Community Economic Development
Marketing @ 212° & Asset Development

KATSKIP & Associates, LLC

SKIP TEASTER, CEcD, PCED, IOM

ARKANSAS COMMUNITY DEVELOPMENT SOCIETY (ACDS)
Conway, AR
October 29, 2014
Learning Objectives
CED Marketing @212° & Asset Development

- What Is the Real Difference between 211° and 212°
- What Are the Consequences of Slow Change and Not Being Proactive
- What Is CED Marketing and Attraction
- What is the Impact of a Website in CED Marketing
- What is the Value of SWOT Analysis & Community Asset Mapping in Accordance with Site Selection Factors
- Examples of How to Use Asset Mapping for Asset Development
- Who Are Your Partners and Why?
Thoughts & FACTS for you to reflect on before reaching...
Why Change?

Challenge is the dragon facing YOU & Your Community with a “gift” in its mouth; Tame the dragon & secure the prize (gift)!
“SLOW” to Change – Consequences?

Tortoise attitude, maybe ...

CEDO’s & Government

- Community economic development organizations (CEDO’s) & local governments often do not match the speed of the private sector, who are the customer, client and / or prospect when it comes to restructuring business practices to respond to new challenges and opportunities ...

  ...“There are consequences for a lag between awareness and action”... possible elimination from the selection process?

Source: Economic Development Marketing , 2008
“Change has a considerable impact on the human mind.

• To the **fearful** it is **threatening** because things may get worse.

• To the **hopeful** it is **encouraging** because things may get **better**.

• To the **confident** it is **inspiring** because the **challenge** exists to **make things better”**... 212°

*What are **YOU**?*

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*Source: King Whitney, Jr., President, Personnel Laboratory Inc.*
Results of Lack of ACTION!

Results of neglect & / or < 211°

Source: An abandoned church in Detroit, Mich. by Pete
Results of Vision & Action at 212° +

Source: RiverCenter for the Performing Arts, 900 Broadway, Columbus Ga
Performing Arts Benefits

- Employment / Jobs
- Entertainment / Fun
- Cultural Opportunity
- Educational Experiences
- Recognition of Diversity
- Community / Economic Development
- Redevelopment/Revitalization
- Cultural & Performing Arts = Excellent Marketing Tools for C.E.D.

Mighty Mo Pipe Organ, Fox Theater / Shakespeare Theater
The Economic Impact of Nonprofit Arts Organizations (2012)

Community and economic developers as well as all other community partners are encouraged to realize that “when they support the arts and culture, they not only enhance the quality of community life but also invest in its economic well-being” and make their communities more **marketable and attractive** to those seeking cultural and quality of life opportunities.

Example: “Swamp Gravy”
Colquitt, GA

- The nonprofit arts and culture industry generates **$135.2 billion in total economic activity**.
- Nonprofit arts and culture organizations generated an estimated **$61.1 billion in economic activity in 2010**.
- This economic activity has a measurable impact on the treasuries at the federal, state and local levels. Nonprofit arts organizations return:
  - **$5.26 billion in federal income tax revenues**
  - **$2.75 billion in state government revenue**
  - **$2.24 billion in local government revenue**

Source: *Arts & Economic Prosperity IV*, Americans for the Arts, 2012
“While economic, community and community economic developers think they have a good idea of what it is they do, most citizens and residents don’t.

For example, in some communities, fewer than 10% can name specifics about what a community economic development organization (CEDO) has done in the past 10 years to impact the vitality of their own community or their life.”

How can YOU change this phenomena and show that your work is meaningful and should be funded?

COMMUNITY ECONOMIC, ECONOMIC &/or COMMUNITY DEVELOPMENT MARKETING?
Overview of Marketing and Attraction

• Marketing can be used to:
  – Attract
  – Relocate
  – Retain
  – Expand
  – Improve images
  – Promote policies & programs

• Business attraction also is referred to as business recruitment and is a critical strategy to persuade investors to locate, remain and / or expand.

• Economic development marketing and attraction is not just selling business sites, or attracting businesses, it is a means of promoting your community as a viable location for economic vitality.

Participants share unique approaches that are being used other than attraction to build a stronger economy?

COMMUNITY ECONOMIC DEVELOPMENT {CED} MARKETING

DID YOU KNOW:

“A new report (2013) revealed that GA communities exhibit lower levels of civic engagement (voter turnout, volunteering, action and attending of public meetings) than the national average and some of the lowest rates in the country, according to the GA Civic Health Index, prepared by University of Georgia”... <<<<211°! How is it in Arkansas?

Before we begin preparing to MARKET your community, we are going to evaluate your local assets [quasi-SWOT analysis] in accordance with the 2013 Site Selection Factors from the 9th Annual Consultants Survey from Area Development ... Share 3 handouts with participants!


“Share 5X our size story”
Community Asset Mapping Exercise – requires Action (212°)!

This exercise is designed to assist you in evaluating your community’s ASSETS as well as Opportunities to improve [key component] your community’s posture with regard to actual site selection 2013 factors.

**Step 1**: Review your handout from top to bottom.

**Step 2**: Take a few moments and think about the positive assets that can position your community for location considerations in the first 26 factors. Please score them in the appropriate columns.

**Step 3**: Review the remaining 26 factors and score them as you deem appropriate.

**Step 4**: As in the real world, the remaining 9 factors are scored AFTER the first 26. Please score each and calculate your results in both areas.

**Step 5**: Discussion and planned next action steps – 212°!

<table>
<thead>
<tr>
<th>Rank</th>
<th>“Area Development Magazine” Site Selection Factors</th>
<th>Strong (+3)</th>
<th>Average (+1)</th>
<th>Weak (-2)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Availability of Skilled Labor</td>
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<td>2</td>
<td>Highway Accessibility</td>
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<td>3</td>
<td>Labor Costs</td>
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<td>4</td>
<td>Occupancy / Construction Costs</td>
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<td>5</td>
<td>Availability of Advanced ICT Services*</td>
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<td>6</td>
<td>Availability of Buildings</td>
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<td>7</td>
<td>Corporate Tax Rate</td>
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<td>8</td>
<td>State &amp; Local Incentives</td>
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<td>9</td>
<td>Low Union Profile</td>
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<td>10</td>
<td>Energy Availability &amp; Costs</td>
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<td>11T</td>
<td>Tax Exemptions</td>
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<td>11T</td>
<td>Right to Work State</td>
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<td>12</td>
<td>Available Land</td>
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<td>13</td>
<td>Expedited “Fast Track” Permitting</td>
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<td>14</td>
<td>Proximity to Major Markets</td>
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<td>15</td>
<td>Availability of Long Term Financing</td>
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<td>16</td>
<td>Environmental Regulations</td>
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<td>17</td>
<td>Inbound / Outbound Shipping Costs</td>
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<td>18</td>
<td>Proximity to Suppliers</td>
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<td>19</td>
<td>Raw Materials Availability</td>
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<td>20</td>
<td>Accessibility to Major Airport</td>
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<td>21</td>
<td>Proximity to Technical College/Training</td>
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<td>22</td>
<td>Training Programs (Quick Start / GA)</td>
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<td>23</td>
<td>Availability of Unskilled Labor</td>
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<td>24</td>
<td>Railroad Service</td>
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<td>25</td>
<td>Waterway or ocean port availability</td>
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</table>

**TOTAL SCORE (Possible 78)**

<table>
<thead>
<tr>
<th>Rank</th>
<th>Quality Of Life (QOL) Factors (Considered only AFTER previous 26 are satisfied)</th>
<th>Strong (+3)</th>
<th>Average (+1)</th>
<th>Weak (-2)</th>
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</thead>
<tbody>
<tr>
<td>1</td>
<td>Low Crime Rate</td>
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<td></td>
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<tr>
<td>2</td>
<td>Health Care Facilities</td>
<td></td>
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<tr>
<td>3</td>
<td>Housing Costs</td>
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<td>4</td>
<td>Ratings of Public Schools</td>
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<tr>
<td>5</td>
<td>Housing Availability</td>
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<td>6</td>
<td>Recreational Opportunities</td>
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<td>7T</td>
<td>Colleges &amp; Universities in area</td>
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<tr>
<td>7T</td>
<td>Climate</td>
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<tr>
<td>8</td>
<td>Cultural Opportunities</td>
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</tbody>
</table>

**TOTAL SCORE (Possible 27)**

<table>
<thead>
<tr>
<th></th>
<th>Site Factor Percentage (Your Score / 78)</th>
<th>78-53</th>
<th>52-27</th>
<th>26-1</th>
</tr>
</thead>
<tbody>
<tr>
<td>QOL Factor Percentage (Your Score / 27)</td>
<td>27-19</td>
<td>18-16</td>
<td>9-1</td>
<td></td>
</tr>
</tbody>
</table>

Rank Your Community – Site
Rank Your Community - QOL

One step closer to the marketing & assessment of your community
Marketing of the Community

COMMUNICATION:
TRUTH IS CRITICAL

• The truth about your community is critical-A must!
• Glossy brochures & rhetoric are not helpful-Decision makers don’t read them!
• Misleading info hurts chances of choice
• Advertise & market where CEO’s read!
• Appeal to your audience-Ex. Japanese newspaper, Korean trade shows

INCENTIVES & BENEFIT AGREEMENTS

• Need to be developed to meet needs of client / prospect being attracted
• Promote community with who to contact info
• Negotiate benefits for community as well as prospect
• Departmental staffers need to be in the know at the proper time to execute.
Professional Developer’s or Staff Role
“wear one of many hats”

• “Gunslinger”
• Facilitator
• Change Agent
• Visionary
• Advisor
• Assessor / Analyst
• Psychologist / Mind Reader
• Servant Leader
• Advocate
• Catalyst
• Gap Filler
• Educator/Teacher
• Marketer
• Politician
• Partner
• Listener [means 2E + 1M = L]

“Yahoo” – “Yippee”
"The CEDO’s website is THE first point of CONTACT that site selectors and brokers have with an organization". Eric Simundza

"In today’s information age of marketing and Web 2.0, a company’s website is the KEY to their entire business". Marcus Sheridan

“A community that does not maintain a USER-FRIENDLY website thus runs the risk of being eliminated from a location search...” Anatalio Ubalde

WEBSITE FEATURES — Identified as most important by latest survey

How do site selectors, real estate professionals & visitors get info they need?

- **Site Selectors:** In the first 2 phases of site selection, site selectors were considerably more likely to visit an **EDO website** than to contact the EDO Staff...similar response in 2007 [6 years ago].

- **Corporate Real Estate Brokers:** They are considerably more likely to visit **EDO websites** in the first couple of stages than contact the EDO directly...

**THEREFORE,**

Bob Ady once wrote that, “the site selection consultant uses the information from a community’s WEBSITE & other ONLINE sources. If a community does not have a website, the website cannot easily be found or does not have the right type of information, maybe outdated or incorrect, the consultant ‘moves on to other communities’ that have the information he or she needs”. **Elimination by the website**, before ...

- The “**Confidential Nature**” of the process gives further incentive to minimizing the chance to interact personally with the broker, consultant and / or the community directly!

## Website Features – Top 12

<table>
<thead>
<tr>
<th>Website Features</th>
<th>% EDO’s Rating Feature Is Important</th>
<th>Change from 2007</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land, sites &amp; building inventory</td>
<td>91%</td>
<td>↑</td>
</tr>
<tr>
<td>Labor force</td>
<td>90%</td>
<td>**</td>
</tr>
<tr>
<td>Demographic reports</td>
<td>86%</td>
<td>**</td>
</tr>
<tr>
<td>Infrastructure</td>
<td>85%</td>
<td>↑</td>
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<tr>
<td>Maps</td>
<td>83%</td>
<td>↓</td>
</tr>
<tr>
<td>Major industries or clusters</td>
<td>83%</td>
<td>↓</td>
</tr>
<tr>
<td>Staff directory &amp; contact info</td>
<td>83%</td>
<td>↓</td>
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<tr>
<td>Incentives</td>
<td>81%</td>
<td>↑</td>
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<tr>
<td>Major employers</td>
<td>80%</td>
<td>**</td>
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<tr>
<td>GIS mapping tools for analysis</td>
<td>77%</td>
<td>↑</td>
</tr>
<tr>
<td>Business assistance services</td>
<td>74%</td>
<td>↑</td>
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<tr>
<td>Quality of life</td>
<td>73%</td>
<td>↓</td>
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</tbody>
</table>


NOTES: * was not a choice in 2007; ** change was less than one percent
## Website Features – Top 12

### Exercise To Do At Home?

<table>
<thead>
<tr>
<th>Website Features</th>
<th>Which do you have, now?</th>
<th>If not now, when?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Land, sites &amp; building inventory</td>
<td></td>
<td></td>
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<tr>
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<tr>
<td>Quality of life</td>
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</tbody>
</table>

Search Engine Optimization (SEO): the art of improving your website’s relevance & importance...top of search list.

- **Your brand isn't what you say it is. It's what Goggle says it is.** Chris Anderson, Wired Magazine, Editor-in-Chief.
- Optimizing your site simply provides Google with the most context-sensitive & informative data about your site...**core principle: produce quality content for your audience.**
- **ACTION SUGGESTED:** If you have not done so, consult your webmaster or designer and determine how to best improve your SEO and evaluate the value of Search Engine Marketing (SEM) or Search Engine Advertising (SEA).
- **ACTION SUGGESTED:** If you have not done so, consult your webmaster or designer and determine how to add Google Analytics [it’s free!] to your website and begin reviewing how your site is being used and how to increase visitors returning to your site to enhance your CED.
- **ACTION SUGGESTED:** Set a goal to improve the SEO of your website within the next 3-6 months to improve your opportunities for site selection.
WEBSITE EXAMPLES
For Your Review Later

Community Economic Development Planning
“Top 15 Website Models List from Site Selector Recommendations”

Kansas City - ThinkKC.com
Greater Phoenix Economic Council - Gpec.org
Rockford Illinois USA - Rockfordil.com
Greater Houston Partnership - Houston.org
Buffalo Niagara Enterprise – www.buffaloniagara.org
Charlotte Regional Partnership - Charlotteusa.com/business info
Charleston Regional Development Alliance - http://www.charlestonregionaldata.com/
Florida’s Great Northwest - Floridasgreatnorthwest.com
Hampton Roads, VA site - Hreda.com
North Carolina Department of Commerce – ncommerce.com
Pittsburgh Regional Alliance – alleghenyconf.org/pra
St. Louis site – stlrgca.org
Team Cleveland Ohio - www.clevelandplusbusiness.com
Tennessee Valley Authority Economic Development – tvaed.com

NOTE: These websites are prepared for review and use by anyone needing to enhance their local economic development websites. Please use as appropriate.

Prepared by Skip Teaster, CEcD, PCED
02/08/2013
Source: LinkedIn article 2012.
My View, A No-No-No!!!

We can make your vacation in my state easier. When you vacation in my state you’ll find the Delta is a place of friendly faces and lasting friendships. The Mississippi Delta Tourism Association is here to provide you with helpful and fun Mississippi Delta travel information. All visitors who vacation in Mississippi are important to us, so we'd like to hear from you. Requests for Delta travel information or comments you may have about Mississippi can be made simply by completing the form below. Thanks for helping us make the Mississippi Delta one of the best places to vacation in Mississippi. Visit the Delta – “Welcome” if this is your first vacation in Mississippi; “Welcome back” if you’re returning.

• First Name:
• Last Name:
• E-Mail Address:
• Yes, I'd like to receive your free e newsletter.
• Address:
• City:
• State:
• Province:
• Zip / Postal Code:
• Information Needed:

My View, A Yes-Yes-Yes!

Please feel free to contact me regarding any information that you may need or want:

Warm regards,

Skip Teaster

L. B. "Skip" Teaster, CECd, PCED, IOM
KATSKIP & Associates
82 Howard Circle, Suite 200
Winder, GA 30680-1645
skipteaster@gmail.com
678.725.4598 cell/678.425.9769 direct
www.linkedin.com/in/skipteaster
BUILD A CUSTOM WEBSITE THAT SHOWCASES YOUR COMMUNITY (PRODUCT):

PLEASE KEEP IT CURRENT

{HTTP://WWW.YOURTOWNCMS.COM/EXAMPLES}

CAUTION:

PLEASE DO NOT BURY THE CED WEBSITE WITHIN A MUNICIPAL, CHAMBER OR OTHER WEBSITE.
REVIEW OF THREE “ED/CD/CED” STRATEGIES

- **First Wave Strategy**
  - Traditional, recruiting or “smokestack chasing” or first wave of industrial attraction ... Developers are **ED PURISTS** (narrow approach) ... **incentives** were enticements.

- **Second Wave**
  - Came along after **diminishing returns** from First Wave
  - Focused on growing **existing business & developing local entrepreneurs** ... included incubators & entrepreneur training
REVIEW OF “ED/CD/CED” STRATEGIES

Third Wave Strategy includes:

- Business Clusters
- Regionalism
- Public Private Partnerships
- Economic Development
- Housing/Transportation/Aesthetics
- Community Economic Development
- Tourism, possibly International
- Small Business / Neighborhood Development
- Redevelopment & Re-Use

< Whatever You Can Imagine and Make Work > DREAM!

RECOMMENDED STRATEGY:
“BRING THE BABIES HOME!”
NO SINGLE STRATEGY, POLICY NOR PROGRAM

• no single definition for economic development
• no single strategy, policy, or program for achieving successful economic development.

Communities differ in their geographic and political strengths and weaknesses; therefore, each will have a unique set of challenges for economic development so be prepared for customization.

Source: International Economic Development Council (IEDC)
Community Economic Development:

*Which Strategies are You Pursuing?*

- Industrial recruitment & attraction
- Business retention & expansion
- Small business development
- Entrepreneurship/business incubators
- Micro-enterprise development
- Downtown revitalization
- Workforce development & training
- Value-added agricultural enterprises

- Economic gardening
- Economic/occupational clusters
- Information technology infrastructure
- Building on local assets (tourism, recreation, physical and/or cultural amenities) *This may be all you have...hello!*
- Attracting creative & educated people – Return home campaigns

- **What others are you considering &/or using?**
DIVERSIFYING THE LOCAL ECONOMY THRU RECREATION/TOURISM

BENEFITS OF TOURISM:

- Additional income flowing into the community supporting new jobs at a range of wage levels
- Support of local retail, restaurants, lodging, and services
- A more diversified economy
- Sales tax revenue increases
- Amenities that improve the local quality of life
- Less fluctuation than other economic sectors
- A “clean” industry that doesn’t require a lot of municipal services
- Support for the local cultural environment, festivals, events, and recreation facilities
- **Tourists don’t ask for residential services!**

“Entertain, Feed, Burp, Sleep, Pat on Back, Invite & Enjoy”

Source: Kolzow
HAVE YOU EVALUATED THE CONDITION OF YOUR LOCAL INFRASTRUCTURE?

Needs Lots of Work

Mixed Reviews

In Pretty Good Shape
Is This Your Cemetery (Infrastructure)?

Why Does It Matter...They Are Dead

“Potter’s Field Graves”
SUCCESSFUL ASSET DEVELOPMENT TAKES...

- Risk & Courage to Fail
- Foresight & Vision
- Patience and Perseverance
- Collaboration & Cooperation
- Ability to find hidden talents
- Controlled egos
- Care & concern for the well being of your community and its inhabitants
- Tolerance of differences
- Data analysis & Introspection of Community

It is amazing what you can accomplish if you do not care who gets the credit.

Harry S. Truman
Data Analysis –

S.W.O.T.

- **Internal To The Community**
  - Strengths [S]
  - Weaknesses [W]

- **External To The Community**
  - Opportunities [O]
  - Threats [T]
S.W.O.T. MODEL

**Strengths**
- list your:
  - + advantages
  - + unique and low-cost resources
  - + factors mean that you "get the sale"

**Weakness**
- list your:
  - + disadvantages, limitations
  - + what could you improve
  - + factors lose you sales

**Opportunities**
- list your:
  - + chances to improve performance
  - + good opportunities can you spot

**Threats**
- list your:
  - + external trouble for the business
  - + obstacles do you face
  - + what your competitors are doing
How do you get a “real external” assessment?

Ask Wal*Mart / Mickey D’s to share?
• YOUR Community / Region (Current Reality?) NOW?
  – Share One Strength
  – Share One Weakness
  – Share One Opportunity
  – Share One Threat / Danger
• From the SWOT Analysis, write one positive goal for YOUR downtown, YOUR community or YOUR region!
• Is there an obstacle for success (danger / threat)? What is it?
• Who or What could prevent Victory (danger / threat)?
• What is the Benefit of this successful Goal?
• Are YOU going to allow the Danger or Threat Stop YOU?

What would VICTORY look like to YOU?

SWOT EXERCISE
Is Your Community: A Single Act or A Team

Speak with One Voice?

Source: dreamstime photos
Community Economic Development Players

- Local Governments & Staffs
- State Governments & Staffs
- Federal Governments & Staffs
- Special Authorities
  - Local Development
    - Constitutional?
    - Statutory?
    - Both?
  - Downtown Development
- Public-Private Partnerships
- Developers
- Chamber of Commerce
- Universities/Community or Technical Colleges
- Neighborhood Groups
- Foundations
- Utility Companies
- Philanthropic Partners
- Grant Writer / Facilitator
- Consultants
- Department Heads / Community Staffers / Doers

PARTNERS / ORGANIZATIONS

Are You Considered a Partner?
Professional Developer’s or Staff Role
“wear one of many hats”

- “Gunslinger”
- Facilitator
- Change Agent
- Visionary
- Advisor
- Assessor / Analyst
- Psychologist / Mind Reader
- Servant Leader
- Advocate
- Catalyst
- Gap Filler
- Educator/Teacher
- Marketer
- Politician
- Partner
- Listener [means 2E + 1M = L]

“Yahoo” – “Yippee”
Successful Regions ...

- Have Leaders that recognize new realities and focus on community economic development
- Commit to collaboration & inclusion
- Have a global view & value cultural differences
- Understand how to use current strengths & weaknesses
- Have flexible and adaptable leaders who speak w/ one voice
- Expect results and achieve success
Successful Regions Also Have....

- **Strategic plans** with capacity to respond quickly; make decisions without delays
- Comprehensive view of development
- Mechanisms & desires to **continuously seek opportunities**
- Ways to **measure** and **evaluate** impact
- Evaluate opportunities & threats before they become a negative

Describe your successful region?
COMMUNITY & ECONOMIC DEVELOPMENT

Successful places...Create A Sense of Place

- Are rich in ideas and talent
- Attract educated & highly skilled people
- Provide physical and cultural amenities
- Have organizations and individuals with the ability to learn and adapt
- Embrace bold partnerships among business, government and nonprofit sectors
- Redevelop & revitalize; not demolish
- Culturally diverse and inclusive of all persons
- Risk takers with courage, vision & imagination
- “Can Do It” Spirit
- Hire forward thinking & positive staff – Yes we can!
- Speak with “ONE VOICE”
How Often Do You **NOT** See This?

“Site Selectors / Developers ALWAYS See This”
Available Affordable Housing & Healthcare

**HOUSING**
- Availability (Rent, lease & / or purchase)
- Occupancy
- Quality
- Underwater mortgages
- Foreclosures
- Per capita income levels
- Capacity

**HEALTHCARE**
- Dentist
- Doctors
- Clinics / Urgent Care Centers
- Hospitals
- Surgicenters
- EMS Service
- Assisted Care Living Facilities
- Hospice
Transportation

Transportation For Moving Goods

- Interstate highway access
- Federal/State primary highway access
  - Highways with shoulders
  - Highways with turning lanes
- Airport
- Rail (Inland Deep Water Port/Multi-Modal)
- Waterway

Transportation For Business Travel

- Proximity to major airport hub
- Proximity to major commercial airport
- Existence of commercial or private airport
- Passenger Rail
- Aesthetics/Landscaping
The Three Qualities of People I Most Enjoy Working With @ 212°

- Dream Big
- Get Stuff Done
- Know How To Have Fun

Source: Weiner, Jeff, CEO @ LinkedIn
Basic Strategy for CED Success

The communities that prosper will be those that develop strategies to create resilient local economies that make the unique strengths of their people and their place a source of competitive advantage. How well they share their story and provide value for their clients will determine their longevity in the game of marketing and attraction…

We have to get the whole system together to figure it out.

Develop a “Sense of Place”

Source: The President’s Council on Sustainable Development
LEGAL, MORAL & ETHICAL

You WILL be told you cannot solve your problems by “naysayers & power mongers & control freaks” … however, I beg to differ!
In my view, if it is “legal, moral & ethical”, YES you can do it, even when you are told you cannot:

The mistake that bosses, leaders & idiots make…they tell you that you can’t rather than “I don’t want you to do that!

“ONE HELLUVA DIFFERENCE … DONCHANO”

SHARE LEGACY HANDOUT WITH CLASS

What Will Your Legacy Be?

Source: www.secondgnet.com
Conclusions & Next Steps

Ever wonder where you are going

- “Would you tell me, please, which way I ought to go from here?” That depends a good deal on where you want to get to”, said the Cat. “I don’t much care where ...” said Alice. “Then it doesn’t matter which way you go,” said the Cat. Charles Lutwidge Dodgson, *Alice in Wonderland*.

- “If you don't know where you are going, any road will take you there.” Lewis Carroll, *Alice in Wonderland*.

- “You’ve got to be very careful if you don’t know where you are going, because you might not get there.” Yogi Berra

**Your next steps at 212°**

The most important marketing and attraction tool that an EDO can use to help attract and retain businesses is a robust and current website. In the information and technology age of today, the CEDO’s website is its “Front Door”, “Welcome Mat” and “Community Menu for Visitors”.

- Step 1: Community Vision?
- Step 2: Assessment & Asset ID?
- Step 3: Strategic Plan w/Goals?
- Step 4: Infrastructure Plan?
- Step 5: Marketing & Social Media Plan?
Presentation Source Documents

- “Leaders Care”, YouTube Video, www.secondg.net
- Parker, Samuel L. *212 [degrees]: The Extra Degree*. Dallas, TX: Walk the Talk, 2005.
- Schultz, John (Jack) M. *Boomtown USA: the 7 1/2 keys to big success in small towns* - National Association of Industrial and Office Properties [NAIOP], 2004.
Glossary

- **Advertising** – Any paid form of non-personal mass media presentation of image, goods or services by an identified sponsor.
- **Comparative Advantage** - The ability of a firm or individual to produce goods and/or services at a lower opportunity cost than other firms or individuals.
- **Competitive Advantage** - An advantage that a firm has over its competitors, allowing it to generate greater sales or margins and/or retain more customers than its competition.
- **Direct Mail** – A form of advertising in which a message is sent to pre-selected targets.
- **Geographic Segmentation** – Subdividing a market into units such as regions, countries, states or cities.
- **Image** – The sum total of all the perceptions others have about a community.
- **Market** – The set of existing and prospective users of a product or service.
- **Market Segment** – A distinct or definable subset of a market, also referred to as target market.
- **Marketing Mix** – The combination of different marketing techniques use to reach and influence a target market.
- **Marketing** – The process of analyzing, planning and executing and controlling messages and programs designed to influence the level, timing and character of demand in selected target markets for the purpose of achieving an organization’s objectives.
- **NAICS Codes** – North American Industry Classification System [NAICS] is the standard used by Federal statistical agencies in classifying business establishments for the purpose of collecting, analyzing and publishing statistical data to U.S. business economy.
- **Personal Selling** - A professional market effort involving face-to-face communication and feedback, with the goal of making a sale or inducing a favorable attitude towards a community or company.
- **Selling** – The exchange of goods, services or ideas, between two parties.
- **Social Media** – The use of emerging media to communicate interactively with customers.
- **SWOT** – Strengths, Weaknesses, Threats and Opportunity Analysis to assess one’s community prior to planning.
- **Target Audience** – The sector of a total market that an organization has selected to serve, this audience meets the community’s economic development goals and competitive advantages.
- **Target Marketing** – Focusing marketing effort on one or more segments within a total market.
- **Trade Show** – A commercial or industrial formal gathering in which sellers at pre-assigned stations present goods or services for possible sale to prospective buyers.
- **Web 2.0** – The interactive, imagined and responsive platform of the World Wide Web (www.).
Contact Information

In the future, should you need assistance, please contact me @:

KATSKIP & Associates, LLC.

SKIP TEASTER
CEcD, PCED, IOM
82 Howard Circle, Ste. 200
Winder, Georgia 30680
678.725.4598
skipteaster@gmail.com
TOOLS & IDEAS FOR USE BACK HOME

Additional Resources to Coincide with Other Speaker Presentations Shared
On October 29, 2014 ACDS Meeting
Social Media (SM)
Great Marketing Tool

- ED pro’s are encouraged to recognize the importance of SM potential due to the role it is playing in the business communities.
- Developing a SM strategy is a must before engaging in SM activities.
- 2011 Survey says: 170 of 500 *Inc. Magazine’s* fast growing companies:
  - 74% use Facebook
  - 73% use LinkedIn
  - 64% use Twitter
- SM is where customers spend time & can be reached.
- SM is like “word-of-mouth” on steroids.
- Investigate the value of video to enhance your message ... a powerful & intuitive medium that gets attention over print.
- Review the possibilities of including a mobile app (2120)
- **First rule of SM for ED pro’s is to “listen”- 2E+1M=L.**
7 Possible Steps for Social Media Success

• **Step 1**: Create a personal profile online
• **Step 2**: Create your company’s “personality” online
• **Step 3**: Interact often and consistently – not a one way street
• **Step 4**: Monitor and respond with proof in the form of links
• **Step 5**: Promote and aggregate your social media profiles
• **Step 6**: Use location awareness
• **Step 7**: Always create value

Other Social Media Recommendations for Potential Successes

- http://www.adrants.com/ 10 steps to a successful social media/Terra Mrkulic
- http://ct-social.com/ 5 steps to social media success
- http://www.flyte.biz/ Social Media ROI/5 Steps to SM Success
- http://thrivehive.com/ 3 steps to creating a SM marketing plan 050213
- http://lornali.com/ 6 steps for creating a SM marketing roadmap and plan
- http://www.searchenginejournal.com/ Simple steps to creating an effective SM strategy (Review SM flow in adjoining frame)

- **NOTE**: There is no cookie cutter approach to SM marketing. Your strategy will depend on your:
  - Main Goals [critical]
  - Audience / Customer Needs
  - Resources

Source: *Simple steps to creating an effective social media strategy*, Adam Rowles, 051813.
The economic downturn has forced cities & states to be more creative as they COMPETE to ATTRACT companies and stimulate local economies. More and more, local EDO’s are turning to social media tools [LinkedIn] to enhance their efforts nationally and locally. Here are five (5) ways cities and regions are using social media today:

1. **Strengthening or Rebranding a Region’s Image**
   (www.orlandoedc.com)

2. **Showcasing Story Ideas for the Media**
   (choosemaryland.org)

3. **Attracting Former Residents Back to an Area – Belleville, KS**
   (republiccountykansas.com)

4. **Linking Job Seekers to Jobs – Greater Richmond VA Partnership**
   (RichmondJobNet.com)

5. **Promoting Local & Regional Businesses & Assets – Roanoke Regional Partnership**
   (www.roanoke.org) - Roanoke Regional Partnership | LinkedIn

Source: Five Ways Cities are Using SM to Reverse Economic Downturn, Aliza Sherman, mashable.com
Once the community economic developer has identified the community’s competitive advantage and the target markets, their characteristics, preferences and needs, the **NEXT STEP** is to develop a plan for the marketing efforts. A marketing plan provides a **GUIDE** for all marketing activities.

**DESIGNING A MARKETING STRATEGY**
What should a plan do?

- Communicate goals to elected officials, board members & community leaders
- Define a singular clear message
- Focus on targeted customer needs
- Market to targeted industries
- Communicate community message succinctly - uniqueness
- Formulate a distinctive image of a “place people want to be”
- Set clear, attainable & measurable goals
- Be based on competitive advantage of community to create value
- Reach global & underserved markets
- Network & link community to world
- Create jobs & recruit a highly motivated & skilled workforce network
- Promote the maintenance & expansion of diversified tax base
- Develop a guide for management actions, allocation of resources and evaluation & ensure limited resources are used efficiently
- Provides justification for funding, how funds will be spent and expected ROI

Source: IEDC, Economic Development Marketing & Attraction Manual, 09/11
Critical Success Factors for CED Marketing

- A unified community vision & strategic plan – **Do you have a current plan and vision that is being executed?**
- An understanding of the product (your community) you are marketing – **Determined by Asset Mapping**
- In-depth understanding of targeted industries you wish to attract – **What Fits, then Research each, ID Your Targets!**
- A will to adjust and change the plan as the clients needs and economic conditions change.

- Written marketing plan including:
  - How to get the message to the target audience in the most economical and expeditious manner
  - Obtain adequate funding for plan, resources and staff to execute the plan

- Solicit and involve committed parties to stay the course:
  - Stakeholders, boards, citizens, existing industries
  - Public private collaboration and regional partnerships

- Evaluation of every aspect of the plan on a scheduled basis with follow-up communication to all partners is critical
Recommended Steps in Developing a Marketing Plan

**Step 1:** Identify Players & Stakeholders

**Step 2:** Assess Competitiveness

**Step 3:** Identify Potential Markets

**Step 4:** Formulate Realistic Goals, Objectives, & Strategies

**Step 5:** Develop Plans of Action

**Step 6:** Implementation / Execution

Action phase at 212°

**Step 7:** Monitoring and Evaluating Outcomes

**Step 8:** Plan Adjustment

**NOTE:** A common mistake in marketing is a lack of message that is meaningful to the target audience. Many of the ads for locations focus on the quality of life. Yet what the ads should be focusing on is:

- Operating costs
- Workforce costs
- Transportation assets

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### Evaluate Your Marketing Techniques At Home?

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<tr>
<th>Technique</th>
<th>What are you using?</th>
<th>Value added?</th>
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<td>Web 2.0 (Social Media)</td>
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**Participant Questions:**
Do you have a marketing plan? Why? Why not?

Source: IEDC, Economic Development Marketing & Attraction Manual, 09/11