



# TOWN OF ALGOMA



Brand Research Summary  
& Recommendations

# Town of Algoma Research & Recommendations

## EXECUTIVE SUMMARY

### Introduction

In the summer of 2017, Blue Door Consulting was hired by the Town of Algoma to assist in the development of an innovative brand image and new visual identity. With guidance from the Town of Algoma board and staff, Blue Door Consulting conducted research to assess the Town's current position in relation to competitors to aid in identifying messaging, strengths and core competencies.

Blue Door Consulting conducted 14 phone interviews comprised of 10 residents and four external influencers to gauge the perception and opportunity that exists for the Town of Algoma. To validate those findings, a community buy-in survey was developed and made available to all town residents via the Town of Algoma website. In addition to validation, soliciting feedback from the community helped ensure voices were heard.

In this document Blue Door Consulting outlines the methodology, summation of research questions, key takeaways and recommendations for developing the most effective, long-term brand for the Town of Algoma. In partnership with the Town of Algoma, Blue Door Consulting will use this research as a guide in developing marketing and future growth strategies.



## Methodology

Blue Door Consulting worked with Benjamin Krumenauer, Town Administrator to develop residential and commercial personas. (See Appendix A: Town of Algoma Personas) Those personas helped us identify a list of potential interviewees. Outbound calls and emails were sent to schedule 30-minute discussions. Internal and external questionnaires were developed. (See Appendix B: Internal & External Interview Questions)

### Residents: Internal Questionnaire Goals

- Better understand what it's like to live in the Town of Algoma
- Learn what makes the Town of Algoma different from other suburban areas
- Understand what residents see as future opportunities for the Town of Algoma

### Outside Influencers: External Questionnaire Goals

- Better understand the perceptions of the Town of Algoma
- Learn about the potential value the Town of Algoma brings to the area
- Learn what makes the Town of Algoma different from other suburban areas
- Understand why people do or don't choose to live in the Town of Algoma

In addition, an online community survey was launched to aid in validating information obtained from the interviews, as well as providing another outlet for residents to provide thoughts and feedback. (See Appendix C: Town of Algoma Community Buy-In Survey)

## Summation

Blue Door Consulting completed 14 interviews that lasted approximately 20-30 minutes. Many residents preferred to remain anonymous, so a compilation of the responses was created and provide to the Town Administrator.

An online survey was developed via Survey Monkey and was made available via the Town website. The survey link was also shared via Nextdoor, a social neighborhood sharing app that is currently utilized in some areas of the Town of Algoma. As of 12/12/2017, 181 completed surveys were received via the community buy-in survey process. (See Appendix D: Town of Algoma Community Buy-in Survey Results)



## Key Analysis

The residents of the Town of Algoma used the word 'love' often in the phone interviews when asked what it was like to live in the Town. It was described as quiet, residential, friendly and growing.

## SWOT ANALYSIS

### **STRENGTHS**

- Passion & commitment to community
- Unique living - neighborly, large lots
- Higher-than-average household incomes
- Appetite for change
- Nice mix of ages across the community
- Lower taxes
- Safe

### **WEAKNESSES**

- Lack of green space
- No walking and biking trails
- No nearby place to gather - coffee shop, restaurant, etc.
- Narrow roads
- Storm water control & retention
- Limited access to the lake

### **OPPORTUNITIES**

- Identify new methods of communication
- Educate on improvement plans - Jones Park
- Educate on tax structure - visual image breakdown of tax expenditures
- Educate on annexation - map of where we are today and future
- Educate on roadway infrastructure - map that outlines town vs. county roads
- Collaborate with the Town of Algoma Sanitary District
- Re-evaluate town board meeting process
- Develop 1, 3 and 5-year plans

### **THREATS**

- Identifying how to strike the perfect balance - needs versus wants
- Inability to develop a long-term strategic plan
- Inability to meet the demands of the Millennial generation
- Loss of tax revenue via the annexation



## Key Takeaways

The Town of Algoma consists of passionate, neighborly residents who take great pride in where they live. They have a list of immediate *needs* that require forethought and planning: storm water control and retention; road repair and road safety. The list of *wants* is focused around green space and trail systems, as well as a coffee shop and/or restaurant to gather as a community.

### **NEEDS**

Many residents voiced concerns about storm water control and retention. Springtime brings stress and anxiety to residents in affected areas and the Town of Algoma is getting the reputation of being a common flood area.

Road repairs were mentioned often as improvements that need to be addressed by the Town board and staff. From a repair and maintenance perspective, there's a lack of understanding on which roads are managed and maintained by the County, and which are the responsibility of the Town of Algoma.

Road safety near the school and in heavily trafficked areas is causing concerns for both pedestrians and drivers. Wider roads, improved shoulders, walking/biking trails, reduction in speed limits and more patrolling, were all recommendations made by town residents. It's important to note that people do not want sidewalks, but instead a creative way to get from one neighborhood to the next.

### **WANTS**

Nearly 46% of respondents felt green space was very important in the Town of Algoma list of needs. 25% felt it was somewhat important. An outdoor place for children to play, community events and sports were quite high on the list of enhancements that town residents would like to see. The lack of progress and communication on the Jones Park effort has many residents frustrated.

Walking and biking trails seem to offer a win-win in the Town of Algoma. Community residents could live active lifestyles by walking, running and biking via a trail system, which would reduce the number of pedestrians on the Town of Algoma roads.

A coffee shop and/or upscale restaurant was in every phone interview as a good addition to the Town of Algoma. Many felt the community needs a nearby place to gather for coffee, drinks and a nice meal.



### **COMMUNICATION & EDUCATION**

The online survey included a question about the effectiveness of the Town of Algoma staff in a variety of categories. Many respondents in all areas answered with 'don't know' to the ability of the town staff to collaborate and communicate. There's a large opportunity to generate a solid understanding and build trust through education and communication. Creative ways to communicate plans, updates and changes must be considered to keep residents educated and supportive of key initiatives.



## Recommendations

Blue Door Consulting recommends the following priorities be added to the Town of Algoma's Comprehensive Strategic Plan. Feedback for improvements and enhancements in the following categories: Safety, Infrastructure, Communications and Community. Following is an outline of tactics with a priority category of 1,2 or 3.

PRIORITY	CATEGORY	WHAT	TACTICS	PURPOSE
1	Safety	Improve traffic flows during drop-off & pick-up times at Oakwood School	<ul style="list-style-type: none"> <li>- Seek improvements by monitoring the area during drop-off &amp; pick-up</li> <li>- Investigate existing bus utilization</li> <li>- Develop improvement plan</li> <li>- Communicate plan and timeline</li> </ul>	Improve safety and eliminate risk
2	Infrastructure	Develop a storm water control & retention plan	<ul style="list-style-type: none"> <li>- Conduct a discovery initiative to identify areas impacted by storm water</li> <li>- Develop a heat map that outlines those areas to use to develop an improvement plan</li> <li>- Communicate plan and timeline</li> </ul>	Help protect properties in the township and reputation
2	Infrastructure	Develop a strategic plan for pedestrian life	<ul style="list-style-type: none"> <li>- Conduct a discovery on options for pedestrian walkways and trails in the Town</li> <li>- Present options to town residents with a vote</li> <li>- Develop plan, including resources needed and timeline</li> <li>- Communicate plan and timeline</li> </ul>	Provide wellness options and safe alternatives for walking, running and biking
1	Communications	Jones Park communication plan	<ul style="list-style-type: none"> <li>- Take down outdated signage and information</li> <li>- Communicate updated plan and timeline</li> </ul>	Educate on plan and communicate progress

<b>PRIORITY</b>	<b>CATEGORY</b>	<b>WHAT</b>	<b>TACTICS</b>	<b>PURPOSE</b>
3	Community	Prepare for commercial expansion - coffee shop/restaurant	<ul style="list-style-type: none"> <li>- Identify possible developers or seek commercial relocations</li> <li>- Consider incentivization for relocation</li> <li>- Develop promotional piece featuring relocation areas</li> </ul>	Bring in a place for residents to gather
1	Communications	Educate town residents on planning, taxes, annexation, infrastructure, etc.	<ul style="list-style-type: none"> <li>- Develop a monthly 'Did You Know' blog series content calendar</li> <li>- Update Town of Algoma website to include blog page</li> </ul>	Increase knowledge and build trust
1	Communications	Develop communication matrix	<ul style="list-style-type: none"> <li>- Discovery of what communication is sent and via what channel</li> <li>- Identify potential communication alternatives</li> <li>- Develop matrix</li> </ul>	Develop a cost-effective way to communicate updates to town residents
2	Communications	Develop topic-specific elevator speeches for Town Board & Staff	<ul style="list-style-type: none"> <li>- Brainstorm list of topics</li> <li>- Create elevator speech for each topic</li> </ul>	Ensure consistent message to community members



## Appendix A: Town of Algoma Personas

### Town of Algoma – Residential/Commercial Personas

 <p><b>Roger</b> (Resident 28 years, Married, Father of 4)</p> <ul style="list-style-type: none"> <li>• Values rural area</li> <li>• Feels safe</li> <li>• Appreciates lower property taxes (do not increase)</li> <li>• Opposes new commercial business</li> <li>• Doesn't value park/trail system</li> <li>• Supports storm water retention</li> </ul>	 <p><b>Renee</b> (Resident 4 years, Married, Mother of 2, Stay-at-home mother, School board member)</p> <ul style="list-style-type: none"> <li>• Values suburban area</li> <li>• Feels safe</li> <li>• Appreciates lower property taxes (will pay more for community improvements)</li> <li>• Wants an expanded park/trail system</li> <li>• Open to more commercial businesses</li> </ul>	 <p><b>Michael</b> (Commercial Developer focused on W/s)</p> <ul style="list-style-type: none"> <li>• Recognizes commercial supply &amp; demand opportunity</li> <li>• Looking for a community that supports economic growth</li> <li>• Believes there's a happy medium to commercial development &amp; residential living</li> </ul>	 <p><b>Pam</b> (Oshkosh area realtor)</p> <ul style="list-style-type: none"> <li>• Looking for the "best kept secret" in real estate</li> <li>• Markets to buyers with a household income of \$100K or more</li> <li>• Markets to 2nd or 3rd home buyers</li> <li>• Focuses on home values of \$300K or more</li> </ul>
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## Appendix B: Internal and External Phone Interview Questions

### Brand Research – Internal (Residents) | Questionnaire

#### Goals

- Better understand what it's like to live in the Town of Algoma
- Learn what makes the Town of Algoma different from other Oshkosh suburban areas
- Understand what residents see as future opportunities for the Town of Algoma

#### Background

- How long have you lived in the Town of Algoma?
- What type of property do you own?
- How would you describe your neighborhood?

#### Differentiators

- How would you describe what it's like to live in the Town of Algoma?
- What do you think the Town of Algoma is best known for?
- What makes the Town of Algoma different from other area townships?
- What is it that attracts new residents to the Town of Algoma?

Do you think commercial business is attracted to the Town of Algoma? Why or why not?

#### Competition

- When it comes to new residents, what other areas do you think compete with the Town of Algoma?
- When it comes to commercial business, what other areas do you think compete with the Town of Algoma?

#### Town Make-up & Amenities

- What is the number one improvement you would you like to see in the Town of Algoma?
- What is the number one change you fear for the Town of Algoma?
- What commercial businesses do you feel the town is missing?

#### Other

- What else would you like us to know?
- The Town of Algoma wants to communicate with you. What's the best way?



## Brand Research – External (Influencer) Questionnaire

### Goals

- Better understand the perceptions of the Town of Algoma
- Learn about the potential value the Town of Algoma brings to the region.
- Learn what makes the Town of Algoma different from other areas in the region.
- Understand why people do or don't choose to live in the Town of Algoma

### Background

- What is your overall perception of the Town of Algoma?
- How would you describe the Town of Algoma?
- Have you ever lived in the Town of Algoma? If so, when and why did you decide to leave the Town of Algoma? If not, why not?
- Are you familiar with the boundaries of the Town of Algoma? If so, what are they?
- Do you have any business interactions with commercial entities in the Town of Algoma? If yes, which ones and why?
- Have you ever had to interact with the Town of Algoma staff? If so, how did it go? What could they do better?

### Differentiators

- What do you think the Town of Algoma is best known for?
- What makes the Town of Algoma different from other area townships?
- In your opinion, why would someone choose to live in the Town of Algoma versus other suburban areas in the region?

### Town Make-up & Amenities

- What do you feel is missing in the Town of Algoma that would entice you to live there?
- Are there commercial businesses that if they were located in the Town of Algoma, you feel would entice you to consider living there?

