



City of Santa Clara
MARKETING COMMITTEE MEETING
Wednesday, May 21, 2014, 4 p.m.
Central Park Library

Attendees:

Organization	Name
City of Santa Clara	Debi Davis, Chair Lisa Gillmor Teresa O'Neill Sheila Tucker Gaurav Garg Stuart Grooby Larry Owens Steve Lynch Daniel Beerman Yvonne Galletta
Santa Clara Unified School District	Absent
Mission College	Absent
Santa Clara University	Butch Coyne
Santa Clara Chamber of Commerce	Steve Van Dorn
Santa Clara Chamber of Commerce & Convention-Visitors Bureau	Annette Manhart
Santa Clara Chamber of Commerce & Convention-Visitors Bureau	David Andre
Santa Clara Chamber of Commerce & Convention-Visitors Bureau	Cody Evenhuis
49ers	Rahul Chandhok
Triton Museum	Ester Fernandez
California's Great America	Kent Russell
The Plaza Suites	J.P. Rollet
HBR Community Partners	Koushik Dhar Chris Greene Lev Moss Bill Ralstonm Juan Carlos Velten
Super Bowl Host Committee	Chris Garrity Stephanie Martin Rosie Spaulding
Santa Clara Weekly Reporter	Carolyn Schuk

Matters for Council Action: The Marketing Committee recommended that the Council direct staff to proceed with a request for proposals for consulting and management services as described in the staff report (attachment B), to access the City's real estate assets for opportunities to maximize revenue from digital outdoor advertising, and to return to Council for final approval.

1. Welcome and Introductions

Chair Davis convened the meeting at 4:08 p.m.

2. Harvard Business School, Community Partners Team, Market Survey Results and Key Conclusions

Chris Greene, of the Harvard Business School, Community Partners Team presented the findings and recommendations from the market survey results (see Attachment A). Sheila Tucker noted that staff is seeking feedback from the Committee on the findings and recommendations. In parallel, staff is conducting an RFP to hire a consulting firm to complete the branding. The HBS Team's work will serve as the foundation for the research phase of the branding effort.

The HBS Team identified four possible brands based on the survey results.

- Hub or nexus of Silicon Valley
- Playground of Silicon Valley
- Valued Partner of Silicon Valley
- Bigger Slice of Silicon Valley

Two additional brands were also suggested, "cornerstone" and "pioneer/entrepreneur"). Based on the Committee's input, the HBS Team will final their recommendations. Staff anticipates conducting a study session with the Council in July to present the Team's findings and recommendations, consider the consultant recommendations, and recommendations related to digital readerboards.

3. Outdoor Digital Billboard Advertising

Sheila Tucker presented the staff report "Outdoor Digital Billboard Advertising" to assist in continuing the discussion from the April 16, 2014 Marketing Committee meeting. The Committee asked staff to return to the May Committee meeting with a map identifying the location of the existing billboards in Santa Clara, and potential sites on city owned property that digital billboards could be constructed focusing on major highways and commercial thoroughfares to get a sense of the opportunities.

Currently, there are 19 billboards in the City. Staff reviewed the City's billboard policy which currently requires removal of three sign faces from the City for one new billboard. The policy assisted in bringing the number of billboards down from 51 to 19 which are currently in place today. Staff also reviewed four potential sites on City owned property that are along heavily traveled thoroughfares. The sites are very preliminary. Further evaluation would be needed from a policy, financial, operational, and regulatory perspective to determine whether the sites are viable.

Staff requested policy direction from the Committee on placing digital billboards in major commercial thoroughfares to market Santa Clara and provide revenue for on-going branding and marketing efforts. The estimated annual revenue is approximately \$500,000.

The Committee indicated interest in looking at the feasibility, but made clear that further evaluation should focus only on property in heavily traveled thorough fares such as 101, 280, 237, and residential areas should be excluded from consideration.

The Marketing Committee recommended that the Council direct staff to proceed with a request for proposals for consulting and management services as described in the staff report to access the City's real estate assets for opportunities to maximize revenue from digital outdoor advertising, and to return to Council for final approval to construct any new billboards.

4. SF Bay Area Super Bowl L Host Committee, Marketing Update

Sheila Tucker introduced Stephanie Martin, Vice President of Communications for San Francisco Bay Area Super Bowl 50 Host Committee. Stephanie Martin introduced team members: Chris Garrity, Vice President

of Marketing and Rosie Spaulding. Stephanie noted that for NFL 2016 Super Bowl 50 bid obligations are to the NFL. The Host Committee plans and produces all events that occur around the Super Bowl. The Host Committee also does the fundraising for the Super Bowl. The event is being marketed as “Golden Super Bowl in the Golden State.”

The Super Bowl 50 vision is to have a spectacular 50th anniversary Super Bowl. It is intended that the 2016 Super Bowl experience will exceed expectations, that it will unite the region and get people excited, and will drive more traffic internationally. Twenty-five percent of all the money raised will go back into the community.

The Host Committee is focusing on making it an innovative experience. Stephanie Martin introduced Chris Garrity, Vice President of Marketing for the Host Committee. He indicated that bid obligations secure billboards and a variety of marketing: billboards, airport signage, street pole banners, and mass-transportation. The NFL has established zones for focusing on marketing efforts. The Host Committee will partner with the City to meet the NFL requirements. Non-traditional opportunities will be reviewed.

The NFL has established “Clean Zone” around the stadium. Chris Garrity showed the Committee members an example of a building wrap similar to Indianapolis Super Bowl marketing. He also talked about lighting buildings during the super bowl. Lighting is used as a piece of décor for highlighting the super bowl.

Chris Garrity highlighted locations identified in the City for marketing the Super Bowl. He discussed using City assets by working with the City, such as, lighting, wrapping, or other ideas. The Host Committee feels that Santa Clara Convention Center is a great opportunity for marketing. He asked the City to think about how to market in the City of Santa Clara.

Santa Clara City Manager Julio Fuentes presented a number of ideas for events that may occur in Santa Clara leading up to the Super Bowl including:

- Super Bowl Parade: 50 floats with retired players, the last float would have the Vince Lombardi Trophy.
- Convention Center display: History of pro football and the super bowl. NFL exhibits to be brought in from the pro football Hall of Fame from Canton, Ohio. Heroes from yester-year comingling with people.
- “Glory Days” Concert & Fireworks: Hold a Bruce Springsteen concert and call it “Glory Days.”
- Powder Puff Football Game: Hold a game at Buck Shaw Stadium between wives, significant others and team cheer leaders of the two final teams.
- Super Bowl Event: Kick off the event with a marathon. The day could include a full marathon, a half marathon, a 5K run/walk, and a Kid K run with proceeds to fund a local charity.

Rosie Spaulding indicated that there was a positive reaction from the NFL to the ideas. She indicated that it wouldn't be until the fall before discussions start on planning. NFL stakeholders will be coming to take a look at the sites for where events will be held.

5. **Marketing & Branding Updates**

- Kent Russell of Great America noted that the water park opens this weekend and that the Park is in partnership with the 49ers for tailgating. The Park will be open seven days a week through mid- August.
- David Andre of Santa Clara Convention and Visitors Bureau noted that there is a video on the Convention Center's website. The Convention Center provided the Host Committee with the video for their Host Committee teaser. There is an awareness campaign to name things to do in the City of Santa Clara entitle “49 Awesome Things To Do”.
- Annette Manhart, V.P. of Convention Sales, Marketing & Services, stated leads are increasing.
- Butch Coyne of Santa Clara University noted graduations were coming up in a few weeks.
- Gaurav Garg, City of Santa Clara IT Director, stated he is working with Harvard Business School on brainstorming sessions for Social media space and Market segments.
- Ester Fernandez, Triton Museum of Art, gave an update on the wrap up the Triton's gala event, and the

increase of social media on Facebook and Tweeter. She announced a new program “Night at the Triton Museum” that is focused on 20-somethings. Also, the Triton’s Midsummer outdoor art fair is planned for June 28th. She indicated that Community groups will do presentations, there will be food trucks and art shows. The digital billboard at 101 will be advertising the event.

6. **Public Comment**

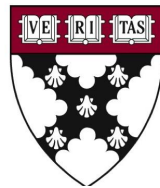
Carolyn Schuk made reference to community arts being included in the drawing plan.

7. **Adjournment**

Meeting adjourned at 5:59 p.m.

Attachment A

City of Santa Clara Marketing Committee



HARVARD | BUSINESS | SCHOOL

COMMUNITY PARTNERS

Harvard Business School Association of Northern CA

May 21, 2014

Agenda

Introduction

Market Survey and Results

Key Conclusions

Possible Brands

Discussion & Next Steps

Harvard Business School Community Partners Team

- Over the past 27 years, Community Partners has conducted over 400 pro bono consulting projects in Northern California
- We are the longest running Community Partners program in the country
- In 2008, Community Partners received the Ethos Award from the President's Council on Service and Civic Participation
- The Santa Clara team includes:

Jason Bunge

Lev Mass

Koushik Dhar

Bill Ralston

Chris Greene

Rana Singh

Susanne Losch

Juan Carlos Velten

The results of our project will feed into the City's branding initiative and marketing campaign

HBS Community Partners Project

Agency



- Interviews
- Online survey
- Telephone survey
- Public meetings

- Assess effectiveness of current motto
- Group key attributes and strengths
- Group key words

- Current Motto
- Attributes to leverage
- Potential audience appeal
- Brand illustrations

Our methodology

1. **Stakeholder Interviews:** 30 conducted
 - **City of Santa Clara (8):** Mayor, City Council Members, City Manager
 - **Residents (4):** In addition, some business interviewees were residents
 - **Businesses (13):** 49ers, Related, Hilton, Great America, NVIDIA, Triton Museum, Kaiser, Mission College, NBC, Pizza Party, Santa Clara Performing Arts Foundation, Santa Clara University, Santa Clara Convention and Visitors Bureau
 - **Outsiders (5):** Silicon Valley Leadership Group, Catapult Strategies, Colliers International, two young people
2. **Public Workshops:** April 1 at Central Park Library; April 2 at Soccer Park
3. **Online Questionnaire**
4. **Resident Survey**
5. **Competitive Research** on other regional cities' branding and mottos

Our interviews focused on better understanding Santa Clara's specific attributes and strengths, as well as the effectiveness of its current motto.

- What **key words** come to mind when describing the City of Santa Clara?
- **What attracted you** to the City of Santa Clara?
- What are the **top 5 attributes** of the City of Santa Clara?
- What **differentiates the City** of Santa Clara from other cities in the region?
- What should the City of Santa Clara emphasize in the future to become **more attractive as a place for businesses**?
- What should the City of Santa Clara emphasize in the future to become **more attractive as a place for residents**?
- Do you know the City's current motto? **Rate the current motto** on a scale of 1 to 10. What would you consider a good motto for the City?

Market Survey and Results

The key words for Santa Clara revolve around:

- * Physical attributes - such as **location**, **center**, and **weather**
- * Amenities - such as **stadium**, **technology**, **education**, and **power**

Santa Clara Word Cloud

*(based on stakeholder interviews
and public meetings)*



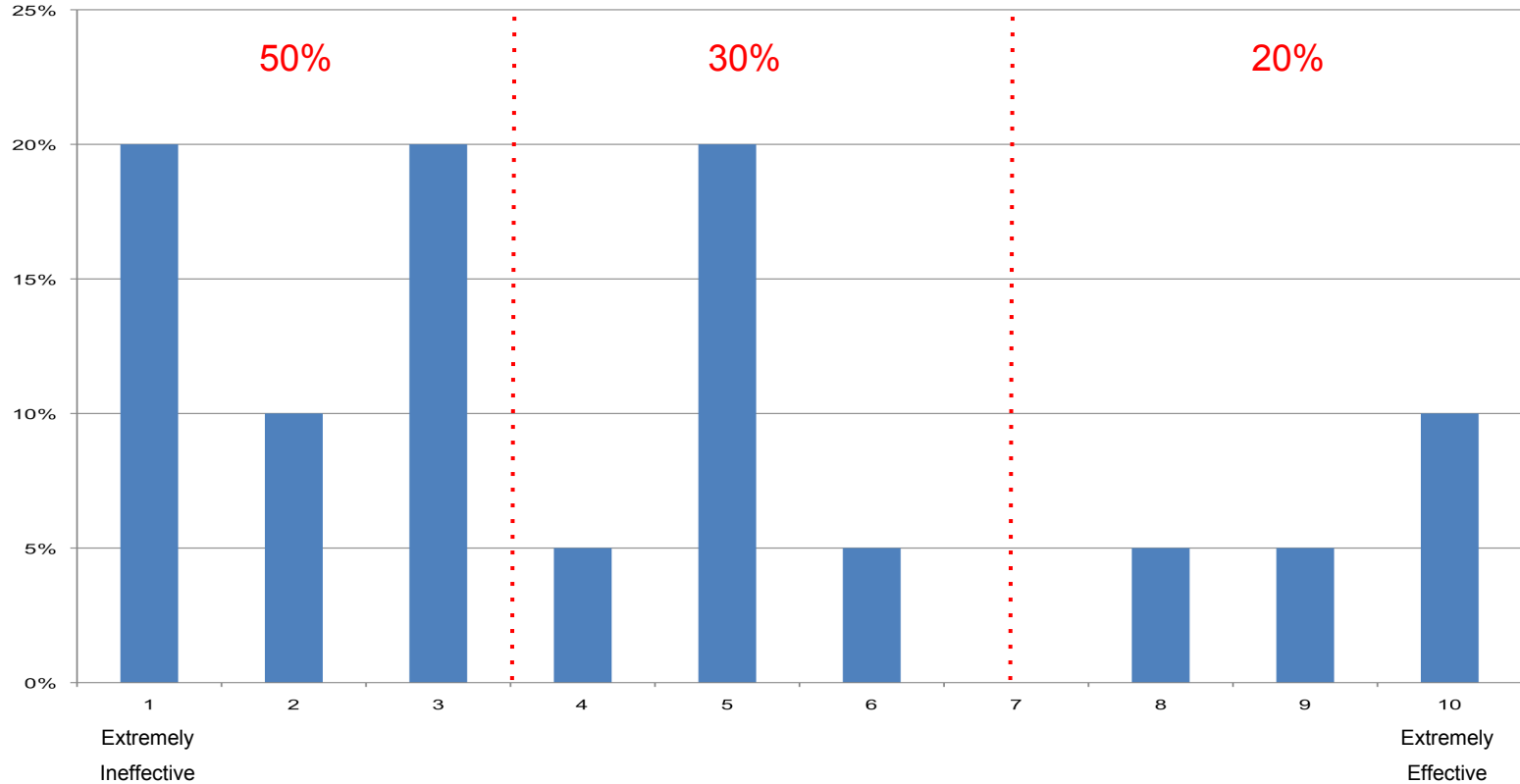
Residents choose Santa Clara because it's close to work, offers a lower cost of living, and provides convenient transportation access.

1. Close to work
2. Lower cost than other nearby cities (total cost to own or rent, including utilities)
3. Convenient transportation access
4. Family nearby
5. Religious or cultural affinity
6. Clean and safe
7. Grew up or went to school in Santa Clara

When ranking the [Santa Clara's Top Attributes](#), stakeholders focus on its central location, quality of life and ease of doing business.

1. Central location
2. Low utility rates
3. Highly skilled, accessible and supportive city staff
4. Good transportation – road, rail, airport
5. Strong high-technology base of companies
6. Friendly and safe community
7. Education resources – schools, community college, university
8. Diverse population
9. No downtown and lacks some services, especially restaurants
10. Good parks and community services

How effective is “The Mission City” as a brand?



Cities often have no official motto - or do not use their motto as a tagline - but instead use one or more taglines aimed at target audiences

City	Motto	City	Motto
San Francisco	Oro en Paz, Fierro en Guerra (Gold in Peace, Iron in War) Not used in marketing.	Palo Alto	No prominent motto or tagline on website. There is a simplified seal of the city without motto attached.
San Jose	The Capital of Silicon Valley	Mountain View	No prominent logo or tagline on website.
Los Altos	No motto really. The tag line used comes from its mission statement: A great place to live and raise a family.	Cupertino	No prominent logo or tagline on website.
Menlo Park	No motto. But a statement on home page: "Menlo Park, a Tree City USA community, is a quiet yet vibrant city . . . "	Milpitas	Website header contains both the city seal and a separate contemporary logo with "Silicon Valley ... life @ your pace"
Fremont	No motto but several taglines: "Silicon Valley's Newest Innovation Hub", "Silicon Valley East", "Think Fremont. Think Silicon Valley"	Campbell	The Orchard City

Chambers of Commerce and Business Community Groups

Entity	Motto	Entity	Motto
San Francisco Chamber of Commerce	Our City. Your Business.	Mountain View Visitors Center	I love MV (heart symbol)
San Francisco Chamber of Commerce	Where smart business starts.	Mountain View Chamber of Commerce	Connecting the Business Community Since 1922
Santa Clara Convention & Visitors Bureau	Silicon Valley Central	Cupertino Chamber of Commerce	Your Partner in Silicon Valley
Santa Clara Chamber of Commerce	Silicon Valley Central	Milpitas Chamber of Commerce	The Gateway to Silicon Valley
San Jose Silicon Valley Chamber of Commerce	The Region's Voice of Business Since 1886	Campbell Chamber of Commerce	Your Business Voice in Campbell

Key Conclusions

Conclusions



- Cities often distinguish between their historic City Seal and their brand
- Adopting an effective brand does not require changing the Seal
- “The Mission City” appeals to only a portion of the current stakeholders and doesn’t communicate a compelling reason to locate in Santa Clara
- A more effective brand that communicates Santa Clara’s unique position within Silicon Valley can attract new high-tech businesses, start-ups, residents, visitors, and quality retail, entertainment and restaurant developments

Conclusions

Major Attributes to Highlight or Emphasize in the Future:

- Central location
- Low utility rates
- Highly skilled and accessible city staff that gets things done
- Good multimodal transportation network – road, rail, air
- Strong high-technology base of companies
- World-class entertainment venues
- Friendly and safe community
- Education resources – schools, community college, university
- Diverse population

Conclusions

Major gaps or needs to be addressed:

- Low walkability - need areas to walk, shop, and eat
- Inadequate retail - need more and better specialty retail and restaurants
- Low housing availability - need more low and mid-cost housing
- Little awareness - need to promote Santa Clara with a compelling identity

Conclusions

Key Target Audiences for Future Marketing:

- Business
 - Large, growing companies
 - Small companies, start-ups
 - Restaurants and retail businesses
- Residents
 - Singles
 - Families
 - Residential developers
- Visitors
 - Day visitors - local and regional residents
 - Extended stay visitors
 - Meeting and convention visitors, including meeting planners

Possible Brands

What is a brand?

Communicates a **value proposition**

Guides decision making and steers activity

Addresses a **critical need** across market segments

Inspires effective communication to target audiences;
and can be **tailored** to key market segments

“**Jumps off the curve**” - stands out among competitors;
cannot be easily copied by competitors

Creates strong and durable **loyalty**

Not a motto or a slogan

May exist **backstage** and **not be publicly communicated**

Examples:

- **Virgin America:** Rebels
- **Google:** Being a helper in the digital universe

A branding agency transforms a brand into mottos, slogans and other messages that are marketed to specific target audiences

Four possible brands for Santa Clara to consider

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Hub or Nexus of Silicon Valley

- Location & transportation assets are powerful 21st century investment drivers
- Data/IT & Utility Hub, Entertainment Hub, Meeting Hub, Sports Hub, Education Hub
- Compelling, enduring, and can't be copied

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Playground of Silicon Valley

- Fun, Excitement, Cool and Futuristic
- The Mission, Levi's Stadium, Great America & Sports Facilities
- World Class Infrastructure and Talent pool
- Safe and Easily Accessible

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Valued Partner of Silicon Valley

- High value created for all stakeholders when City serves the greater ambitions of SV
- World class entertainment venues
- Low-cost power attracts high-tech businesses to create innovation cluster
- Multi-modal transportation assets that improve Silicon Valley movements

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Bigger Slice of of Silicon Valley

- Relatively affordable housing and office space
- Less "scarcity feeling" - easier commutes, 40 parks, ample parking
- Cluster of tech leaders attracts talent and more high tech (virtuous circle)
- City's solutions-oriented mindset lowers developer investment risk

Assessing Brand Candidates - The 5 Stress Tests

A Brand MUST Be:

1. **True** Clearly accurate and current not aspirational
2. **Distinctive** Differentiates from competitors
3. **Compelling** Significant value driver for decision makers
4. **Flexible** Can be tailored effectively to different audiences
5. **Durable** Enduring advantage that cannot be easily copied

If it doesn't meet each of these tests, it doesn't work.

Relative attractiveness of brand alternatives by segment. This is not meant to “pick a winner,” but rather to show that based on our findings, different messages resonate differently with the various segments.

Brand	Residents	Businesses	Visitors	Overall
Hub or Nexus of Silicon Valley	H	H	H	H
Playground of Silicon Valley	M	H	H	M/H
Valued Partner in Silicon Valley	H	H	M	M/H
Bigger Slice of Silicon Valley	H	H	M	M/H

Assessing the strength of brands

Score each stress test element on a 1-10 scale and total the scores for each brand:

Brand	How True	How Distinctive	How Compelling	How Flexible	How Durable	Overall Score
Hub or Nexus of Silicon Valley	9	7-9	7-9	7-9	7-10	7-9
Playground of Silicon Valley	7-9	3-8	6-7	3-6	3-6	4-8
Valued Partner in Silicon Valley	7-9	3-8	6-9	6-9	4-8	5-8
Bigger Slice of Silicon Valley	6-8	5-8	5-8	7-9	6-9	6-8

Discussion & Next Steps

Appendix 1

Additional Market Survey Results

Results from the Open City Hall Survey demonstrate that residents value the city's parks, low utilities and sense of community.

What in your opinion are the five (5) most positive attributes of Santa Clara as a place to live? Please use just one or two words to describe each attribute.

Answered : 15

Skipped : 0

Public utilities Good up its s community Libraries **great** small art wine etc electric utility lowest rates
Santa Clara weather Natural access **parks** Events Services Fire Power reliable Location very School District clean
Library state historical Easy Area Relatively Most affordable University Silicon Valley best **response** values history So **Police** times free

▶ Show Answers

What in your opinion are the five (5) most positive attributes of Santa Clara as a place to work? Please use just one or two words to describe each attribute.

Answered : 11

Skipped : 4

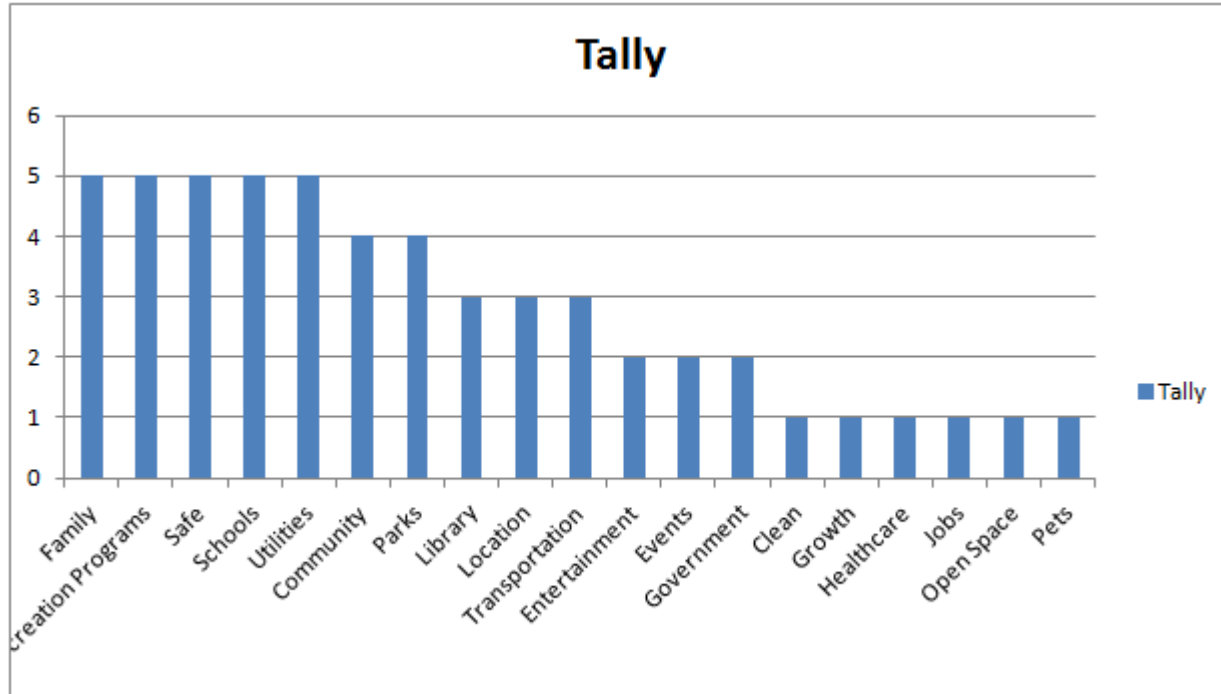
Business friendly Hall **easy** work including new **good great** public very businesses convenient think
proximity affordable housing access location valley opportunity town community all people residents

▶ Show Answers

When asked **what differentiates Santa Clara** from other Silicon Valley cities, stakeholder ranked **low-utilities at the top**, followed by “small town feel” and other amenities.

1. City-owned, low-cost utility (9)
2. Santa Clara University, Mission College, Great America (6)
3. Centrally located (5)
4. Small town feel (5)
5. Football stadium (3)

When asked “**what to emphasize to attract residents,**” stakeholders focused on the city’s abundant community amenities that appeal to families such as recreation programs, safety and schools.



When asked “**what to emphasize to attract businesses,**” stakeholders focused on opportunities, such as improving transportation and expanding retail venues, especially restaurants. The desire for mixed use living was a theme we heard again and again.

1. Invest further in transportation infrastructure and services
2. Maintain low-cost utilities advantage
3. Attract more and better specialty retail and restaurants
4. Further improve pro-business efforts (e.g., permitting processes)
5. Develop downtown, retail clusters, walkability areas
6. Improve housing availability, especially low and mid-cost

(Note: Numbers 3, 5, 6, and “embrace mixed use” could be clustered together and be the highest item.)

Other insights we heard

- Santa Clara isn't clearly differentiated from neighboring cities
- Current branding, communication and engagement are ineffective
- Identity Confusion - Who are we? What do we stand for? What is our future?
- Many key attributes are viewed as Silicon Valley regional assets: Levi Stadium, Santa Clara University, multimodal transportation system
- There is window of opportunity with Levi Stadium to get significant attention which may pass if not taken advantage of
- There is increased competition from other Bay Area cities

Appendix 2

Brand Options - Details

Hub or Nexus of Silicon Valley

Why: Santa Clara is the center of the most important economic region in the world. True along many dimensions, this provides Santa Clara a uniquely powerful value proposition to all three major market segments - residents, businesses, and visitors. It translates into easy access, shorter commutes, lower stress, and more time for family and leisure. It brings employers and workers together. These advantages drive economic development decisions, are enduring, and cannot be imitated by neighboring cities.

Santa Clara is the Hub of Silicon Valley

Proof Points to Residents (R), Businesses (B), and Visitors (V):

R,B,V	Geographic Hub	Where the East Bay meets the Peninsula in the South Bay
R,B,V	Transportation Hub	3 hways, 4 expwys, 13 arterial roads, ECR, CalTrain, Amtrak, Airport, VTA rail & bus, future BART
R,B	Data/IT Hub	City-owned high-speed dark fiber, City-owned WiFi network, Bay Area's location for mega data centers
R,B,V	Innovation Hub	Intel, NVIDIA, Citrix, and many others + innovative, flexible, customer-focused City services
R,B	Utility Hub	City-owned Silicon Valley Power with large capacity, low cost, high reliability, and excellent service
R,B,V	Meeting Hub	Santa Clara Convention Center + quality, brand name hotels with supplemental meeting spaces
R,B,V	Education Hub	Santa Clara University, Mission College, Santa Clara and Cupertino School Districts
R,B	Lifestyle Hub	Historic homes, modern mixed-use, beautiful parks, extensive programs, affordability, clean & safe
R,B,V	Entertainment Hub	Great America, Levi's Stadium, Related Companies, SCU venues, Triton Art Museum, art galleries
R,B,V	Sports Hub	49ers, Levi's Stadium events, International Swim Center, Youth Soccer Park, SCU Sports

How “Hub” or “Nexus” can guide individual messages to specific target audiences
(illustrations only - PR agency will generate actual messaging)

“Where Silicon Valley Meets”	Conference/ convention/meeting planners
“The Nexus of Silicon Valley”	IT-intensive companies
“Silicon Valley at Your Doorstep”	Residents and retail investors
“Where Talent Meets Opportunity”	Students, young workers, employers
“Live, Work, Play and Stay”	Young residents
“It All Comes Together in Santa Clara”	General audience
“We Bring Silicon Valley to You”	Retail, hotels, restaurants, and residents
“Save Time in Santa Clara”	Businesses and residents
“Your Choice - Car, Bus, Bike, Train, or Plane”	General audience, with a green focus
“The Center of the World’s Technology Center”	International investors and visitors
“The Place to Be in Silicon Valley”	Businesses, residents, and retail investors

Santa Clara: The Playground of Silicon Valley.

Theme: Fun, Excitement, Cool, Futuristic

Why: Santa Clara has it all for everyone to play. Most profitable constituents are the Visitors and his message is an invitation to them to come for work, networking and entertainment. It is an inviting message for businesses as well: "Play" as in conduct business, Innovate! It is distinctive and well differentiated from all boring regional cities. It is real, true and flexible.

For Visitors

- History: The Mission
- Sports: Home of the 49ers, Levi's Stadium, International Swim Center, Youth Soccer Park, SCU Sports
- Entertainment: Great America, Future events at Levi's Stadium
- Meetings and Networking: Santa Clara Convention Center, World class events, Nice Hotels
- Shopping: Santana Row, New shopping center coming soon
- Museums: Intel, Triton
- Proximity: Easy access from all directions by Rail, Road and Air

For Businesses

- World Class Infrastructure: City-owned high-speed dark fiber, WiFi network and Utilities. Data centers
- Low Costs: Low utility rates (40% lower than PG&E), Lower rents plus abundant parking
- Talent Pool: Highly talented and educated workforce living in close proximity with latest skills, Diverse and Global
- Easy: City government is easy to work with, just like play

For Residents:

- Healthy: Nearly 40 public parks and open spaces to relax and exercise
- Safety: Safe neighborhoods especially for kids
- Lots of Jobs and Education in close proximity

Valued Partner in Silicon Valley

Why: To be a healthy, vibrant city in the middle of Silicon Valley, Santa Clara must continually evolve as a modern city to meet the changing needs of its residents, businesses located in the city, and **its Silicon Valley neighbors**. The best way for the City to create value for all its stakeholders is to serve the broader ambitions and needs of Silicon Valley, taking the lead in some areas, while being an integral part in others.

Proof points of message to **residents**:

- The quality of life for SC residents rises when all of Silicon Valley does better
- The stadium/49ers is important to all of Silicon Valley. Santa Clara was uniquely suited to making it happen.
- The mission is a symbol of California's pioneering spirit that many in the valley identify with
- Santa Clara University is a world-class institution serving the needs of Silicon Valley and the world
- Home to many high-tech employers

Proof points of message to **businesses**:

- SC has enabled the regional concentration of data centers that helps Silicon Valley maintain its position as the center of innovation in the world through low-cost power
- SC provides a unique transportation infrastructure to make it easier to get around Silicon Valley .
- The City is supportive of SC University's expansion/efforts to revitalize itself and connect to the Silicon Valley economy

Proof points of message to **visitors**:

- Stadium/49ers relocation
- Unique Great America entertainment venue
- Convention center
- Availability of all modes of transportation
- Digital infrastructure in city

Where you get a bigger slice of Silicon Valley

Why: Life is difficult in Silicon Valley due to fierce competition and scarce resources. Whether you're an individual or a company, it seems like every year you have to work harder and get less in return. "Bigger slice" also conveys the notion that the City treats all stakeholders fairly and with dignity

Proof Points to Residents:

- Relatively affordable housing despite regional price bidding wars
- Schools on par with those of neighboring cities where housing is more expensive; free wifi
- Safe neighborhoods, "small town feel," and great weather
- Shorter commutes due to central location and abundant public transportation
- Nearly 40 public parks and open spaces to relax and exercise
- Increased availability of mixed-use real estate as dated capacity is repurposed for "higher use" by developers attracted by City's solutions-oriented mindset and low-red-tape approach

Proof Points to Businesses:

- Locating near other leading edge tech companies creates "cooperation" and cross-pollination, leading to higher value creation for all
- Talented and educated workforce living in close proximity
- Low utility rates (40% lower than PG&E), plus rich dark fiber plant, offer businesses "power, bandwidth and reliability"
- Lower rents plus abundant parking, unlike "hip" Palo Alto and San Francisco
- City's solutions-oriented mindset and low-red-tape approach to redevelopment lowers investment risk

Proof Points to Visitors

- Home to 5-time Super Bowl Champions, the Forty Niners, and cutting-edge entertainment venue, Levi's Stadium
- Enjoy a day of family fun at Great America without leaving the Bay Area
- The City also has a Convention Center, world class soccer and swim centers, and several colleges/universities

AGENDA REPORT

City of Santa Clara, California

Meeting Date: _____

Agenda Item # _____



Date: May 21, 2014

To: Marketing Committee

From: Sheila Tucker, Assistant City Manager

Subject: Outdoor Digital Billboard Advertising

EXECUTIVE SUMMARY:

At the April 16, 2014 Marketing Committee meeting, the Committee discussed pursuing consulting and management services to access the City's real estate assets for opportunities to maximize revenue from digital outdoor advertising. The Committee directed staff to return to the May Committee meeting with a map identifying the location of the existing billboards in Santa Clara, and potential sites in heavily traveled thoroughfares.

The City established a Billboard Policy in 2004 to address the proliferation of billboards in the City that added to scenic blight (see Attachment A. Policy Statement for Billboard Relocation Agreements). The Policy establishes fairly restrictive relocation criteria for new billboards. For every construction or relocation of one sign face, three must be taken down. The City has made significant progress in reducing the number billboards and locating new billboards in appropriate commercial zones. Currently, there are 19 billboards within the City limits, down from 51 in 2004. Attachment B provides a list and a photograph of each billboard. Attachment C includes a map identifying current locations.

Two of the 19 billboards within the City limits are digital billboards. Digital billboards have revolutionized the industry with cutting-edge digital technology, and is an effective method for reaching the mobile population as they offer presence and the visibility to influence everyday commuters. Pursuant to the City's policy, all new digital billboards must provide for at least 10% charitable, non-profit use of the copy exposure based on daily use (e.g., 3.65 days per year). This program is currently underutilized. Staff will more effectively utilize this resource in the future by incorporating this marketing vehicle into the City's new branding and marketing strategy.

Staff was asked to return to the Committee with some potential sites on city owned property that digital billboards may be constructed focusing on major highways and commercial thoroughfares. It is important to note that the sites are very preliminary and that further evaluation would be needed from a policy, financial, operational, and regulatory perspective. Potential sites are identified in Attachment C and include:

- 1700 Duane Avenue (City owned right of way)
- Vacant parcel at corner of Lafayette @ Hwy 101 (APN: 104-01-101)
- City water/sewer owned site Hwy 280 @ Lawrence Exp. (APN: 316-17-024)
- 5465 Lafayette St. near 237 (City-owned golf course parcel)

If the City elects to proceed with additional analysis of its real estate assets for opportunities for digital outdoor advertising, staff recommends conducting a request for proposal to select a firm to assist the City. Management and consulting services would consist of, at no cost or obligation to the City, the following:

Portfolio Analysis - Identify all current and potential assets in desired markets that may be applicable for development. Desired markets include only along highways and heavily traveled streets and commercial thoroughfares e.g., Bayshore 101, 280, 237, etc.

Evaluation - Evaluate potential assets from a public policy, financial, operational, and regulatory perspective.

City Council Approval – Bring staff recommendations to Council for approval. Work with all applicable departments, including engineering, public works, finance, legal to secure project approvals.

Entitlement - Work in conjunction with all applicable regulatory agencies to obtain all necessary approvals and permits

Outdoor Advertising Sales Negotiation – Negotiate with advertising sales companies on an asset-by-asset basis to ensure that all financial and business interests are protected

Construction – Supervise the construction process in coordination with all applicable departments

Asset Management - Implement asset performance, maintenance, & operational standards. Provide ongoing out-of-home management to ensure that all contracts are properly enforced, including invoicing, audit controls, and collections.

Staff is seeking policy direction from the Committee and Council on placing digital billboards in major commercial thoroughfares to market Santa Clara and provide revenue for on-going branding and marketing efforts. The estimated annual revenue is approximately \$500,000. If the Committee supports further evaluation of outdoor digital billboard advertising, staff recommends seeking policy direction from the full Council prior to proceeding with an RFP given the staff resources that would needed to support the work.

ECONOMIC/FISCAL IMPACT:

The estimated annual revenue from a double facing digital billboard along highways and heavily traveled thoroughfares is \$500,000. The revenue would support the City's on-going branding and marketing campaign.

RECOMMENDATION:

The Marketing Committee recommend that the Council direct staff to proceed with a request for proposals for consulting and management services (as described above) to access the City's real estate assets for opportunities to maximize revenue from digital outdoor advertising, and to return to Council for final approval to construct any new billboards.

APPROVED:



Sheila A. Tucker
Assistant City Manager

Documents Related to this Report:
Attachment A. Policy Statement for Billboard Relocation Agreements
Attachment B. List of Current Billboards in Santa Clara
Attachment. C. Billboard Map

Attachment A. Billboard Policy

CITY COUNCIL POLICY STATEMENT FOR BILLBOARD RELOCATION AGREEMENTS




Revised April 2011

All Billboard Relocation Agreements shall have the following as the minimum criteria:

1. As of the adoption of this policy, there are 24 existing billboards in the City and that number shall not increase.
2. "Relocation" is defined as raising the height of an existing billboard, reconstructing an existing billboard, adding a face to an existing one sided billboard, or replacing an existing billboard with a new billboard in a new location.
3. Relocation can only occur with the removal of billboards from the existing billboard inventory as of July 1, 2004.
4. Relocation can only occur based upon a sign face or panel removal ratio of 3:1 (three faces removed for each relocated, new or reconstructed face) that will result in the net reduction of sign faces. As an example, in order to increase the height of a single faced billboard, 3 existing billboard faces would have to be removed.
5. In an effort to minimize public expense in amortizing outdoor advertising displays, the City may waive certain billboard requirements as set forth in City Code Sections 18.80.050 (height) and 18.80.220(b) (billboard general provisions), as those sections may be amended from time to time, with factual findings by the City Council which justify the relocation of billboards. Those findings shall include, but not be limited to, ensuring traffic safety and aesthetics are maintained in the City, encouraging locations adjacent to freeways and expressways, restricting billboards from or near residential areas and providing a minimum of 300 foot separation from existing or proposed billboards.
6. All relocated billboards must provide for at least 10% public service announcement use, free of charge to the City and non-profit entities, of one full face of copy exposure based on daily use (e.g. 36.5 days per year), and at least 50% of such public service announcement use shall occur during the hours of 6:00 a.m. and 9:00 p.m. daily.
7. Any relocation agreement allowing any relocated billboards in residentially zoned areas or areas designated for residential use in the General Plan shall require the removal of the billboard after a period of 20 years.
8. The consideration for City execution of a billboard relocation agreement shall be a payment to the City in the amount of a minimum of \$70,000.00 per relocated sign face.

City of Santa Clara - Billboard Signs

Rev 4-22-2014

	Address	APN#	Ownership	Sign Faces	Type of Sign	Image
1	790 Comstock Avenue	224-36-004	Clear Channel	2	painted	
2	1010 Duane Avenue	224-08-142	Adway	2	painted	
3	1130 Duane Avenue	224-08-089	Clear Channel	2	digital/electronic	

Attachment B. Current Billboards in Santa Clara

4	1500 Duane Avenue	224-08-070	ACCO Outdoor	2	painted	
5	1600 Duane Avenue	224-42-001	Clear Channel	2	painted	
6	1900 Duane Avenue	224-09-168	Clear Channel	2	painted	
7	859 El Camino Real	224-29-041	Clear Channel	1	painted	

Attachment B. Current Billboards in Santa Clara

8	1171 El Camino Real	224-26-066	CBS	2	painted	
9	2333 El Camino Real	224-14-090	CBS	2	painted	
10	2993 El Camino Real	220-32-056	CBS	2	painted	
11	3362 El Camino Real	290-02-103	CBS	2	painted	

Attachment B. Current Billboards in Santa Clara

12	2550 Lafayette Street	224-60-003	CBS	1	painted		
13	1203 Laurelwood Road	104-15-100	Clear Channel	2	painted		
14	1425 Laurelwood Road	104-15-029	CBS	2	painted		
15	1651 Laurelwood Road	104-15-127	Clear Channel	2	painted		

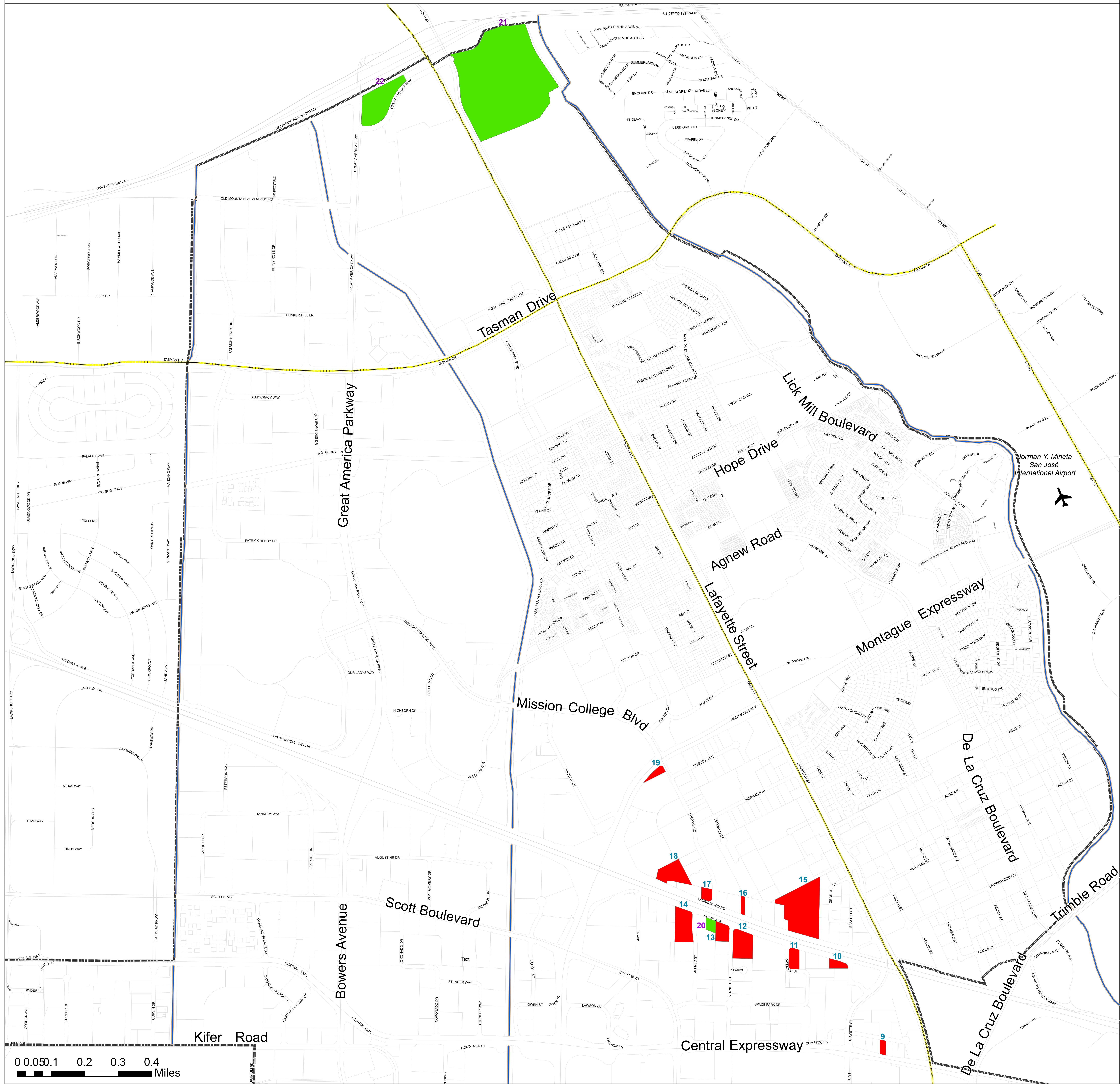
Attachment B. Current Billboards in Santa Clara

16	2055 Laurelwood Road	104-15-113	Clear Channel	2	painted	
17	1701 Lawrence Road	220-04-040	CBS	1	painted	
18	4533 Stevens Creek Boul	296-37-033	CBS	2	painted	
19	3710 Thomas Road	104-14-170	Clear Channel	2	painted	



City of Santa Clara

Attachment C. Billboard Map - North of Central Expy



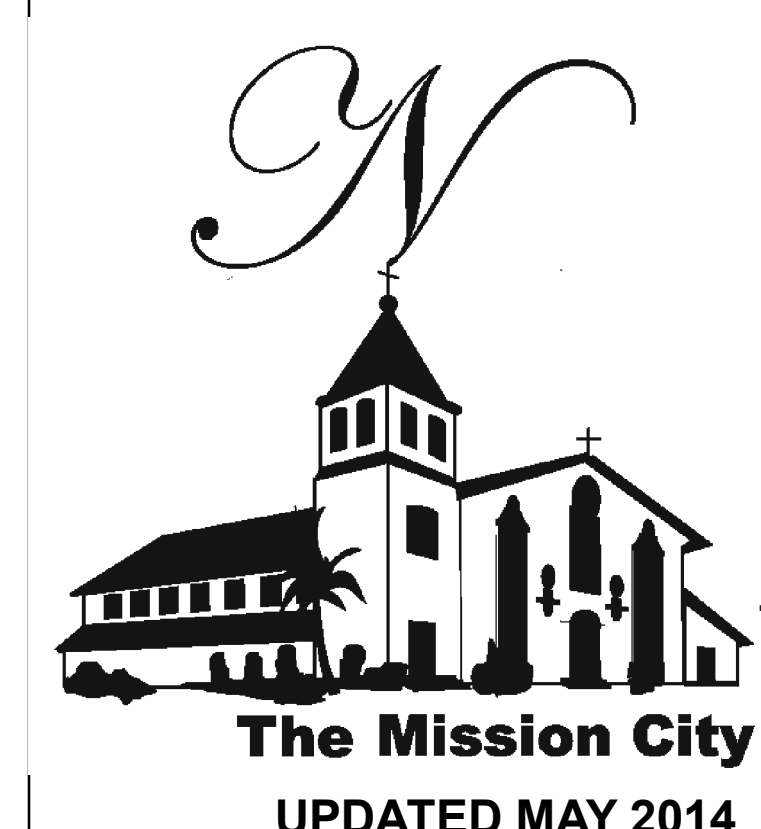
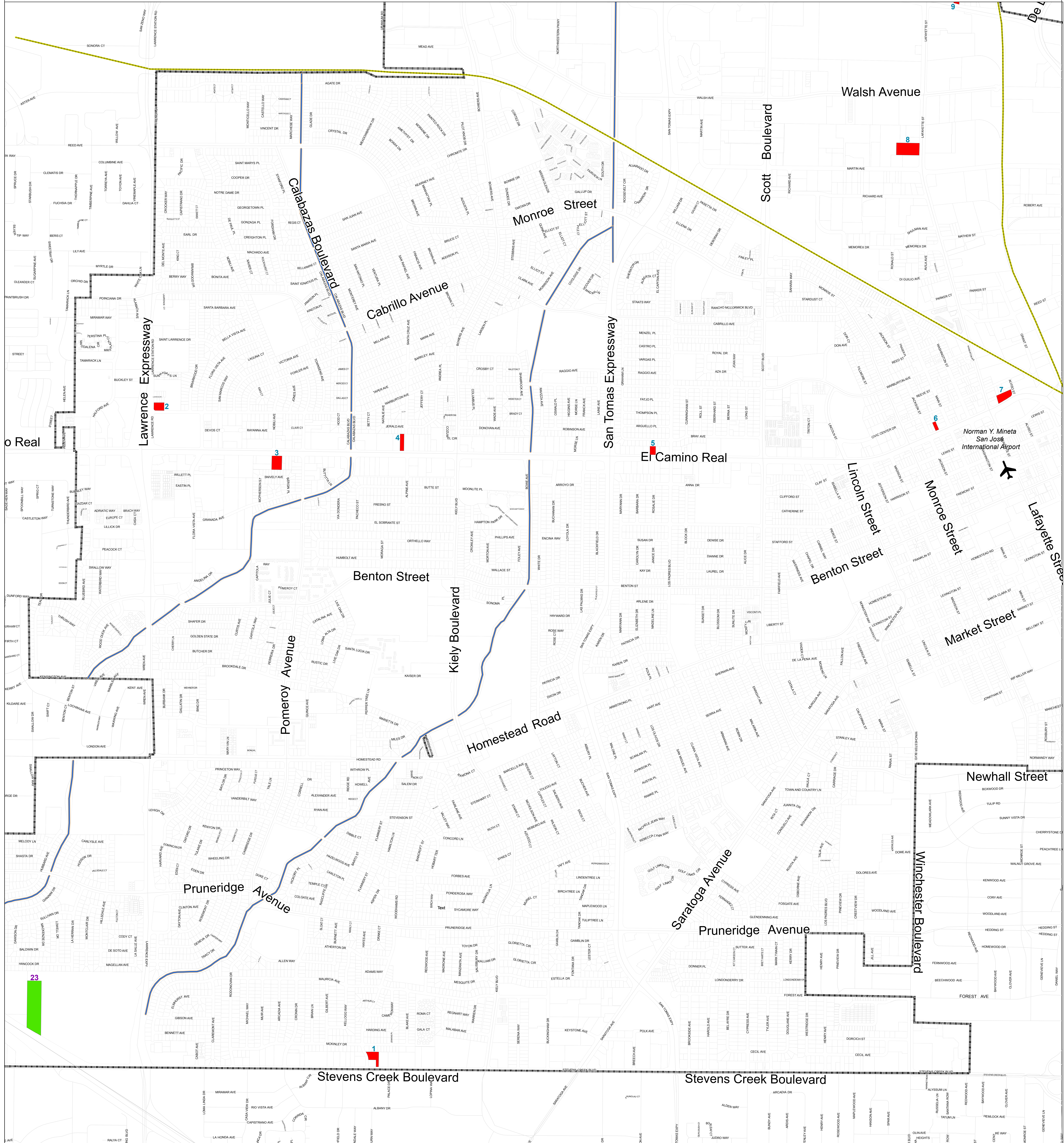
- Billboard**
- Potential Sites
 - Existing Sites
 - City Limit





City of Santa Clara

Attachment C. Billboard Map - South of Central Expy



0 0.0750.15 0.3 0.45 0.6 Miles

Billboard

- Potential Sites
- Existing Sites
- City Limit