



# **CITY COUNCIL STUDY SESSION AGENDA REPORT**

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MEETING DATE: NOVEMBER 8, 2005

ITEM NUMBER:

**SUBJECT:** PUBLIC ENTERPRISE GROUP ASSET MANAGEMENT PLAN

**DATE:** NOVEMBER 2, 2005

**FROM:** ADMINISTRATIVE SERVICES DEPARTMENT / RECREATION DIVISION

**PRESENTATION BY:** JANA M. RANSOM, RECREATION MANAGER

**FOR FURTHER INFORMATION CONTACT:** Jana Ransom 714-754-5300

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## **RECOMMENDATION:**

Receive report.

## **BACKGROUND:**

On August 2, 2004, City Council approved a contract with the Public Enterprise Group, now known as the Active Public Enterprise Group (APEG) to research, prepare and implement a corporate sponsorship plan for the City, with the intent to raise alternate sources of general fund revenue through public-private partnerships. APEG has already been successful in securing Volcom as the corporate partner of the skate park located in TeWinkle Park. This 10-year agreement guarantees a \$30,000 per year sponsorship fee, with escalators.

APEG has completed the research phase of the City-wide asset management plan (Attachment 1) and staff is introducing to Council those elements identified as potentially feasible.

## **ANALYSIS:**

APEG has surveyed and inventoried the City's facility and service assets and identified various elements that potentially lend themselves to corporate partnerships. The general process of selecting and implementing elements is as follows:

- Meet with staff to gather contracts, agreements and information related to existing sources of revenue and existing partnerships (completed),
- Survey and inventory City physical assets, buildings, park sites, vehicles (completed),
- Compare City assets with APEG's database of sponsors and partnerships (completed),
- Prepare written Asset Management Proposal (attached)
- Prioritize elements,
- Direct APEG to approach, negotiate, and select those companies that fit with City culture and provide consistent and growing revenue,

- City approval and implementation of individual elements.

APEG has identified 8 general categories of potential partnerships, in no specific order:

1. **Special Park Sponsorship:** Similar to the sponsorship for the skate park, other parks/amenities may lend themselves to partnerships. APEG has successfully negotiated an agreement with at least one off leash dog park (Miami, FL).
2. **Affinity Cash Cards:** These are pre-loaded debit/cash cards tied to a local cause of a local foundation for a community benefit project(s). The City would earn revenue through small transaction fees and discounts from retailers.
3. **Beverage & Snack Vending:** Placement of drink and snack machines in high traffic areas such as the skate park, ball fields and community centers.
4. **Costa Mesa Giving:** Also known as "cause" marketing, the City would identify a "cause" the community desires and supports and would contribute to. A small successful example was the CostaMazing campaign where community and businesses supported the celebration of incorporation and history of Costa Mesa.
5. **Leading Local Businesses:** Identifies large or significant businesses in the City with the intent of "cross promotions".
6. **Out of Home Media:** Media and advertising involving the use of City vehicles or facilities as advertising platforms. Signs of Support was a successful example of raising revenue through use of vehicles as media.
7. **Banking:** The City could raise revenue through partnerships with financial institutions ranging from placement of ATM's in City buildings to service packages and designation as "Banking Partner".
8. **Telecommunications:** Designation as "Partner" for wireless or other services, potential sale of pre-paid cellular services in City facilities and sponsorship of events in return for marketing rights at those events.

Once priorities are established, APEG will begin to prepare pro formas and market the City to interested companies. Each element will involve separate negotiation, a separate contract and separate Council action. As negotiation is completed and a contract prepared, staff will bring it before Council for action.

At this time, APEG and staff do not have revenue estimates for any of the elements. The amount a sponsor is willing to pay is based on many factors that APEG will negotiate on the City's behalf. The contract, when brought forward for action, will detail the specific locations, and proposed revenue stream, along with pictures/visuals of how each element will look or be integrated into the facility.

### **CONCLUSION:**

APEG has delivered the draft City wide Asset Management Plan for review. Staff has reviewed the plan and is presenting to Council to introduce the elements and answer questions. If desired, staff will work with APEG to begin the process of marketing the elements to potential partners.

  
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RECREATION MANAGER

  
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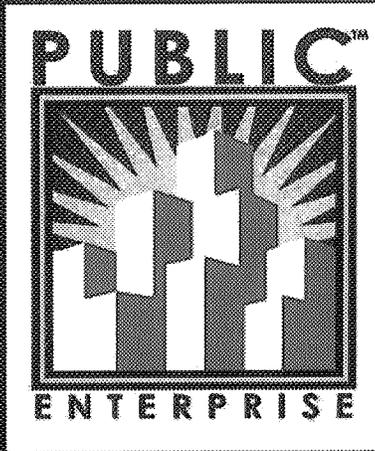
ATTACHMENTS: 1 Draft Asset Management Plan

11 8 05 Study Session PEG Asset Mgmt

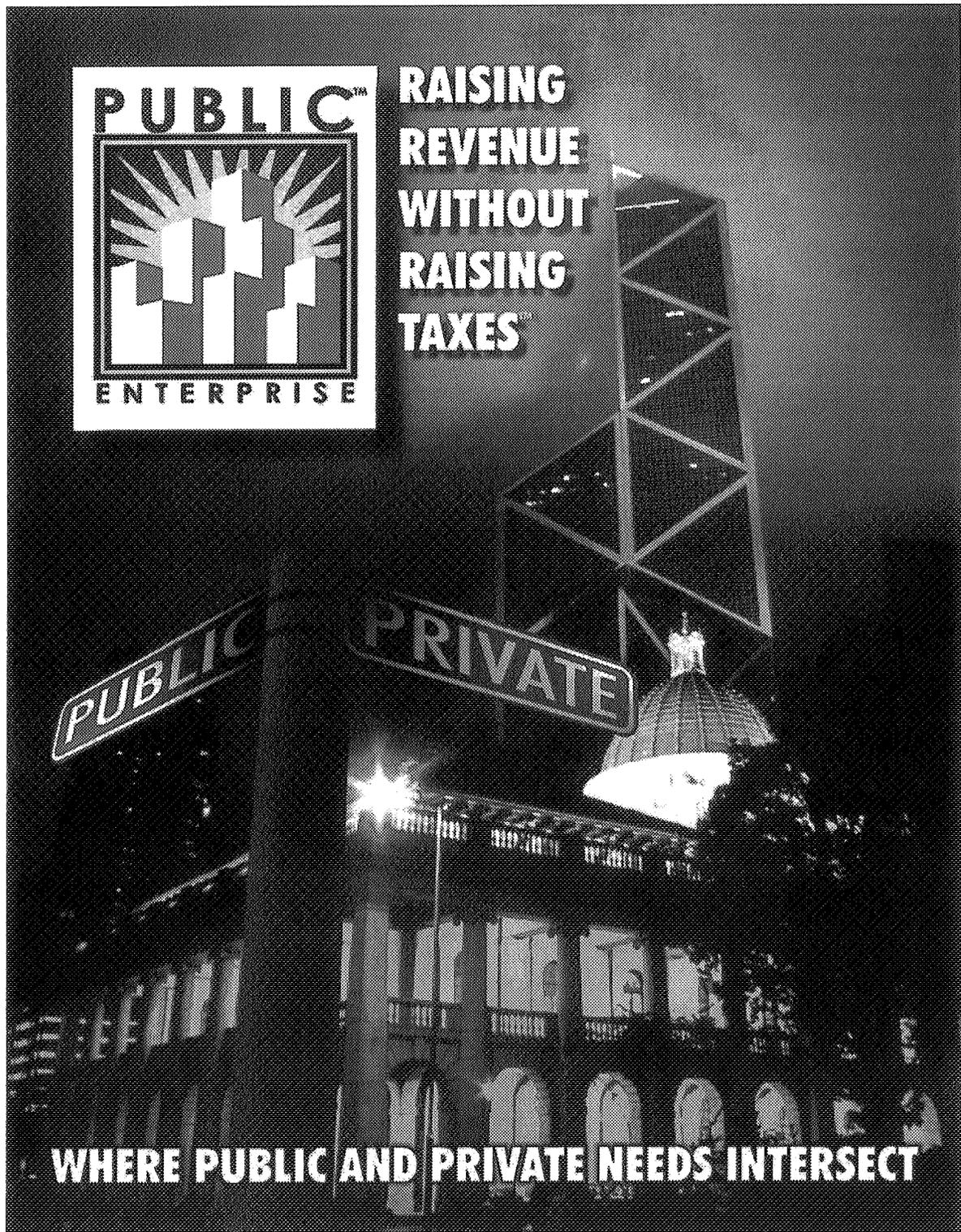
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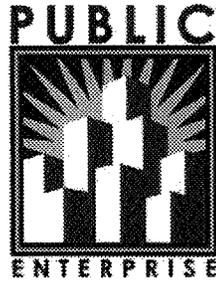


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**CITY OF COSTA MESA  
ASSET MANAGEMENT PLAN  
Presented by Active Public Enterprise Group**



**CITY OF COSTA MESA ASSET MANAGEMENT PLAN**

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## I. PROJECT BACKGROUND

In June 2004 Public Enterprise Group, Inc. ("PEG") responded to the City of Costa Mesa's Request for Proposal RFP# 062504REC-Corporate Partnerships and Program Sponsorships Plan and RFP# 062504REC-Skatepark Sponsorship. In August 2004 PEG was awarded the appointment to serve as the Consultant to the City of Costa Mesa, for the purpose of assisting the City to develop and secure Corporate Partnerships and Program Sponsorships specifically for the City's first Permanent Skate park and to prepare and implement the *City of Costa Mesa Asset Management Marketing Plan*.

In March 2005 PEG merged with a company called The Active Network, Inc. PEG was renamed The Active Public Enterprise Group ("APEG"), and is currently functioning as a division of The Active Network. The Active Network is a leading provider of technology applications and marketing services for the participatory activities and non-profit sectors. Late last year, *Inc. Magazine* named The Active Network as America's 99<sup>th</sup> fastest growing privately owned company. *Deloitte* ranked The Active Network as America's 15<sup>th</sup> fastest growing technology company. Active Marketing Group, the marketing services division of The Active Network, Inc., recently ranked 15th among the top 100 promotional agencies in *PROMO Magazine's* annual ranking of the top 100 agencies in the U.S.

APEG's management is gratified that the City decided to award us a contract to serve the City's need for revenue enhancement. Our specific assignment is to first serve as the analyst of City assets, as these assets might be applied to partnerships with selected private enterprises for the purpose of raising incremental revenue for the City. On the basis of this analysis, in order to fulfill the first phase of its contract with the City, APEG is obligated to provide the City with a plan for the marketing of the available assets of the City. That document follows. It reflects the following tasks to be addressed in the contents of the plan:

1. Review existing City assets, including properties and facilities, programs, events, Websites, and intellectual properties such as trademarks and licenses.
2. Review Costa Mesa's organizational and political environment, including the City's policies that may influence the execution of marketing partnership agreements.
3. Establish measurable goals and objectives for the Program.
4. Develop a set of strategies to maximize the benefits of identified partnership opportunities.
5. Present the next steps needed for APEG to assist the City to implement the Plan.

It should be noted that APEG will serve the City rather than any prospective product or service vendor in the evaluation of any prospective revenue sector or vendor. By the same token, it is not APEG's business to influence the manner in which any funds which APEG assists the City to raise are eventually used. This is a policy and budget issue which must first and foremost be determined by the appropriate political and legislative processes.

It should also be noted that APEG's business is to secure sponsors rather than advertisers for its clients. That being the case, to assist the City to find advertisers for recommended advertising initiatives, APEG will recommend the use of selected third-party advertising brokers who have specialized sales forces dedicated to the sales of similar opportunities to advertisers either locally or in leading markets from coast to coast.

We expect that our recommendations will be subject to review by City Management and Staff, and will finally be subject to the approval of the City Council, in the form of individual approvals of a series of Requests for Proposals (RFPs) which will have to be issued in order to provide specific indications of rights and entitlements to prospective partner corporations for each category of interest to be marketed.

## II. ANALYSIS: PROSPECTIVE REVENUE SOURCES

As the first step in preparing the *City of Costa Mesa Asset Management Marketing Plan*, PEG conducted a careful review of the physical, social, and intellectual property assets of the City of Costa Mesa. This review was based on a thorough on-site exploration of the City by APEG's Management, which included interviews with key City officials. Additionally, all relevant available documents on the City's current marketing assets (including vending and concession site venues and contracts, special events, public communications channels, etc.) were carefully audited by senior executives of APEG.

The contents of this review were then filtered through APEG's extensive data bases of information regarding the many available sources of municipal marketing revenue. Those sources that we have recommended for consideration herein all meet the criteria set forth in our statement of marketing objectives — that is, these must be substantial, recurring revenue prospects provided wherever possible by well-established, reliable firms.

### **Marketing Objectives and Strategies**

**Marketing Objective** – The objective of *City of Costa Mesa Asset Management Marketing Plan*, will be to generate substantial and consistently increasing revenue through collaborations that are consistent with the City's organizational culture and the community's standards. The Plan will attract substantial revenues by negotiating contracts that generate fees to the City in exchange for access to City assets that can be used for mutually beneficial marketing purposes by selected private enterprises.

APEG recognizes that cities like Costa Mesa desire substantial new sources of revenue from the commercial sector, and that creative and imaginative new approaches for using city assets will be necessary to generate such revenue. Ideally, this revenue will be generated by finding new ways of using existing municipal assets, without incurring additional expenses or requiring traditional forms of government revenue derived from taxes, fees, bond issues, or the like. We believe that the best new sources of revenue will have the following characteristics:

1. The revenue levels will be substantial enough to win public acclaim
2. The revenues generated will ideally be recurring sources of remuneration, rather than just one-time payments with little or no growth potential
3. The sources for these revenues will ideally be large and reliable corporations with an established track record for fair dealings and consistent, timely payment of financial obligations
4. The revenues will be guaranteed, to the greatest extent possible, rather than contingent upon the city's performance
5. Since cost reductions can also be seen as added revenue, APEG will find ways for the City to reduce its costs of service and purchases wherever possible by providing vendors to the City with new sources of profit.

**Marketing Strategy – Target Marketing:** The City should establish contractual relationships with selected companies in a series of product and service categories that will pay to use the City's assets for a specified period of time in order to market their goods and

services to their target customers. Once a sequence of categories is approved, the City and or APEG will issue RFPs to selected suppliers and vendors in these categories of goods and services, in a deliberately calculated sequence.

### **III. THE PLAN: ASSET REVENUE OPPORTUNITIES**

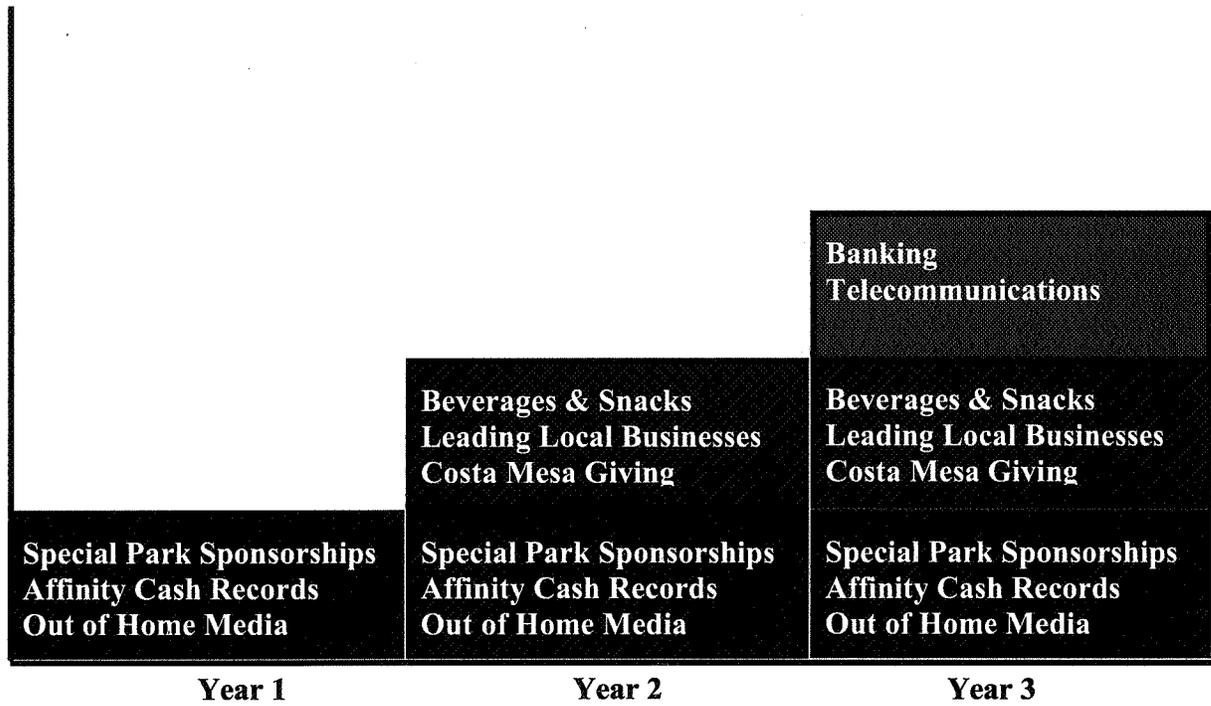
As envisioned in our original proposal, APEG looks forward to guiding the City of Costa Mesa through the processes required to extract full value from the revenue potentials outlined in this analysis. APEG employs a proprietary set of negotiating strategies and tactics that permit us to deliver greater revenue returns for our client municipalities than other cities have received when they have attempted to negotiate their own contracts, or when they have employed our competitors as their consultants and negotiating agents.

Having prepared the foregoing *City of Costa Mesa Asset Management Marketing Plan*, APEG proposes next to assist the City with the execution of this plan, as indicated.

Our Strategic Plan calls for APEG to assist the City to execute several consecutive stages of revenue-generating municipal marketing programs. Each stage will be executed by means of a new set of RFPs to be issued to suppliers for different kinds of goods and services in their respective categories. The proposed category list reflects the opportunities APEG has identified as having most promise to the City of Costa Mesa. The following top 8 categories are listed in order of priority based on APEG's experience and recommendations:

- 1. Special Park Sponsorship**
- 2. Affinity Cash Cards**
- 3. Out of Home Media**
- 4. Beverages & Snacks**
- 5. Leading Local Businesses**
- 6. Costa Mesa Giving**
- 7. Banking**
- 8. Telecommunications**

The following chart represents a 3 year timeline that APEG recommends in order to execute the priority categories listed above.



## Marketing Asset Revenue Category Definitions

The following pages contain descriptions of the recommended category opportunities. Each category is presented with four sections; Concept, Analysis, Policy Considerations and Revenue Projections. The order in which they are presented reflects the order that APEG recommends to the City for implementation.

### 1. SPECIAL PARKS

**Concept – Grant corporate partners exclusive rights to promote their brands and products in selected and appropriate city park locations for an extended period of time.**

**Analysis –** The real estate in municipal parks can be a very appealing asset to marketers and advertisers. The kinds of partnership contracts available to cities in exchange for access to such facilities are limited only by the imagination, and by the ability of the City to attract and “sell” prospects on the desirability of the deal.

#### *Skate Park Sponsorship*

APEG has already successfully negotiated and secured a ten-year sponsorship deal for the new Tewinkle Skate Park with Volcom. Volcom is a Costa Mesa based multinational clothing and apparel company who sells to the sports markets of skate boarding, snow boarding and surfing. Volcom is headquartered in the city of Costa Mesa. In addition to clothing, Volcom also has its own record label and produces sports movies.

Tewinkle Skate Park will be known as “Volcom Skate Park Costa Mesa”. In return for the annual sponsorship fee, Volcom will receive the following “rights” under the Naming Rights Agreement:

- The name of the skate park would be “*Volcom Skate Park of Costa Mesa*”
- ¼ page ad in the City Community News/Recreation brochure, published 4 times a year,
- Link from the City website to Volcom’s website,
- Ability to distribute promotional material and product at the skate park,
- Use of the CostaMazing name and use of City name in promotional material,
- 2 weekend events per year,
- Banners on the 6 light poles,
- Volcom logo on park benches within the skate park,
- Name/Artwork on the entryway arch/sign,
- Volcom logo shaped shade shelter,
- Volcom logo imprinted on three skating bowl areas

### ***Other Special Park Opportunities***

The Costa Mesa Bark Park (“ Bark Park”) presents another opportunity for a special parks sponsorship program. The park is fully fenced, and is approximately a two acre piece of land designated by the City of Costa Mesa as an area where the public can take their dogs and legally allow them to run and play off-leash. It is the only area of the City of Costa Mesa where dogs are not required, by ordinance, to be on a leash.



This sponsorship could be very similar to the program that is currently in the City of Miami. Ralston-Purina Company paid for the development and upkeep of play areas for dogs and their owners in two city parks. To the upscale targets of Ralston’s efforts, it appears that Purina Dog Chow (PDC) is the brand identified with these two facilities, where dogs can run free of a leash, and where their owners can socialize with other pet lovers. Not only does Ralston’s PDC brand gain grateful recognition for their civic contribution, their marketing people can develop and field special events in these parks. Signage is tasteful, and includes a kiosk that offers two sides for the posting of community notices from the local humane society and for any citizen’s use in advertising their pet-oriented services.

#### **Costa Mesa Bark Park specifications:**

**Established:** The Bark Park was opened on October 15, 1994.

**Location:** Bark Park is located in the southeast corner of TeWinkle Park. Access is off Arlington Avenue between Junipero Drive and Newport Blvd..



**Times of Operation:** Currently the Bark Park is open every day, except Tuesdays, from Dawn until Dusk. It is closed for inclement weather.

**Usage:** The Bark Park is probably the most popular and heavily used park in the Costa Mesa public park system. On any given weekend day, the Park is visited by hundreds of dogs and owners.

**Funding:** Bark Park is fully funded by donations from its users and businesses.

**Administration:** The Costa Mesa Bark Park Foundation is a group of private citizens who volunteer their time on behalf of Bark Park to:

- Raise funds (usually through fund raising events at the Park)
- Disseminate information through flyers, information days etc.

- Act as liaison with the City to address and resolve Park problems and deal with complaints/suggestions from Park users
- Prepare reports and presentations and provide information for the Parks & Recreations Commission and/or the City Council.

**Newsletter:** The Bark Park publishes *The Leash-Free Quarterly* which contains original articles, reviews, and other information of interest to a park users and dog owners.

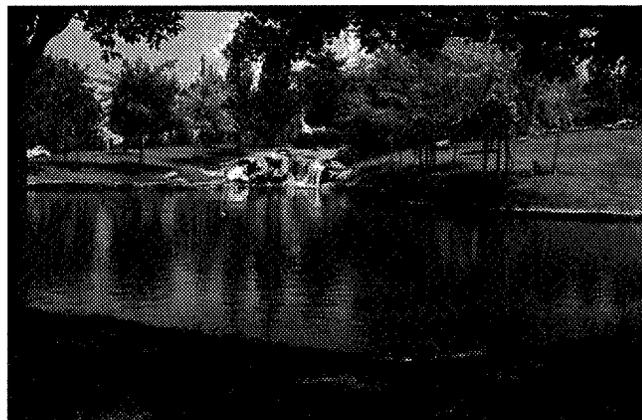
**Contact:** Hotline- (949) 733-4101, email to [mail@cmbarkpark.org](mailto:mail@cmbarkpark.org)

**TeWinkle Park**

Additionally there may be an opportunity to solicit a sponsor for TeWinkle Park.

**Location:**

970 Arlington, Costa Mesa  
 City of Costa Mesa – (714) 754-5223



**Amenities:**

Beautiful park with its showcase lake and waterfall. For the sports enthusiasts, there are 12 tennis courts, baseball and volleyball courts.

**TeWinkle Specifications:**

Acreage	49	Baseball	1
Picnic Tables	23	Volleyball	1
Kinks	0	Bleachers	6
Exercise Areas	0	Lake/Waterfall	1
Tennis	12	Restrooms	3
Basketball	0	Electrical Outlets	1
Amphitheater	1	Playground	1
Utility Field	1	Softball Field	2
Shelters	2	Handball Court	0
Barbeques	6	Greenbelt	1
Drinking Fountain	2	Gazebo	1

**Policy Considerations** – Many of the opportunities that can be tapped with marketing partnerships will not produce major revenue opportunities, but will instead provide the funding to create or maintain new product and service offerings within the City’s parks and recreation programs. These kinds of opportunities rarely provoke controversy if they are done right, and can provoke a very large public relations payoff for the City, its managers, and for the sponsoring entity.

**2. AFFINITY CASH CARDS**

**Concept – Grant a bank, savings and loan, cash card specialist, or credit union the exclusive right to market a “co-branded” credit or cash card to local prospects for an extended period of time.**



**Analysis –** APEG recommends that the City participate in a program that offers participants the opportunity to purchase a prepaid branded cash card. “*The Costa Mesa Card*” would have the flexibility of an ATM cash debit and credit card and is sometimes referred to as a stored-value card. The card works with a personal identification number or PIN and provides a safe, convenient, and easy way to obtain cash, make purchases, and transfer money to family, friends, and employees.

The key to the success of this card would be to tie it into a local cause that benefits the most amount of people in the Costa Mesa community. The Costa Mesa Community Foundation or a school foundation such as Costa Mesa Unified would be a good example of a cause that would attract potential participants to purchase the card.

Instead of being linked to a personal checking or savings account or operating as means of credit, the card is prepaid and all transactions are immediately deducted from the card account balance. The Card is reloadable, meaning that customers may add to the card balance when they wish and reuse the card. The Card is also disposable, meaning that customers may discard the card after using the entire balance, and purchase a new card when they need one.

Customers would have the ability to use the Card to withdraw cash from ATM's and to make retail purchases with the ease of a credit card or debit card. Alternatives for loading re-loading the card with cash value include the ATM network, Split Dialup, Internet Loading, Point of Sale terminals, and postal money orders. Additionally, participants in the program will have the access to tracking their card accounts online.

A feature of this program that offers enhanced value to the City is the option that allows the City to engage in partnership with national and local merchants for the purposes of sharing revenues. Participating merchants rebate to City a percentage of every dollar that is generated from the total percentage rebate. This feature not only provides the City with enhanced revenues but facilitates a partnership within the community. Local merchants could even offer users of the card a discount on their purchases.

### **Revenue Projection**

APEG estimates that if 5000 cards were sold for this program the City would receive approximately \$500,000 per year based on the following outline of revenue generation breakdown:

**Purposes of Resale of Cards:** The City purchases cards from selected vendor and in turn resells the cards at a set price. The City receives revenues on all monies earned in the resale of Card.

**Purposes of withdrawal of monies:** Similar to other ATM transactions using other debit cards a transaction fee is charged every time the participant uses the card to withdraw monies. The City receives a percentage of this transaction fee.

**Purposes of point of sale transactions:** When the card is for used for a point of sale (pin based) transaction a percentage of the transaction fee that is accessed goes back to the City.

**Purposes of merchant participation in program:** This program can incorporate a feature that allows the City to engage in partnership with national and local merchants for the purposes of sharing revenues. Participating merchants rebate to City a percentage of every dollar that is generated from the total percentage rebate.

**Purposes of consumer registering existing credit cards:** When the participant registers their existing credit cards with this program and uses said cards at participating merchant locations the City earns a percentage of every dollar that is generated from the total percentage rebate.

#### **Keys to Success: Ten Commitments**

APEG has summarized the key points that should be provided by means of support from the City and Costa Mesa United to insure a reasonable revenue return:

1. ANNOUNCE the program prominently in all media the City has at its disposal – newsletters, flyers, brochures, Websites, etc.
2. EXTEND these announcements to other media the City may control, such as the direct mailings of utility, tax, license, and trash collection invoices.
3. ENLIST the support of employees of the City to the greatest extend possible, for example by offering them the opportunity to have their payrolls made directly into their card accounts.
4. ADVERTISE the program on television, the most intrusive medium available, by using cable TV access programs, cable TV public service announcements, etc.
5. POST information prominently on banners across City streets, hung from streetlights, and in posters on City parking lot walls.
6. EXTEND the terms of the program to at least a two year commitment to the partner, so that they will be encouraged to provide their own marketing support.
7. SUPPORT the program by enlisting a corps of community volunteers to actively work on recruiting enrollment.
8. PROMOTE program enrollment by having volunteers staff booths or tables at all public special events that the City licenses. Have partner provide kiosks for this purpose.

9. GENERATE merchant support for the program, ideally by offering card holders exclusive and special discounts on purchases, and by placing enrollment forms on their countertops at the point of sale.
10. PUBLICIZE the program in a major public relations campaign that commences as soon as the City authorizes the program to proceed.

**Policy considerations** – Leading local as well as national banks can be offered the opportunity to provide a municipal “affinity” credit or debit card to applicants. Affinity cards are actually “co-branded” purchase instruments, designed to appeal to those who have a sense of affiliation with, and loyalty to, the brand name on the card (whether the name is for an organization, a place, or a person). Cash affinity cards are now offered most often by specialized corporations with bank affiliations.

Key issues about municipal offerings of these instruments through partner firms are twofold:

- **Privacy protections** – The strongest objection is that the banks who offer these cards may be given information about residents that is, and should remain, confidential. That would be the case if such lists as voter or taxpayer rolls were to be given to partners, but such a violation of confidence is not necessary. Partner banks can be given such public information as DMV registrants, participants in such elective programs as Park courses or clubs, and similar public records. Further, the type of information banks want does not deal with credit records and the like. Their sole interest is in obtaining the name and address of prospects to whom they may address their promotional mailings. Further, because those who sign up for such a card will sign up with the partner bank directly, any information on their application forms regarding their credit status will (1) have been furnished voluntarily by the applicant, and (2) will remain the confidential property of the partner bank, with none of this information being shared with the City.
- **Credit proliferation** – While some may express concern that the City is promoting excessive consumer debt by helping its partner to market these purchase tools, it should be noted that (1) almost every American adult now carries at least one such “plastic” purchase tool, (2) that most of us carry more than one such card, and (3) that the City and the partner bank’s job will be to get consumers to shift from the use of their currently favored card to the City’s affinity card.

The best protection against this second objection is to use a cash-based system (including debit cards) as opposed to a credit-based one. A pre-paid “cash card” can still provide its bearers with Visa or MasterCard purchasing capabilities. These cards have particular appeal to those with poor or no credit histories, and may be of special interest or appeal to those who make regular or intensive use of public transit systems.

### 3. OUT OF HOME MEDIA

**Concept – “Bundle” all appropriate assets in order to grant a signage representative firm or firms the right to sell ad space in out-of-home media on designated types of city property for extended periods of time.**

**Analysis –** The City of Costa Mesa is currently under contract with Clear Channel Outdoor for the purposes of advertising placements on City bus shelters, refuse containers and bench backs. APEG recommends that the City consider the implementation of a new vehicle advertising program. APEG will meet with staff to determine the number of eligible vehicles and then design an RFP to solicit bids from companies that currently provide this program.



### **The Tailgates and Doors of Utility Vehicles, Pickup Trucks and SUVs:**

This program is simple. A government vehicle carries an advertiser's message on a customized sign containing the city's official slogan and seal. Each day the sign travels about the city with the message affixed, giving an advertiser exposure to current and prospective customers. This practice gives the advertiser name recognition and identifies them as a prominent business and community sponsor.

Previously the City has had a contract with Signs of Support (“SOS”) to provide advertising for City vehicles. Approximately 65 vehicles were part of this program. The vehicles utilized were city, vans, pick-up trucks, dump trucks and street sweepers. Advertising was not placed on any public safety vehicles. The City received about \$19,000 per year in revenue for a three year period.

Since then there have been new advances in this medium. Full wrap tailgate signs have become popular and increase the amount of potential revenues that the City can earn.



### **Revenue Projection:**

APEG estimates that the City would approximately \$45,000 per year from this program based on comparable rates of advertising. This figure assumes that a minimum of 65 vehicles will be eligible for advertising with a minimum of 35% using the tailgate wrap placements.

**Policy Considerations –** Two major policy issues influence out-of-home media:

- Concern with excessive commercialism in the form of “visual pollution”
- Objectionable advertising content, by marketers of goods and services that the City would not wish to be associated with, much less to be seen as endorsing. The content issue will be discussed below, in connection with new electronic media.