City.
- C.** Content posted by a member of the public on any City Social Media site shall be the opinion of the commentator or poster only, and publication of Content neither implies endorsement of, or agreement by, the City, nor does such Content necessarily reflect the opinions or policies of the City.
- D.** The City reserves the right to deny access to City Social Media sites to any person who violates the City's Social Media Policy, at any time and without prior notice.
- E.** Designated employees shall monitor City Social Media sites for Content requesting responses from the City. Designated employees may direct such requests to the appropriate City department for response.
- F.** At least once a week, the designated employee shall monitor Content posted on City Social Media sites for Content in violation of this Social Media Policy.
- G.** When a City employee responds to a comment, in his/her capacity as a City employee, the employee should do so in the name of the City department, and the employee shall not share personal information about himself or herself, or other City employees except as required for City business.
- H.** Content posted to any City Social Media site must comply with that site's terms and conditions, and the City reserves the right to report any violation of those terms to the designated employee so they may take appropriate and reasonable responsive action.
- I.** Social media and Internet use should not be considered anonymous. Employees should be aware that privacy settings for social media sites are constantly in flux, and they should not assume that personal information posted on such sites is protected. Published Content may be explored, transmitted, stored, and archived by external entities. Even the strongest privacy settings cannot prevent an approved friend or authorized recipient from independently choosing to forward or repost the information. There is no such thing as a "private" social media site.
- J.** Employees must use their judgment. If it is not something they would feel comfortable seeing in the media, or being seen by co-workers, other City employees, supervisors, or management, it should not be posted. Posts to electronic media must reflect the City's high standard of ethical behavior.

APPENDIX B (FACEBOOK, INSTAGRAM, TWITTER RECOMMENDATIONS)

- MCG recommends launching a dedicated Facebook channel to share compelling information that showcases the pride of West Chicago and provides content that is easily shareable and family friendly. Based on research and other cities that have Facebook pages, a best practice is to post 3-4 times a week and check comments twice a day to remove any negative posts, first thing in the morning and last thing before business hours end. In the Facebook page governing rules it is critical to mention that the Facebook page works very much like office hours and it is "open" for business from 8:00am-4:30pm Monday-Friday. During the weekend, it is advisable to check the status of comments once. Comments can easily be hidden, and if in the rules of engagement it is mentioned that profanity and disrespectful language will not be tolerated, it is an acceptable and favorable practice to not address and/or hide those comments. A separate workshop should be held to brainstorm potential negative scenarios and prepare pre-written, pre-approved responses that can be used quickly in an unfavorable situation to take the conversation off line. Privacy settings for Facebook do not allow for prior review before a post shows up, which is why there is a recommendation for coming up with some pre-prepared responses to address issues. MCG also recommends having a Facebook page for the Community Outreach Coordinator as a public figure to specifically engage with the Latino population. This is critical as it shows the City's commitment to communicating with both populations and doing so in a personal and authentic manner.
- Due to the visual nature of the City and the demographics using Instagram, we recommend launching an Instagram channel that focuses on telling the West Chicago story visually. Finally, we recommend a focused blogger outreach program (as shown in the editorial calendar) to further share information and get both the residents and readership of the bloggers excited about West Chicago. MCG would create content calendars on behalf of West Chicago to include compelling content that would be posted to either the Facebook page or Instagram 3-5 times a week.
- Current Twitter updates are serving the purpose of the Twitter channel and the content is very conducive to the platform. MCG recommends following more West Chicago residents and influencers and engaging with them directly instead of only posting one-way information. This will increase followership and overall engagement of the channel and help the City raise a higher profile. We recommend spending an hour a day on Twitter engaging and posting updates.





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