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AGENDA GOVERNMENTAL COMMITTEE (Includes Public Safety Division)

Monday, November 3, 2014

4:00 p.m.

Executive Conference Room, Administration Building
 100 Ribaut Road, Beaufort

Governmental Committee Members:

Jerry Stewart, Chairman
 Laura Von Harten, Vice Chairman
 Cynthia Bensch
 Rick Caporale
 Gerald Dawson
 Brian Flewelling
 Tabor Vaux

Staff Liaison:

Phil Foot, Division Director

1. CALL TO ORDER – 4:00 P.M
2. BUILDING CODES ACTIVITY REPORT ([backup](#))
 Mr. Phil Foot, Division Director-Public Safety
 Mr. Chuck Atkinson, Building Codes Director
3. EMS ACTIVITY REPORT ([backup](#))
 Mr. Phil Foot, Division Director-Public Safety
 Ms. Donna Ownby, EMS Director
4. UPDATE / ECONOMIC DEVELOPMENT
5. ADJOURNMENT

2014 Strategic Plan: Committee Assignments

Business License Fee: Direction (*Goal Accomplished, August 2014*)
 Business Retention and Growth Program: Development and Funding
 Economic Development Sites Report (Lowcountry Alliance)
 Designated Funding Mechanism for Economic Development: Direction
 Lowcountry Economic Alliance: Performance/Activity Report and Funding
 Referendum(s) 2014 (Capital, LOST, and Rural and Critical Lands): Direction (*Goal Accomplished, August 2014*)



BUILDING CODES 2014 OVERVIEW

Building Codes Departmental Core Processes

(11 Total Staff)

Permitting / Administrative

Plan Review

Inspections

Permitting / Administrative

Permit Entry / Processing
Zoning Verification
Parcel ID Verification
911 Address Verification
Contractor License Verification
Business License Verification
Permit Fee Calculation
Impact Fee Assessments
Mobile Home Registrations
Records Research
Permit File Maintenance
One-Stop Coordination

Plan Review

Technical Customer Service
Pre-application Meetings
Use and Occupancy Determination
Construction Document Review
DHEC / OCRM Permit Approvals
Special Inspection Review
Fire Sprinkler Review
Floodplain Determination
FOIA Processing
Energy Compliance Review
Site Layout Review

Inspections

Foundation
Floor System
Strapping / Nailing / Fenestration
Structural Rough-in
MEP Rough-in
Fire Suppression Systems
Energy Compliance
Electrical Service
Special Inspection Review
OCRM / Zoning Setback Verification
Flood Compliance
File Documentation and Archiving

Special Programs

FEMA National Flood Insurance Program (NFIP)

NFIP Community Rating System (Class 6)
(5 Year Audit Schedule)

NFIP Substantial Improvement Enforcement

Beaufort County Hazard Mitigation Program

Quality Controls and Review

Internal Controls

ISO Audit and Effectiveness Grading
(5 Year Cycle)

IAS Accreditation
(Annual audit with 3rd year site visit)

Internal Controls

Inspection site visits and monitoring

Inspector Area Rotations

Peer Review of File and Field Inspection Reports

Internal File Audits

Mandatory Inspector / Plans Examiner Training

ISO Audit and Effectiveness Grading
(Onsite Audit Every 5 Years)

Effectiveness Grading Scale (Rating 3.00)

	Possible Points	Score	SC Average	Nat'l Average
Section I – Administration	112	83.66	65.09	64.09
Section II – Plan Review	46	45.60	31.55	34.30
Section III – Inspections	46	37.56	34.80	36.16
Total	204	166.82	131.44	134.55

IAS Accreditation

AC98 Organizational Criteria



Beaufort County Inspections Quality Control Manual
(Detailed Operating Procedures for 3 processes and Controls)



Annual Review with 3rd Year Site Visit

Beaufort County Building Codes

MUNIS Software Update – Primary Completions

“Go Live” - July 16, 2014

Both permitting and field inspection portions are operational
(Building Codes, Planning, Zoning)

Secondary information systems have been integrated
(Property Master, Customer Data, Accounts Receivable)

Beaufort County Building Codes

MUNIS Software Update – Pending Actions

Online Customer Self-Serve

Business License Integration

Beaufort County Building Codes

Total Permit Sales

Fiscal Year	Total Permits Sold	Permit Revenue
2012	2,975	\$569,869
2013	3,350	\$630,197
2014	3,418	\$749,182

Beaufort County Building Codes

New Home Permit Sales

Fiscal Year	New Home Permits	New Home Revenue
2012	188	\$229,949
2013	229	\$294,276
2014	298	\$399,984

Beaufort County Building Codes

Field Inspection Data

Fiscal Year	Total Inspections	Total Insp. Stops
2012	8,390	6,108
2013	8,734	7,886
2014	10,376	8,293

Questions?

EMS 2014

OVERVIEW

- STAFF
- CALLS/TRUCKS/RESPONSE
- TRAINING

- STAFF 104 EMPLOYEES

- PARAMEDICS- 62
- ADVANCED EMT- 8
- BASIC EMT- 12

- PART TIME

- PARAMEDICS- 6
- ADVANCED EMT- 2
- EMT- 7

- PUBLIC RELATION EVENTS

- CALLS FOR SERVICE/TRUCKS
- 10-2013 THRU 10-2014
- 15,759
- AVERAGE RESPONSE 8.04
- NOB 8.4
- SOB 7.7
- NATIONAL AVER. 8.59
- TURN OUT TIME .81
- 11 FRONTLINE
- 5 QRV

- TRAINING /EXPERIENCE
- IST PROGRAM
- MONTHLY INSERVICE PROGRAM
- HANDS ON/LECTURE
- NEW SPACE FOR TRAINING
- ADVANCED INSTRUCTORS - 42
- LUCAS 2 ON ALL FRONTLINE
- STEMI/STROKE PROGRAM
- CAPNOGRAPHY/12 LEAD

ADD-ONS

The document(s) herein were provided to Council for information and/or discussion after release of the official agenda and backup items.

Topic: Internal Marketing Plan
Date Submitted: November 3, 2014
Submitted By: Jerry Stewart
Venue: Governmental Committee



INTERNAL MARKETING PLAN

Prepared for the Lowcountry Economic Alliance
By Avalanche Consulting, Inc.
June 2014

Jerry Stewart

November 3, 2014

Governmental Committee



Introduction

Between 2009 and 2012, Beaufort County added 12,801 new residents, but lost 691 jobs, which equates to an overall economic impact of about \$34 million dollars in direct and indirect lost wages over three years as well as lost tax revenue associated with those wages. Taxes pay for roads, improve schools and preserve green space, among other vital elements of a community. The way to ensure that the Beaufort County's high quality of life remains the same is through job creation and business expansion, which grows the tax base and supports the level of amenities and infrastructure that the people of the region have come to expect.

This is an urgent situation. Beaufort County's economy is not keeping pace with the state of South Carolina's. Currently, the Southeastern US is a hot destination for business – particularly in aerospace and advanced manufacturing, logistics, and professional services. However, Beaufort County has a sluggish economy. Balance is a core concern in the county's economic development. While on the surface income levels look to be on par with other communities, salaries are low. This reflects a large retiree base, whose incomes include non-wage earnings, and a large base of low-wage secondary jobs, such as retail and construction. The region has a growing income disparity.

While this situation may not seem alarming to some, in the long run, it will impact all residents. Without a thriving primary industry – companies that produce goods and services that are exported and inject new dollars and tax revenue into a community – the cost of maintaining and improving critical infrastructure will fall on residents to an even greater degree than it already is. (According to Beaufort County, only 0.25% of the county's tax revenue comes from manufacturing companies compared 14.5% in Orangeburg County and 13.7% in Spartanburg County.) Quality of place, which is the sole reason many people move to Beaufort County, is threatened when primary businesses don't grow in a proportionate way as residential population.

Without primary business growth, the overreliance on residents' dollars to maintain infrastructure will turn into a downward spiral. Yet, there has been vehement opposition to economic development and primary business expansion in the county. While the county is in need of relevant real estate for the types of industry seeking to locate in the Southeastern US, even small redevelopment projects in Beaufort County have been vocally opposed.

With its proximity to major East Coast ports, scenic setting, university presence, and ripe state business climate, Beaufort County has enviable assets from an economic development perspective. The core issue, and why the county has negative business growth relative to its neighbors, is self-perpetuated. **Residents need to be made aware of the intimate correlation between primary business growth and the community's quality of life.**



Objectives of Lowcountry Economic Alliance Internal Marketing Plan

As a component of this Internal Marketing Plan, an online citizen survey was conducted in March, 2014 that asked local residents to share their perceptions of the Lowcountry's economy and economic development efforts. Results showed that:

- 47% of respondents gave the Lowcountry a "C" grade for economic performance over the past five years.
- 78% of respondents rated economic development and job creation as "Highest Priority" or "Medium Priority."
- According to a majority of survey respondents, successful economic development means recruiting/expanding new industry, improving/increasing educational assets, or starting/growing new startup companies.
- 83% said "YES" to supporting additional funding for economic development initiatives.
- 64% of the respondents have "negative, unfamiliar or indifferent" perceptions of the Lowcountry Economic Alliance efforts.

The survey shows support for economic development and additional funding for initiatives, while highlighting the need to improve overall economic performance for the future.

However, a vocal minority of residents has derailed economic development. The anti-development sentiment is exacerbated by the County's shortage of shovel-ready real estate for primary employers. Getting real estate ready for business will cost money, as the May 12, 2014 Thomas & Hutton engineering study illustrates.

Sharing the benefits of proactive economic development will help shine a light on the work of the LEA. Rallying community leaders around the initiative will help garner long-term support for the organization. The objectives of the plan reflect these needs.

Objective #1: Educate local residents about current economic conditions and how economic development translates into long-term quality of life for Beaufort County.

Beaufort County residents are unaware of the current economic conditions. They don't realize that jobs have been lost which equates to approximately \$34 million dollars not being spent across the region, which ultimately impacts quality of life issues. The way to ensure that Beaufort County's high quality of life remains the same is through job creation and business expansion, which grows our tax base and supports the level of amenities and infrastructure that the people of the region have come to expect. This is a message that needs to be shared broadly in a way that people understand.



Objective #2: Inform residents about the important efforts of the Lowcountry Economic Alliance.

As evidenced in the survey results, the LEA has an image issue. 64% of respondents have “negative, unfamiliar or indifferent” perceptions of the Lowcountry Economic Alliance efforts. Yet 78% of respondents rated economic development and job creation as “Highest Priority” or “Medium Priority.” Economic development is important to people. There is an urgent need to better communicate the efforts of the LEA and to have a plan to consistently communicate economic development news across Beaufort County.



Target Audiences

The term “economic development” receives different reactions from different people. There are constituents in Beaufort County who support the growth of primary businesses and understand the connection between job creation and the region’s quality of life. There are other constituents who might see primary business growth as a threat to quality of life, or a misappropriation of resources. As the LEA and other community leaders develop an internal communications strategy, it is important to identify and refine messages around those groups of residents who tend to have the strongest negative reactions to primary business growth. Based on our experience in the region and conversations with area and state leaders, the audiences most critical to the success or failure of economic development are:

- Retirees
- Native Beaufort County Residents
- Local Government Officials
- Business Leaders
- Students/Young Professionals
- Local media
- State economic development leaders



Primary Messages

Concept #1

Purpose: To educate residents that business growth relieves tax burden on Beaufort County residents and that taxes are needed to preserve the quality of life that they enjoy.

Message Points:

- In a healthy community, businesses generate a majority of the tax base that helps build roads, improve schools, preserve green space, keep the community safe, create job opportunities for their children and keep life beautiful.
- In healthy communities, businesses generate a healthy portion of the tax base.
- That is NOT the case in Beaufort County. Manufacturers, who based on their capital investment, tend to be sizable contributors to the tax base, only represent 0.25% of Beaufort County's tax base. The weight of the tax burden falls almost entirely on Beaufort County property owners.
- This is just one indicator that the economy in Beaufort County is lop-sided. Primary employers like manufacturers contribute a small share of county tax revenue relative to other South Carolina counties whose tax base is 12-15% from manufacturing.
- Growing light manufacturing and high-tech businesses in Beaufort County is the answer to this disparity.
- It's a smart way to relieve your tax burden and to have the resources our community needs to build roads, improve schools, preserve green space, keep the community safe, create job opportunities for our children and put more money in our pockets to enjoy life in Beaufort County.
- The LEA is charged with helping businesses grow in Beaufort County so that we can keep Beaufort County beautiful.
- We want more business to keep Beaufort County beautiful.



Concept #2

Purpose: To educate residents about how lost jobs ultimately affect the region's quality of life.

Message Points:

- Between 2009 and 2012, the number of jobs in South Carolina increased 2.5%, while the number of jobs in Beaufort County DECREASED by 1.2%.
- This 1.2% decrease in jobs equates to approximately \$23 million in lost payroll and at least another \$11 million lost that would be rippling through our economy as a result of those wages.
- That's \$34 million in lost wages in 3 years as well as lost tax revenue associated with those wages. Beaufort County is leaking money and jobs while other South Carolina communities are thriving.
- \$34 million equates to 34,000 \$1,000 mortgage payments; more than 113,000 \$300 car payments; 680,000 \$50 meal tabs in local restaurants and over 1.1 million rounds of \$30 golf.
- Why does this matter? Because Beaufort County's quality of life depends on having a healthy business climate.
- When businesses shrink, so does our tax base. The dollars our governments need to invest in schools, improve roads, preserve parks and beaches, keep our community safe and preserve Beaufort County's beauty are not enough if we rely on the tax dollars of residents alone.
- When businesses shrink, we lose their tax dollars. Residents like you have to pay more to maintain the quality of life that you expect.
- The LEA is charged with helping businesses grow in Beaufort County so that our residents can have more money to enjoy life and keep Beaufort County beautiful.
- We want more business to keep Beaufort County beautiful.



Messages by Target Audience

While the overarching message is the same for all target audiences, there are specific points that will resonate with each. The takeaway is the same for all - **We want more business to keep Beaufort County beautiful.**

Retirees

When businesses grow in Beaufort County, new taxes are generated that help us to maintain integrity, preserve green space, keep our beaches pristine, preserve our rich heritage and support our cultural centers. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County.

Native Beaufort County Residents

When businesses grow in Beaufort County, new taxes are generated that preserve our rich heritage, maintain integrity, preserve green space and keep our beaches pristine. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County.

Local Government Officials

When businesses grow in Beaufort County, new taxes are generated that help us build resources, effectively govern, support local businesses, improve schools and expand roads. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County.

Local Business Leaders

When businesses grow in Beaufort County, new taxes are generated that support businesses' needs - like funding education and training programs and providing robust resources for entrepreneurs and improving infrastructure. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County.

Students/Young Professionals

When businesses grow in Beaufort County, more jobs are available allowing you to earn a living, have a secure future in our region and to enjoy life in Beaufort County. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County.



Local Media

When jobs grow in our region, so does the audience for local media. The audience base grows and advertising revenue grows. Local media also has an opportunity to share stories about our region that is adopted in state and national media, bringing more attention to our assets and our quality journalists. Negative commentary to local news stories is inevitable. (It happens in every community.) Engage a team of visible, respected volunteers to respond to postings that are factually erroneous.

State Economic Development Leaders

In addition to local audiences, keep state partners abreast of Beaufort County developments by including South Carolina Department of Commerce leadership on all LEA mailing lists and copy @SCcommerce when sharing good news from Beaufort County on social media.



Marketing Tools

Messages will need to be shared across a wide variety of mediums and channels. This will require appropriate marketing tools to tell the story. For example, social media channels can be used to share a 30-second video. Or a personal story can be shared via blog, press release, an article or translated into a print or web ad.

RECOMMENDATION: Invest in appropriate marketing tools to spread the word about economic development in Beaufort County.

Press Releases:

Press releases are developed for stories that are newsworthy and current. When appropriate, craft a press release about a situation pertaining to one of the marketing messages – i.e.; storyline, new development, announcing a newsworthy project, etc.

Issue press releases regarding job announcements, new partnerships and any noteworthy and non-confidential activities of the LEA.

Articles

Articles are an effective tool that can be posted on the blog and shared with media outlets and neighborhood newsletters. They can also be positioned on social media platforms and linked on active and pertinent community list serves. Articles are made interesting by highlighting personal positive impacts of the LEA. There is the opportunity for good reach as you ask partners to share the articles via their blogs, websites, social media accounts and membership/distribution lists.

Beaufort County Wants Business Microsite and Blog

The microsite – www.beaufortcountywantsbusiness.com - can be added to the existing LEA website. The microsite can house information about the impact of economic development on the community and related statistics. The blog would be a component of the microsite. You can create specific content on the blog which can then be shared via social media. Additionally, articles, e-newsletters and press releases can be shared on the blog, which creates another channel for that content.



Weekly e-newsletter/e-card

Messages should be rotated on a weekly basis. The e-newsletter should contain important and urgent news, meeting notices, call for volunteers and new endorsements. Design the card so that it can be easily shared by other organizations and stakeholders to their distribution lists. Post to local message boards/online discussion boards as appropriate.

Packaged Language for Community Presentations

It is important that the language used to convey the message – written or spoken - be consistent. Stakeholders and Blue Ribbon Task Force members should be provided with this specific language via tools that help them to share the message.

Elevator Pitch: The Elevator pitch is a brief summary of the primary message. While the core message remains the same, it can be customized by target audience. It should be less than 30 seconds.

Talking Points for leaders: This is a summary of quick facts and messages in concise bullet points.

PowerPoint Presentation/Template: A consistent PowerPoint presentation to be used when speaking in the community at civic organizations, community meetings, etc. Additionally, produce a few slides that can be shared with stakeholders that they can use when communicating on the topic. After finalizing the Elevator Pitch and talking points, distribute to all stakeholders, partners and Blue Ribbon Task Force Members for their use. Ask them to spread the word and be advocates for LEA and economic development.

Collateral

These are tools to communicate with target audiences. Some can be both printed and electronic.

Infographic: An infographic is a compilation of facts and figures in an interesting configuration to help convey the message. It can be either electronic or printed.

Palm Card: A palm-sized leave behind piece that shares figures and information about the initiative. Good for leave behinds at community and civic meetings.

Direct Mail piece to target zip codes/neighborhoods: A printed piece to be mailed to those most important target audiences. It is an opportunity to specific target an audience via zip code, neighborhood or demographic.



Window Clings/posters for local businesses: An opportunity to engage local businesses while reaching their shoppers.

Video and YouTube Channel

Finalize a series of short video clips communicating the communications messages along with Unimedia. Establish a YouTube channel for the LEA/Beaufort County Wants Business campaign and post all videos online. Link other social media and public relations outreach to the YouTube channel. Work with Beaufort County Government to rotate the videos hourly on the local government access channel. Also if there are locally produced broadcast programs on the government channel or any other broadcast outlet, LEA leadership should be a regular guest on the program, updating and educating residents on the importance of economic development.

Print Media Ads

Consider developing print ads showcasing the infographic in local newspapers, magazines and neighborhood newsletters.

Web Advertising

Consider investing in banner advertising on websites visited by local residents, most likely Island Packet, Beaufort Gazette and other sources of local news including any local online discussion boards or online neighborhood newsletters.

Letters to the Editor

Letters to the Editor can be an effective way of sharing opinion, generating awareness and inspiring others to take positive action. It can sometimes be a catalyst for the media to cover a story from a particular perspective so it is important to coordinate this communication around key points and to be clear in messaging. Also have geographic representation from across the county.

Recommendation: Ask stakeholders and Blue Ribbon Task Force members to write letters to the editor. Provide them with examples, the following tips and key points.

Tips for Writing Letters to the Editor

- Address your letter “To the Editor.”
- Be concise and focus on one important point.
- Follow the guidelines and word count requirements of the publication or your letter will be edited.
- Include your contact information. Many papers call to verify that you wrote the letter.



- Use words that create a sense of urgency and show how readers will be impacted by the point you are making.
- Ask for action. “Tell your friends.” “Come to the meeting.”
- Proofread your letter and use spell check.
- Email your letter in the body of the email. Don’t send attachments, as it may encounter a spam filter.
- Follow up with a call the day after you submit the letter and ask if it will be printed.

Things to Avoid

- Don’t overstate or exaggerate. That gives readers pause and makes your point suspect.
- Don’t speak negatively about those who oppose your position.
- Don’t use all CAPS or *italics*. Let the words speak for themselves.

Key Points to Share with Letter Writers

- A lack of primary businesses means a lack of tax dollars.
- If we don’t grow the tax base by adding primary businesses, property owners’ tax burden will increase and quality of life is threatened.
- In a healthy economy, businesses generate the majority of the tax base. That’s not the case in Beaufort County.
- We need strong tax base supported by primary businesses to help build roads, improve schools, preserve green space, keep the community safe and create job opportunities for our children. This is what keeps life beautiful in Beaufort County.
- Growing businesses in Beaufort County is NOT destructive. Growing light manufacturing and high-tech businesses is a smart way to relieve our tax burden and put more money in the hands of the residents to keep life beautiful in Beaufort County.

Sample Letter to the Editor

To the Editor:

We moved to Beaufort County 12 years ago because we fell in love with our greatest asset – our incomparable quality of life. We love the beaches, the parks and living on an island. We love how we live. But times are changing and we see that being threatened. So many people move here, but we haven’t seen many companies move here. Growing businesses in Beaufort County is a smart way to relieve our tax burden and have resources that our community needs to maintain our greatest asset. If we don’t start to recruit businesses to Beaufort County, our taxes will go up and our quality of life will go down.

Sincerely,

Ellie Engle
321 Barkalot Lane
Beaufort, SC 12345
(843) 555-3333



- Beaufort County's quality of life depends on having a healthy business climate. We want more business to keep Beaufort County beautiful.
- From 2009 – 2012, Beaufort County primary jobs declined by 1.2%, while the state's primary job figures increased 2.5%. The 1.2% decrease in jobs equates to \$34 million in lost wages during that same time, as well lost tax revenue associated with those wages. Beaufort County is leaking money and jobs while other South Carolina communities are thriving.

Social Media

Social Media is an effective and affordable way to share messages about the efforts of the Lowcountry Economic Alliance. To be successful, there must be a defined strategy and a manageable execution strategy. The following examples illustrate the primary social media channels to use for the LEA.





Facebook

Sample Post:



Recommend making the Lowcountry Economic Alliance Facebook page more active. Post regularly and ask partners to like the page and encourage their partners to follow as well.



Twitter

Sample Post:



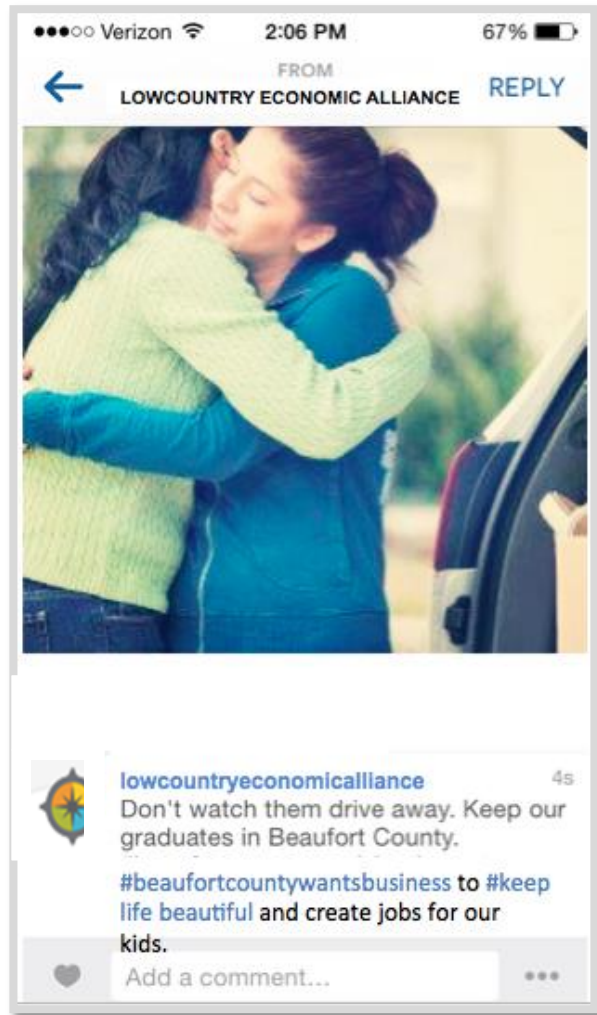
While the LEA already has a primary Twitter account, it is not very active. Post regularly and solicit new followers. Be sure to follow these accounts:

@hiltonheadsc
@HiltonHead_Golf
@hiltonhead_news
@SCcommerce
@LowcountryAero
@hhmonthly
@HiltonHeadView
@outsidehh
@hhi_living
@SAVHHIairport
@HHIBChamber
@hiltonheadtweet
@WHHITV
@BlufftonToday
@BlufftonChamber
@GBRC99
@IPBG_Matt
@MilesatChamber
@islandpacket
@GinaNSmith
@thatslauderdale
@ThatsBug2U
@IPBGCurrent
@insidepages
@beaufortgazette
@Beaufort_SC
@Beaufort_TParty
@BeaufortRegCoC
@bcgovsc
@Visit_Beaufort



Instagram

Sample Post:



Corporations and organizations are among the fastest growing segment of users on Instagram. It is primarily a visual medium using photos or brief (less than 10 seconds) videos with a succinct caption. It is a great medium to share culture, which makes it a perfect match to highlight the quality of life elements of Beaufort County. Recommend an Instagram account under Lowcountry Economic Alliance.



Google Plus

Sample Post:

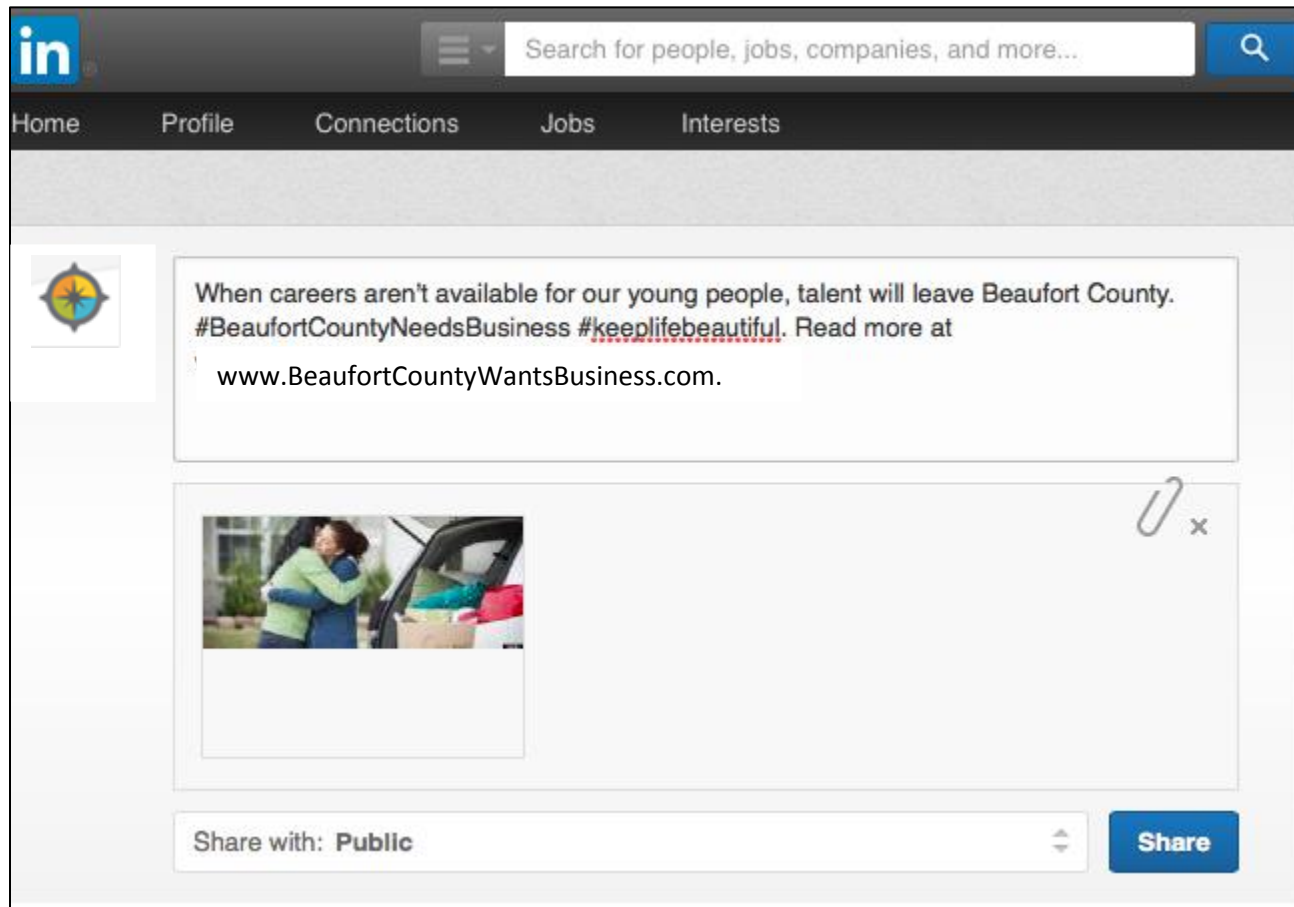


While Google+ looks and feels like Facebook, the benefits are different. Corporations and businesses are now using Google+ to improve brand SEO (Search Engine Optimization) efforts, as posts to their accounts show up in search results. Recommend starting a Google+ account for the Lowcountry Economic Alliance.



LinkedIn

Sample Post:



LinkedIn is the social media channel specifically tailored for business. Establish a LinkedIn account for the Lowcountry Economic Alliance and actively engage partners to grow the network and share the Beaufort County Needs Business message.



Social Media Tips

- Offer easy connections via icons on your homepage and throughout your website.
- Post regularly using a social media engagement calendar to optimize messaging and ease implementation.
- Use a consistent style and follow brand guidelines closely.
- Ask followers and fans to share your message.
- Engage your followers and fans in friendly banter. Reply to posts on your content.
- Acknowledge when others re-post your content.
- Be engaging and use photos, videos and links where appropriate.
- Like and share others' appropriate content.
- Make the process easier and less time-consuming by automating posts and scheduling them in advance.
- Include others in your posts by tagging them. For example, tag Beaufort County by using @bcgovsc or tag SC Department of Commerce by using @SCcommerce.

Social Media Engagement Calendar

It is helpful to plan out the week's social media engagements in advance. This allows for consistent and intentional messaging across the channels, reinforcing content each day without appearing repetitive. Time management is also improved through automation of posts for future delivery throughout the week. See an example on the next page.



Social Media Engagement Calendar (One- Week Sample)

DATE	Message	Twitter	Facebook	Instagram	Google+	LinkedIn
MON	Quality of Life	Unsurpassed beauty here. Let's keep it that way. #keeplifebeautiful #BeaufortCountyWantsBusiness (Insert Waterfront Park Pic)	Don't you love it? Want to keep it? #BeaufortCountyWantsBusiness #keeplifebeautiful (Insert Waterfront Park Pic)	Let's keep having moments just like this. Preserve our quality of life. #keeplifebeautiful #BeaufortCountyWantsBusiness (Insert Waterfront Park Pic)	Ahhhhh - breathe in. The perfect moment. Let's keep having them. #keeplifebeautiful #BeaufortCountyWantsBusiness (Insert Waterfront Park Pic)	So many beautiful scenes like this across Beaufort County. To maintain this world-class quality of life, we need a healthy business climate. Support the Lowcountry Economic Alliance - #keeplifebeautiful. (Insert Waterfront Park Pic)
TUES	Leaking jobs and money	#BeaufortCountyWantsBusiness We are leaking jobs and \$ while other SC towns are thriving. Plug the leak. #keeplifebeautiful	We are leaking jobs and money while other SC towns are thriving. Plug the leak. #keeplifebeautiful. #BeaufortCountyWantsBusiness (Insert pic of leaky bucket)			We are leaking jobs and money while other SC towns are thriving. Plug the leak with new businesses. #keeplifebeautiful. #BeaufortCountyWantsBusiness (Insert pic of leaky bucket)
WED	\$34 Million	1.2% jobs lost = \$34M in lost wages over 3 yrs. \$\$\$ not spent in Beaufort County. What would \$34M have bought? #BeaufortCountyWantsBusiness	\$34 Million in lost wages over 3 years means \$34 Million was not spent here locally on basic goods like housing, transportation and food. Time for a change. #BeaufortCountyWantsBusiness #keeplifebeautiful.			
THUR	Create jobs for our kids	If Beaufort County loses jobs, our kids lose opportunities. Don't drive them away. #BeaufortCountyWantsBusiness (Insert pic of parent hugging child in driveway)		Don't watch them drive away. Keep our graduates in Beaufort County. #BeaufortCountyWantsBusiness s to #keeplifebeautiful and create jobs for our kids. (Insert pic of parent hugging child in driveway)	Will she come back to the place she calls home? Will she raise her family here? Keep our young adults in Beaufort County. #BeaufortCountyWantsBusiness #keeplifebeautiful	
FRI	Create jobs for our kids		There's no hug big enough. Don't watch them leave. Keep our young adults in Beaufort County. #BeaufortCountyWantsBusiness to #keeplifebeautiful. (Insert pic of parent hugging child in driveway)			When we don't have careers for our young people, talent will leave Beaufort County. #BeaufortCountyWantsBusiness #keeplifebeautiful www.beaufortcountynneedsbusiness.com



Communications Channels

Channels are the various outlets and ways to tell the story.

- Local media
 - Print/Online Advertising
 - Beaufort Gazette (Beaufort)
 - The Island News (Beaufort)
 - Island Packet (Hilton Head)
 - Lowcountry Weekly (Beaufort – every other week)
 - Bluffton Today (Bluffton)
 - Celebrate Hilton Head/Celebrate Bluffton
 - Monthly/Weekly Newsletters to local Property Owners Associations and Homeowner Associations
 - Broadcast
 - WHHI-TV/Sun City TV
 - Local Radio Stations
 - Beaufort County Government Channel
- Young Professionals/Student Groups (identify through leadership organizations and USCB)
- Social Media
 - Twitter
 - Facebook
 - Instagram
 - Google+
 - LinkedIn
 - YouTube
- Personal Networks and Social Events
 - Identify major events over next several months
 - Represent there and distribute info
- Chambers of Commerce/Realtors/Builders Associations
- Community Presentations – to be given by staff and Task Force members
 - Civic Organizations (Rotary, Kiwanis, etc.)
 - Local Business Associations (Shopping Area Associations, Business Park, etc.)
 - Neighborhood Associations
 - The Marsh Association



- SOBs – South of Broad
 - SunCity
- Letter to Editor Campaign
 - Island Packet – Hilton Head
 - Beaufort Tribune – Beaufort
 - Bluffton Today
 - Online Discussion Forums
 - Neighborhood Newsletters (Sun City, etc.)



Channel Plan Example – Message Delivery Across Multiple Channels

The following examples illustrate how a specific message can be packaged, re-packaged and distributed across multiple channels.

Target Audience: Native Beaufort County Residents

Message: When businesses grow in Beaufort County, new taxes are generated that preserve our rich heritage, maintain integrity, preserve green space and keep our beaches pristine. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County.

Takeaway: We want more business to keep Beaufort County beautiful.

Hashtags: #beaufortcountywantsbusiness, #keephlifebeautiful

Website: www.BeaufortCountyWantsBusiness.com



Blog Post

Beaufort County Wants Business Blog

By: Lowcountry Economic Alliance
May 13, 2014

If we do not take serious proactive steps to grow our business base then we must rely on our residential economy. That means residents – all of us – will pay higher taxes. From the perspective of jobs and industry, we are underperforming compared to the state and our peers. We need thriving primary industry – companies that produce goods and services that are exported and inject new dollars and tax revenue into a community – without it, the cost of maintaining and improving critical infrastructure will fall on residents to an even greater degree than it already is.

In Beaufort County, manufacturing accounts for just .25% of all property tax paid. That's less than 1%. In Orangeburg County it is 14.5%, Spartanburg County, 13.7% and Aiken County, 12.8%. Quality of place, which is the sole reason many people move to Beaufort County, is threatened when primary businesses don't grow in a proportionate way as residential population.

This impacts all of Beaufort County. When business grows, our tax base grows. Without primary business growth, the over-reliance on residents' dollars to maintain infrastructure will turn into a downward spiral. With its proximity to major East Coast ports, scenic setting, university presence, and ripe state business climate, Beaufort County has enviable assets from an economic development perspective. It is time to stop the leaking and save our quality of life. There is a DIRECT correlation **between primary business growth and the community's quality of life.**

More business in Beaufort County will generate tax revenue, new wages and jobs. The injection of new dollars into our economy will help us to do all these things – to maintain and improve Quality of Life in Beaufort County – which is our greatest asset.

Please help us spread the word to your networks. Share this blog post and your support. Use the hashtag #LowcountryWantsBusiness to make sure our ideas share a common home.



From: Lowcountry Economic Alliance <news@lowcountryeconomicalliance.org>
Subject: Beaufort County Wants Business – Join us on May 12
Reply: news@lowcountryeconomicalliance.org

Having trouble viewing this email? [Click here](#)



Beaufort County Wants Business

6:30 p.m. at Whale Branch Early College High School

Support the Lowcountry Economic Alliance on Monday evening as we host a dialogue about why Beaufort County needs to grow our primary business presence so we can grow the tax base. If we don't take serious proactive steps to grow our business base then we must rely on our property owners to shoulder the bulk of the tax burden – and that means higher taxes for all of us.

The meeting starts at 6:30 p.m. at Whale Branch Early College High School.



Did you know?

In Beaufort County, manufacturing accounts for just .25% of all property tax paid. That is less than 1%. In contrast, in Orangeburg County it is 14.5%, Spartanburg County, 13.7% and Aiken County, 12.8%. Quality of place, which is the sole reason many people move to Beaufort County, is threatened when primary businesses, like light manufacturing and high tech companies, don't grow in a proportionate way to the residential population.

We Can Speak to YOUR Group

Lowcountry Economic Alliance staff and board members are available to speak to your group about Beaufort County's economy and the direct correlation between primary business growth and the community's quality of life. Contact us at (843) 555-1111 to share how to #keeplifebeautiful!

[Click here to see how we're keeping life beautiful in Beaufort County!](#)
www.beaufortcountyneedsbusiness.com





Letters to the Editor

To the Editor:

Beaufort County property owners have been carrying the tax responsibility for this community for too long. The number of people moving here continues to climb, putting more strain on our infrastructure with nothing to offset the costs. These new residents come here because of our quality of life. Quality of life is going to erode if we don't get some businesses here to grow the tax base.

We can't possibly continue to fund our beloved quality of life on our own. It's not mathematically possible. We have got to add new jobs and new companies in our community so that our tax base grows. If not, our taxes will go up and our amenities will go down.

Beaufort County needs business!

Sincerely,

Stan Smith
123 Bones Boulevard
Hilton Head, SC 12345
(843) 555-5555

To the Editor:

I attended the Sales Tax Commission meeting on May 12, 2014 and learned that over the last 3 years the number of jobs in Beaufort County has decreased. At the same time, communities around the state are adding jobs and thriving. The lost jobs meant \$34 million in lost wages over 3 years. That is money not getting spent here in our community. For fun, I did some math. \$34 million equates to 34,000 \$1,000 mortgage payments. \$34 million equates to 113,333 \$300 car payments. \$34 million equates to 680,000 \$50 meal tabs in local restaurants. Get the picture? \$34 million dollars did not circulate through the county because it wasn't here to spend.

It's time to change that. We've got to support a plan to grow primary jobs and attract industry to Beaufort County or we are all going to suffer. Our taxes will increase, our access to quality of life amenities will decrease and our local economy will decline.

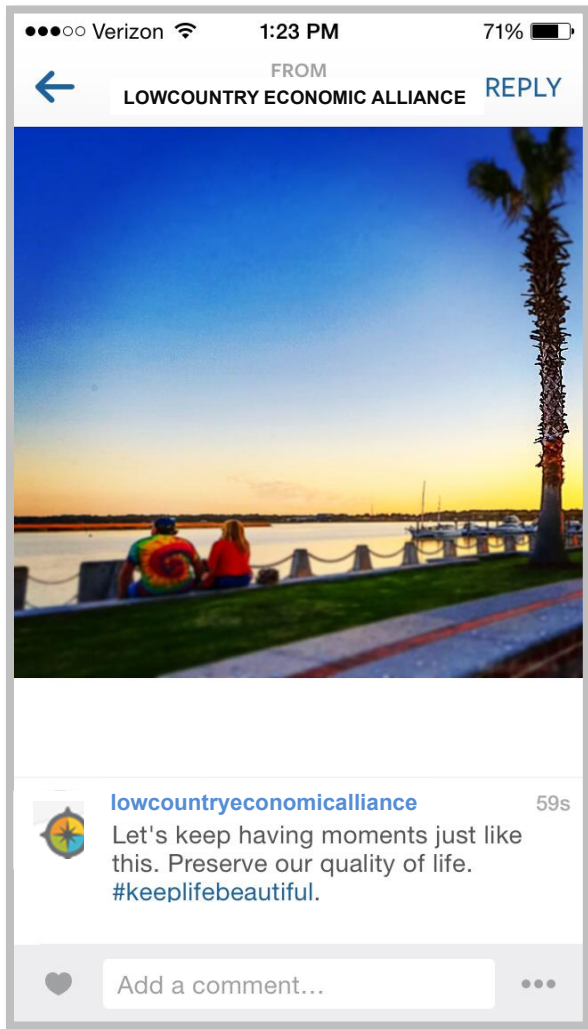
We can't afford to lose another \$34 million – Beaufort County needs business!

Sincerely,

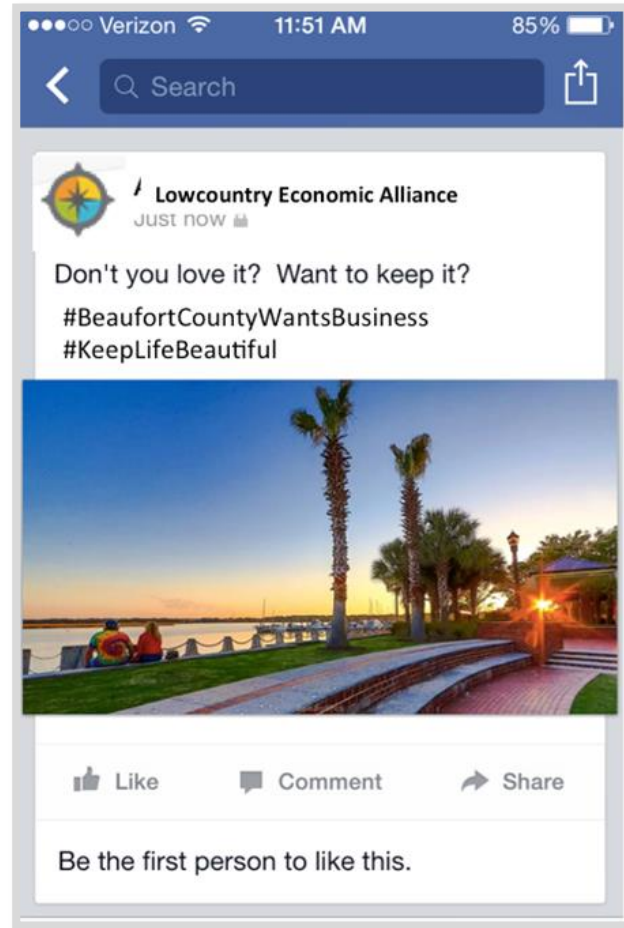
Stan Smith
321 Ruff Road
Bluffton, SC 54321
(843)555-2222



Instagram

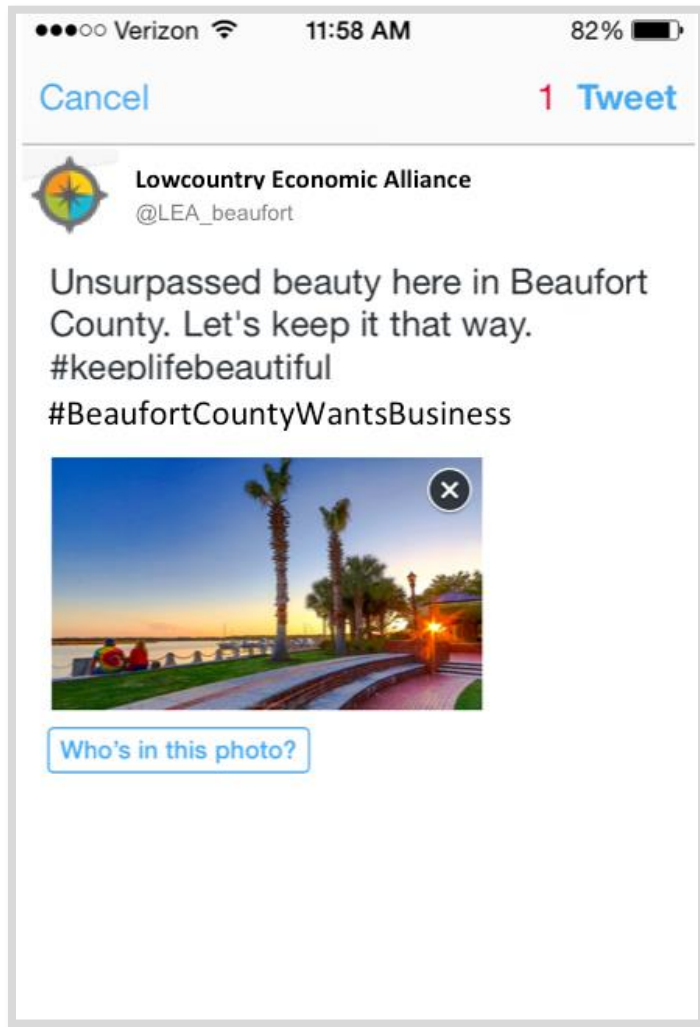


Facebook






Twitter







Linkedin



Search for people, jobs, companies, and more...







HomeProfileConnectionsJobsInterests



So many beautiful scenes like this across Beaufort County. To maintain this world class quality of life, we need a healthy business climate. Support the Lowcountry Economic Alliance in growing businesses in Beaufort County.
#keeplifebeautiful.

www.BeaufortCountyWantsBusiness.com



Share with: Public

All Updates ▾



Talking Points

Talking Points for Stakeholders/Volunteers

Target Audience: Native Beaufort County Residents

When businesses grow in Beaufort County, new taxes are generated that preserve our rich heritage, maintain integrity, preserve green space and keep our beaches pristine. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County.

- Between 2009 and 2012, the number of jobs in South Carolina increased 2.5%, while the number of jobs in Beaufort County DECREASED by 1.2%.
- This 1.2% decrease in jobs equates to approximately \$34 million in lost wages.
- That's \$34 million in lost wages in 3 years as well as lost tax revenue associated with those wages. Beaufort County is leaking money and jobs while other South Carolina communities are thriving.
- Why does this matter? Because Beaufort County's quality of life depends on having a healthy business climate.
- When businesses shrink, so does our tax base. The dollars our governments need to invest in schools, improve roads, preserve parks and beaches, keep our community safe and preserve Beaufort County's beauty are not enough if we rely on the tax dollars of property owners alone.
- When businesses shrink, we lose their tax dollars. We have to pay more to maintain the quality of life that you expect.
- Growing light manufacturing and high-tech businesses in Beaufort County is a smart way to relieve our tax burden and to have the resources our community needs to build roads, improve schools, preserve green space, keep the community safe, create job opportunities for our children and put more money in our pockets to enjoy life in Beaufort County.
- The LEA is charged with helping businesses grown in Beaufort County so that our residents can have more money to enjoy life and keep Beaufort County beautiful.
- We want more business to keep Beaufort County beautiful.



Video

30 –Second Video Testimonial: Stan Smith, Native Beaufort County Resident

Target Audience: Native Beaufort County Residents

Setting: Henry C. Chambers Waterfront Park, Beaufort



“Other than college, I’ve lived my whole life here in Beaufort County. I can’t imagine living anywhere else. My wife and I walk along the waterfront every night. We love it. We want to maintain this high quality of life and amenities like this. To do that, we’ve got to grow business in Beaufort County. When businesses grow here, new taxes are generated that preserve our rich heritage, maintain integrity of our local government, preserve our green space and maintain our parks. When businesses grow in Beaufort County, we keep life beautiful in Beaufort County. We want more business to keep Beaufort County beautiful.”

Graphics: Lowcountry Economic Alliance, www.beaufortcountywantsbusiness.com



Direct Mail Piece

STOP THE LEAKING!!!

Beaufort County is
**leaking money and
jobs** while other South
Carolina communities
are thriving.



In a three year period, Beaufort County lost 1.2% of our primary jobs. That's \$34 million dollars in lost wages.

Beaufort County wants new business to generate tax revenue, new wages and jobs. This will expand our tax base and ultimately sustain our beloved quality of life.

www.BeaufortCountyWantsBusiness.com

FRONT



Right Place, Right People, Right Time



Ms. Ellie Engle
321 Barkalot Lane
Bluffton, SC 54321

**We want business
to keep Beaufort
County
Beautiful.**

BACK



Recommendations:

- **Use an Editorial Calendar to plan your messages and channel usage over a period of time. This helps to balance what people are hearing and seeing and provides an easy-to-follow plan for those managing the process.**
- **Ask for help in spreading the message by providing a one-pager entitled, “Here’s how YOU can help” – tips to help spread the message.**



Consensus Building through Collaboration Council

The Lowcountry Economic Alliance has strong advocates for economic development through the Board of Directors and Blue Ribbon Task Force. Most of these individuals come from the traditional business and development sectors. To broaden the base of support and to activate a better understanding of the impacts of economic development across the entire community, we recommend mobilizing the Blue Ribbon Task Force into a permanent group that is inclusive of all stakeholders and sectors of the local economy. The new “Collaboration Council” would consist of representatives of the following groups:

- LEA Board of Directors
- LEA Investors
- LEA Blue Ribbon Task Force
- Leadership from Companies in LEA Target Industries
- Chambers of Commerce Leadership
- Builders Association Leadership
- Realtors Association Leadership
- Education Leadership
 - K – 12
 - Higher Ed
 - Technical School
- Leadership from the Conservation/Environmental Community
- Leadership from Beaufort Art Association or Arts Council of Beaufort County
- County Government (non-elected)
- Municipal Government (non-elected)
- Utility Leadership
- United Way or other Non-Profit Leadership

The Collaboration Council becomes THE group that advocates for economic development in Beaufort County. It’s broad and inclusive representation demonstrates that economic development is at the core of a strong, vibrant and healthy community.



What are the characteristics of a healthy community?

- A community with a thriving local economy.
- A community with primary jobs at above-average wages.
- A community with a balanced residential/business tax base.
- A community that supports its' non-profit organizations personally and financially.
- A community that has a diverse and thriving arts and entertainment sector.
- A community that values and provides high quality education at all levels.
- A community that values the environment and wants to preserve its quality of life.
- A community with a plan.

Non-profits, artists, local governments and local businesses are all dependent upon a healthy economy in order to survive and ultimately thrive. Economic development – adding primary jobs in target industries – is THE answer.

What does Beaufort County need to become a healthier community?

- More primary industry/jobs.
- More land available for industry to locate here.
- More frequent, respectful and collaborative discussions among ALL stakeholders.

By engaging and energizing a broader representation of the local economy, the messages of “Beaufort County Wants Business” and “Keep Life Beautiful” will spread more organically across the community. This is an opportunity to tap personal and social networks to share the importance of economic development to the overall quality of life in Beaufort County. The co-chairs of the Collaboration Council should be widely respected across different sectors within the community and be known as collaborative leaders who get things done. Meetings should be held at least quarterly at rotating locations around Beaufort County. The purpose of the meetings is to educate and gain support on current economic development activities, demonstrate quality of life impact and identify ways for the group to work together on projects that improve business opportunities and quality of life in Beaufort County.



Long-Term Initiatives

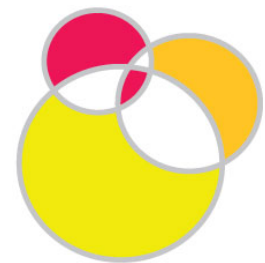
- Produce and publish an Annual Report
- Maintain the Collaboration Council
- Establish Young Professionals Group
 - Establish a Retiree Mentor Program to help groom young professionals for leadership roles
- Keep Storytelling Campaign Alive for both companies and individuals
 - Produce new stories regularly
 - Create a library of Success Stories
 - Library of Best Practice Communities
 - Use affordable communication tools like social media to promote stories

Topic: Marketing Review
Date Submitted: November 3, 2014
Submitted By: Jerry Stewart
Venue: Governmental Committee



MARKETING REVIEW

Prepared for the Lowcountry Economic Alliance
By Avalanche Consulting, Inc.
January 10, 2014



Jerry Stewart

November 3, 2014

Governmental Committee

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Lowcountry Economic Alliance Marketing Review

Lowcountry Economic Alliance has made strides with its marketing initiative, including the implementation of the “Right Place, Right People, Right Time” brand theme, a new website, and new marketing collateral. While Lowcountry has built the foundation for success, our recommendations will allow Lowcountry to ramp up marketing momentum and ultimately bolster the local economy. The following section contains a review of Lowcountry’s current marketing collateral. Recommendations for Lowcountry’s overall marketing campaign as well as individual target industry strategies will follow this review.

BRANDING

Lowcountry Economic Alliance has been effective at using the brand theme “Right Place, Right People, Right Time” consistently across marketing collateral, including the website, ebrochure, and advertisements. Sales messages supporting the tagline are included in the ebrochure.



Right Place, Right People, Right Time

Branding of other regional marketing initiatives varies greatly. Below is Hilton Head’s library of brands, which are all similar in style. Supporting marketing tools are also consistently branded with the message “Doing Business Gracefully”.



HILTON HEAD ISLAND
South Carolina



HILTON HEAD ISLAND-BLUFFTON
CHAMBER OF COMMERCE



BLUFFTON
discover something wonderful



DAUFUSKIE ISLAND
the paradise beyond

The Beaufort Regional Chamber uses a similar font as Hilton Head, but has its own branding identity.



The Jasper County Chamber of Commerce also has its own unique identity.



WEBSITE

The Lowcountry Economic Alliance website has a clean and modern design. Navigation is clear and contains only important topics geared toward target audiences, including Business Climate, Quality of Life, Target Industries, and Location Search. This makes it easy for target audiences to find the information they need.

The homepage contains key information such as a rotating graphic about target industries, available properties, a news feed, and contact information in the footer. The stylized map on the home page shows Lowcountry's location and proximity to Charleston and Savannah.

Imagery of Lowcountry target industries on the rotating graphic uses many stock photos. The subtitle of the rotating graphic describes what the target industry is.



At the time of this review the only post on the news page is from June 2012. Original content in the form of blog posts, articles, or e-newsletters is not utilized. Ramping up the frequency of blog posts and e-newsletters, and the content within each, will greatly improve the Lowcountry's marketing initiative.

Content across all webpages is succinct and contains sales messages. Bullet points are used, helping to organize the content. Information about each target industry is followed by sales messages.

Labor Data dated May 2012 for Beaufort and Jasper counties is available in pdf downloads. An e-brochure is also available for download.

All links and applications on the website, including the Location Search tool, were functioning properly.

SOCIAL MEDIA

According to the Alliance, **the best prospect volume occurred when there was an active blog and Twitter account.** Lowcountry Economic Alliance currently has a Facebook page with 179 "likes." Activity on this page has waned in recent months. There is not a Facebook icon on Lowcountry's website that directs visitors to the organization's social media presence. The social media strategy by I&O has not yet been funded or implemented due to lack of marketing staff/resources.

COLLATERAL

Lowcountry's ebrochure is well designed and contains relevant content, including sales messages that support the "Right Place, Right People, Right Time" brand theme, target industry information, workforce information, recent investments, and available properties. Ensure topics that may change, such as recent investments and available properties, are updated regularly.

MEDIA RELATIONS

Lowcountry distributes press releases about company relocations/expansions, successfully using its brand theme messaging. For example, when DUER established operations in Beaufort County, a quote from the chairman of Beaufort County Council reiterated this theme: "Beaufort County is the 'Right Place' and this is the 'Right Time' for investment with others to come."

ADVERTISEMENTS

Lowcountry Economic Alliance placed an ad in Trade & Industry Development that is consistent with its brand theme. Images used in the advertisement are the same as those used in the rotating graphic on the website. Other advertisements include ads in Business Expansion Journal and SC Biz and online ads in Trade & Industry Development and SC Biz Online. The Alliance does not use direct mailings. The Alliance also partnered with the Hilton Head Chamber on a spread in *Delta Magazine*. According to the Alliance, although the campaign was visually appealing, the print ads have not resulted in increased prospect traffic.

DIRECT SALES

Most of Lowcountry Economic Alliance's prospects come from individuals who are familiar with the Lowcountry region and have visited before. **Building on these existing relationships is a unique and important direct sales tactic for Lowcountry.**

From 2011-2013 the Alliance participated in NBAA, Farnborough Air Show, MRO Americas, Area Development's Women in Economic Development Conference, and SEUS Japan.

ORGANIZATIONAL STRUCTURE & BUDGET

Lowcountry Economic Alliance currently has 4 employees: an Executive Director, Director of Development, Special Projects Assistant, and Military Liaison. The current marketing budget is \$40,000 annually.

ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION

Due to a change in Alliance investors and the resulting organizational adjustments that were made, the Alliance has not had the time or resources to fully implement its 2012 Economic Development Strategy. The Strategy contained marketing recommendations that are still relevant today. The following is a list of the marketing recommendations for 2012 and an indication of progress. Most recommendations that have not been implemented or are partially complete will be included in the Targeted Marketing Plans that follow this Marketing Review.



2012 TARGETED ECONOMIC DEVELOPMENT STRATEGY MARKETING IMPLEMENTATION

2012 Marketing Recommendations	Not Complete	Partially Complete	Complete
Strengthen regional collaboration		✓	
Adopt this strategy and share with state leaders		✓	
Engage in a fundraising campaign to increase Alliance resources for implementation	✓		
Engage in an internal communications campaign		✓	
Brand and launch this strategy			✓
Update the Alliance's website			✓
Engage in a public awareness campaign	✓		
Create a Blue Ribbon Panel of champions for economic development			
Organize familiarization trips for Panel members to model communities			
Better engage the business community in economic development marketing		✓	
Organize an annual regional economic summit for area executives			
Ongoing business retention and expansion outreach		✓	
Organize target industry task forces to advise marketing efforts	✓		
Continue to increase DOD investment and military contacts in the Lowcountry			
Convene a military leadership group to identify opportunities to increase DOD investment			
Support Beaufort County's efforts to pilot TWEAC			✓
Align tourism and economic development marketing initiatives			
Work together to reinvigorate tourism infrastructure, market to luxury hotel developers			
Cooperate with area CVBs to attract target cluster conferences to the region			✓
Work with area CVBs on a marketing campaign targeting visitors			
Engage in external marketing focused on the Lowcountry's target clusters			
Build marketing tools and keep current		✓	
Engage in a media relations campaign	✓		
Conduct prospect handling workshops with area stakeholders			
Conduct marketing missions, attend conferences, and participate in SC inbound marketing events			✓

Competitor Marketing Review

CHARLESTON, SC



Charleston Regional Development Alliance (CRDA) is targeting Logistics & Distribution, Advanced Security & IT, Aerospace, Biomedical, and Energy Systems. CRDA has 12 staff members, including roles dedicated to Marketing & Communications and Business Development. According to CRDA's Work Plan, in FY 2012-13 they hosted six industry conferences and participated in 13 outbound marketing events, including the Paris Air Show, Farnborough Air Show, CANSEC, and LAAD. CRDA also focused on an aggressive national and international media outreach effort with 23 media placements in publications such as USA Today, Fast Company, Aviation Week, Financial News, and National Defense. CRDA will be focusing its current marketing effort on targeted marketing missions, investment of online tools, and media outreach. Planned expenses for Global Business Development/Marketing in FY 2013-14 is approximately \$700,000 (not including salaries or overhead).

MESSAGING

"Greater Charleston has become a recognized hotspot for new business investment, while also offering the natural beauty, world-class culture and historic charm that have made the area such a popular visitor destination."

"With a fast-growing population, a technically skilled workforce, efficient access to the global marketplace, and a diverse portfolio of real estate options, Charleston offers the right combination for business success."

“Competitive Assets include the Port of Charleston, Medical University of South Carolina, Clemson University Restoration Institute, and numerous military installations.”

“The Charleston region is home to nearly every U.S. Department of Defense and Department of Homeland Security agency, including the Space & Naval Warfare Systems Center (SPAWAR Atlantic).”

“High-tech systems and installations developed by the U.S. military often find a home in private industry. As such, Charleston sustains strong, innovative software development and information technology industries.”

Charleston is garnering international recognition as an emerging biomedical market, and the Medical University of South Carolina's world-class research is key to this region becoming a globally competitive location for biomedical business and talent.”

“Charleston is home to more than 35 medical device and pharmaceutical manufacturers, and more than 50 research laboratories and development companies.”

“This region offers the resources and network of support businesses need to thrive, as well as incentive programs to facilitate the location/expansion of biomedical companies and venture investment.”

BEST PRACTICES

Social Media: CRDA has a robust social media presence on Twitter, Facebook, and LinkedIn. It actively posts updates and positive news about the region across all platforms. At the time of this review, CRDA had 3,475 Twitter followers and 456 Facebook “likes.” The CRDA’s LinkedIn company page has nearly 700 followers and allows the organization to not only promote the region, but connect with prospects and site selectors as well. These tools enhance CRDA’s brand and marketing efforts internally and externally.

Media Relations: As mentioned previously, CRDA has an aggressive national and international media outreach effort with 23 media placements in 2012 in publications such as USA Today, Fast Company, Aviation Week, Financial News, and National Defense. Their

website also includes an active News & Media page, which features local news, recent blog posts, rankings and recognition, research and reports, and CRDA's Twitter feed. This page serves as real-time marketing for the Charleston region.

Data Dashboard: The Charleston region recently launched the Charleston Regional Competitiveness Center, which providing users with the significant leading indicators, research and data trends they need to make both business and policy decisions. Data includes Industry, Wages and Income, Workforce, Population Demographics, Social, and others. Data is interactive, downloadable into excel, and updated automatically when new data is released. Updated information is an important marketing tool to provide to prospects and site selectors.

www.CharlestonRegionalData.com



MYRTLE BEACH, SC



Myrtle Beach Regional Economic Development Corporation (MBREDC) is targeting Back Office & IT, Aviation, and Marine Manufacturing. According to their 2012 Annual Report, \$105,500 of the organization's budget was dedicated to marketing (this figure does not include personnel costs). They have five staff members: President & CEO, Director of Operations, Director of Development, Director of Membership, and Director of Marketing and PR. In 2012, MBREDC developed a new brand strategy geared toward target industries that included a new website, marketing videos, an e-newsletter, collateral, press releases, trade shows, a direct mail campaign. Last year MBREDC participated in 10 trade shows (MRO, Site Selection Event, IBEX Show, NBAA, and Live Exchange) and traveled to more than ten states to visit companies for its recruitment efforts.

MESSAGING

"Electricity rates in Myrtle Beach are 25% below the national average."

"Wage rates in call center & technology occupations are 20-25% below the national average."

"Current workforce of approx. 1,000 CSR and another 7,500 employed in retail sales with an in-depth knowledge of customer service and sales."

"Customized workforce training services are provided at no cost to employers."

“Myrtle Beach has an international airport that provides outstanding transportation advantages for employees and company executives.”

“Abundant and robust telecommunications infrastructure is in place and immediately available.”

“Myrtle Beach has numerous existing and easily adaptable buildings.”

“Average annual wage rates are lower than the U.S. overall.”

“Electrical and construction costs are lower than the national average.”

“A wide variety of industrial properties well-suited to the aerospace industry, including iTAP, the International Technology and Aerospace Park.”

BEST PRACTICES

Digital Investments: MBREDC is investing in digital and interactive platforms, such as a new website, marketing videos, and original content production via an e-newsletter. Increasing the variety of interactive digital communications is key to reaching target audiences.



SAVANNAH, GA



The Savannah Economic Development Authority (SEDA) is targeting Manufacturing, Port Related/Distribution, Hospitality, Healthcare, Government/Military, Knowledge-Based Business/Office, Fortune 500 Companies, and International Companies. It launched the GIS location search tool SavannahSiteSearch.com in 2012 and updated its website to be mobile-friendly. There is an international arm to its direct sales efforts with the World Trade Center Savannah. This program within SEDA hosted 49 international delegates from 17 nations in 2012. They also created custom country and industry reports for prospects. SEDA also focuses on direct mailing, sending cards during holidays such as Thanksgiving and St. Patrick's Day. SEDA has 15 employees, including roles dedicated Marketing & PR, Business Development, and Business Retention.

MESSAGING

"Behind Savannah's historic façade are vibrant, forward-thinking residents and a progressive business community."

"Underneath the cobblestone streets lies 38,000 miles of fiber optic cable."

"Savannah has the fastest growing port in the nation and second largest on the East and Gulf coasts."

"Savannah has been successfully blending business and pleasure for 275 years."

"Combined, the County's 226 manufacturers have a total payroll of almost \$700 million and employ more than 14,000 people, making the sector highly influential and well supported by the community."

"The Port serves as a major distribution hub to and from a 26-state region - fully 75% of the U.S. population, due in part to location."

“In the FY2007, Savannah's port shipped more than 2.3 million TEU's, representing a 55 percent increase over the last five years.”

“The port has gained worldwide recognition as a major regional cargo hub, and it provides deepwater access to one of the East Coast's largest available mega sites.”

“Savannah is home to Hunter Army Airfield and Fort Stewart. The two bases are home to more than 24,000 military personnel and generate an annual direct federal expenditure of almost \$1.7 billion.”

Generating more than \$3.4 million in annual wages, knowledge-based businesses represent Savannah's future.”

“And, unlike many communities, Savannah's local government “gets it.” They are not only supporting efforts in traditional business locations and expansions – like manufacturing and distribution – but they are actively engaged in the attraction and growth of knowledge based businesses, innovative, creative and technical companies.”

BEST PRACTICES

Target Industry-Related Programs: SEDA has been producing business development-oriented programs within its organization that align with its target industry recruitment, retention, and expansion goals. World Trade Center Savannah created a sales kit and website this year and created custom country and industry reports for prospects. They also hosted 49 international delegates from 17 nations in 2012. SEDA Innovations is a program that helps entrepreneurs and start-up companies secure capital investment. These programs allow Savannah to hone in on its target industry needs.

Competitive Assessment Update

INTRODUCTION

During the past few years, the Lowcountry's economic performance has been decidedly lackluster. Although the recession negatively impacted most communities throughout the US, benchmark regions such as Charleston, Myrtle Beach, and Savannah have recovered more quickly than the Lowcountry.

METRIC	2009	2012	CHANGE
Gross Regional Product	\$7.44 billion	\$7.56 billion	1.5%
Unemployment Rate	9.1%	8.0%	-12.2%
Employment	65,536	64,550	-1.5%
Average Annual Salary	\$29,956	\$31,536	5.3%
Median Household Income	\$52,668	\$51,209	-2.8%

Between 2009 and 2012, Lowcountry's gross regional product increased an anemic 1.5%. Although the unemployment rate in the Lowcountry has dropped from 9.1% in 2009 to 8.0% in 2012, much of the decline appears attributable to a growing number of discouraged workers. Such individuals are without jobs but no longer actively looking for work, excluding them from federal unemployment figures.

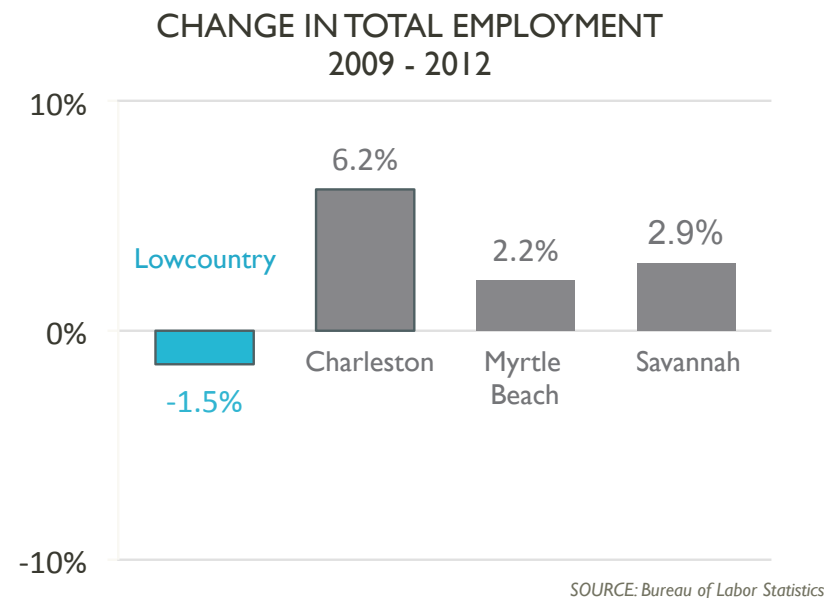
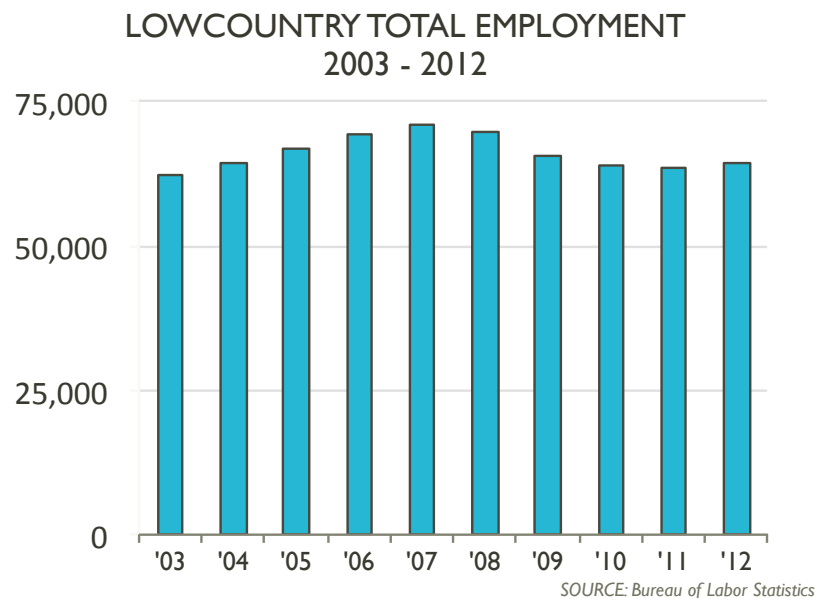
The increase in Lowcountry's discouraged workers is largely a result of a difficult local employment environment; in 2012, there were approximately 1,000 fewer jobs in the Lowcountry than in 2009. Average annual salaries in the Lowcountry have risen during the past three years. Still, due to the lower number of employment residents in the Lowcountry, median household income has declined.

The following pages provide a more in-depth analysis of the Lowcountry's recent economic performance. As the Lowcountry Alliance's last economic development strategy was crafted in 2012, all data is benchmarked to 2009/2010 (the last year data was available at the time of the strategy's development). Additionally, to maintain fidelity to Avalanche Consulting's original analysis, all examined metrics include both Beaufort and Jasper counties (despite the fact that Jasper County is no longer a member of the Lowcountry Alliance).

TOTAL EMPLOYMENT

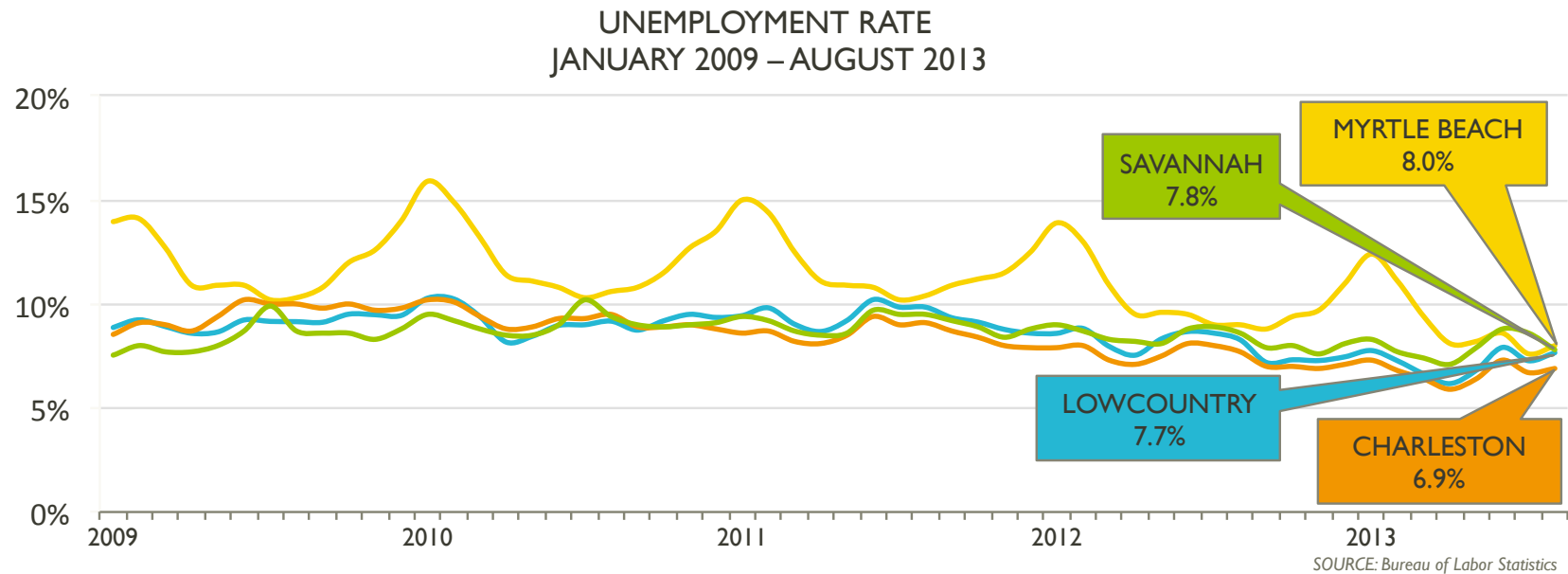
Employment trends in the Lowcountry have largely mirrored those of the US during the past decade. Between 2003 and 2007, Lowcountry's employment increased nearly 14% to more than 71,000. The onset of the recession, however, ushered in an era of employment losses. Between 2007 and 2011, employment in the Lowcountry fell more than 10%. Employment growth in the Lowcountry resumed in 2012.

Since the completion of the original *Lowcountry Competitive Assessment* completed in 2009, employment in the Lowcountry has fallen 1.5%. During this period, employment in Charleston increased by more than 6%. Savannah and Myrtle Beach experienced more modest job growth, at 2.9% and 2.3% respectively.



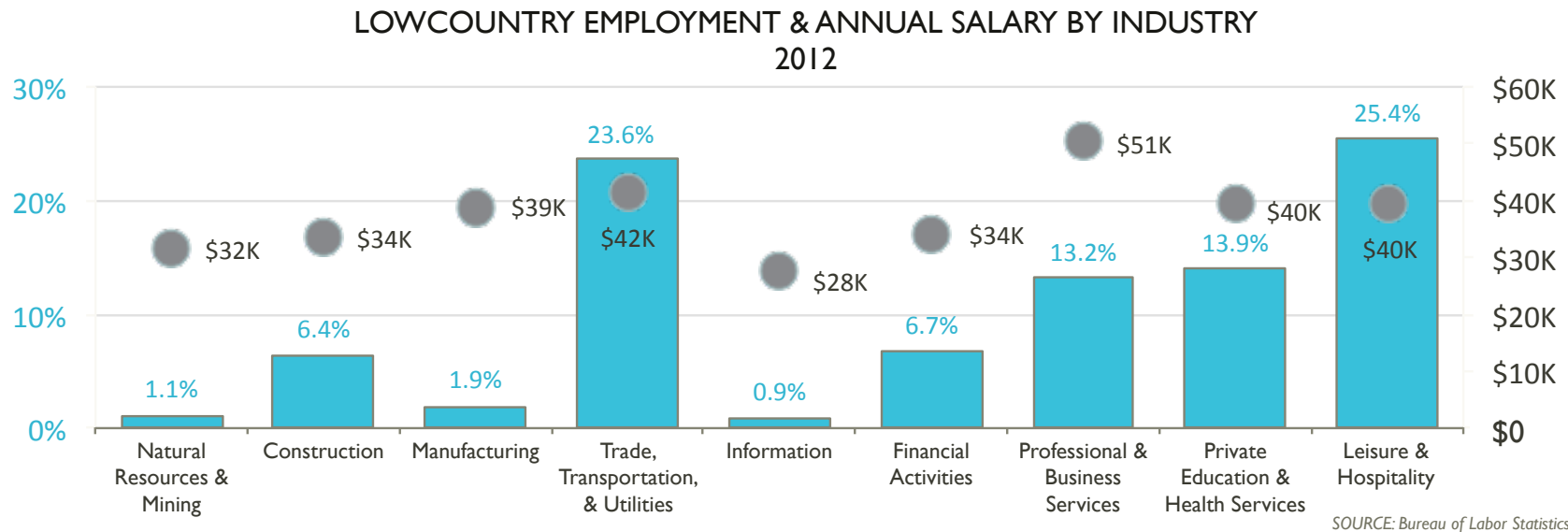
UNEMPLOYMENT

After peaking at 10.3% in January 2010, the Lowcountry's unemployment rate has steadily declined. At 7.7%, the Lowcountry's current unemployment rate is lower than the unemployment rate in both Savannah and Myrtle Beach. Among the benchmark regions, Charleston has the lowest unemployment rate, at 6.9%.



EMPLOYMENT BY INDUSTRY

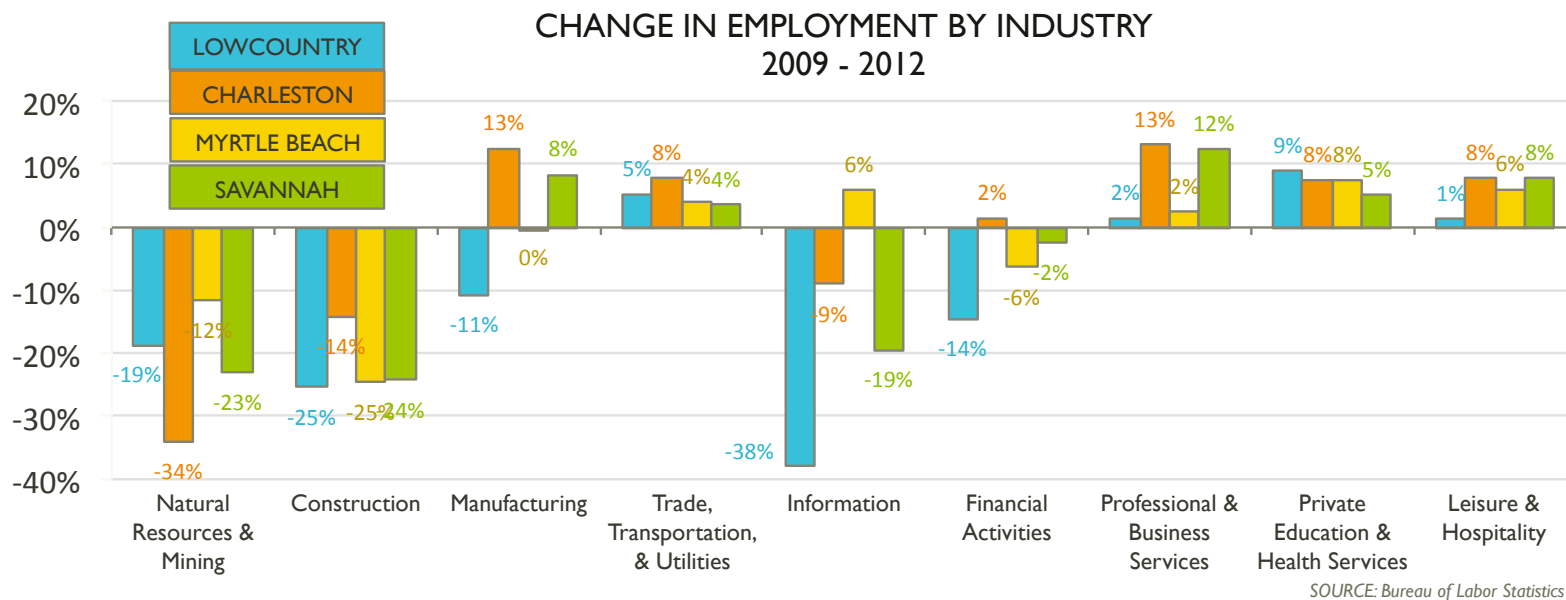
In 2012, private employment in the Lowcountry totaled 53,500. Leisure & Hospitality is the largest employer in the Lowcountry, with more than 13,500 workers (25.4%). Trade, Transportation & Utilities sector employs an additional 12,600 workers. At \$42,000, the average annual salary of Trade, Transportation & Utilities workers is second only to employees of the Business & Professional Services sector (\$50,500). Private Education and Health Services is the third-largest private employer in the Lowcountry, with 7,500 workers (13.9%). The average annual salary for Private Education and Health Services workers is \$39,500. These findings indicate that Lowcountry employment is strongest in lower paying industries.



EMPLOYMENT BY INDUSTRY (continued)

Since 2009, approximately half of Lowcountry's industries have experienced employment declines. Industries with employment increases include Trade, Transportation & Utilities, Business & Professional Services, Private Education and Health Services, and Leisure & Hospitality. Natural Resources & Mining and Construction employment declined in the Lowcountry, as well as in Charleston, Myrtle Beach, and Savannah. Manufacturing employment declined in the Lowcountry and Myrtle Beach, but increased in Charleston and Savannah. Employment in the Financial Services sector declined in all regions except Charleston.

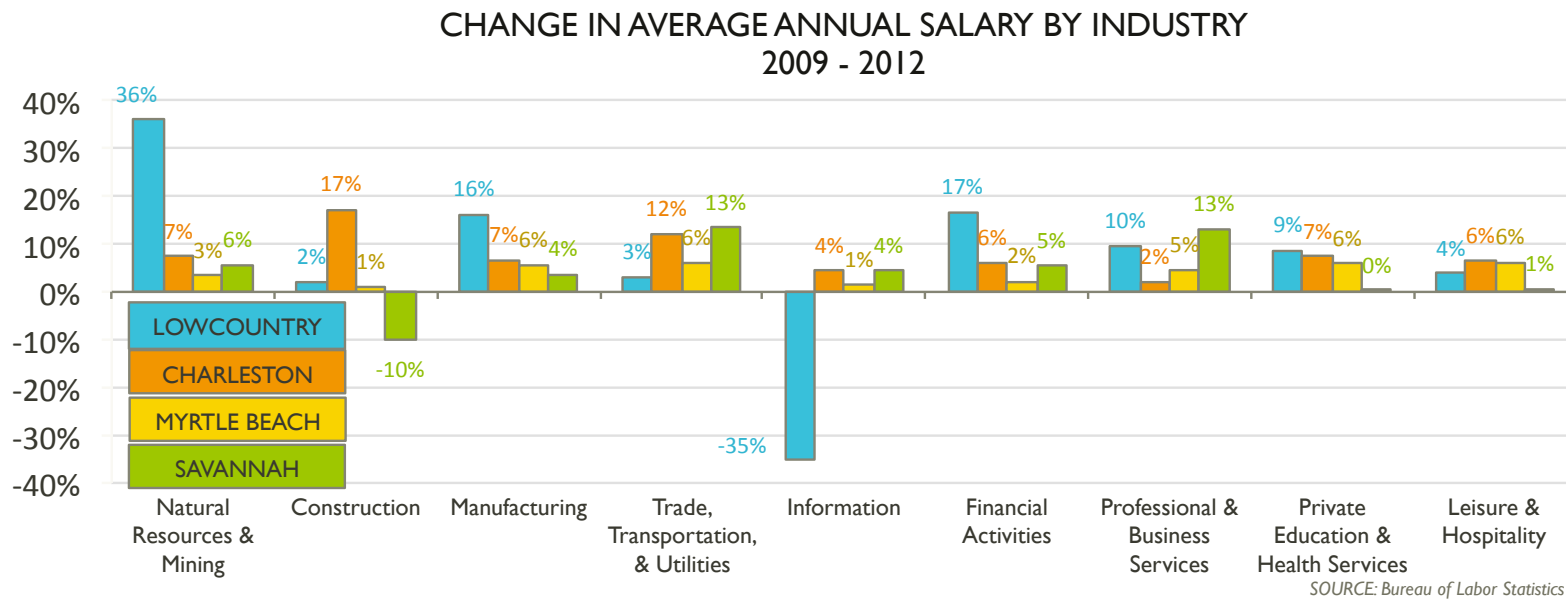
The apparent decline in Lowcountry's Information sector does not reflect actual jobs losses. Instead, the decline reflects the reclassification of a Lowcountry firm out of the Information classification.



EMPLOYMENT BY INDUSTRY (continued)

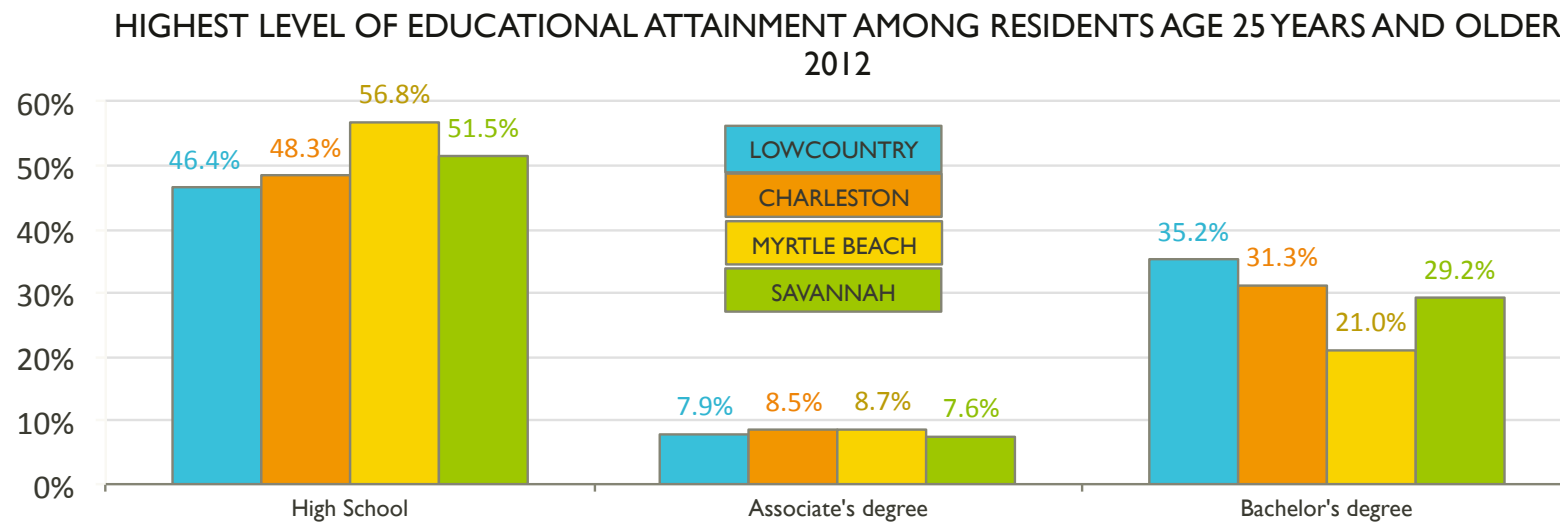
With the exception of the Information sector, average annual wages increased in every industry in the Lowcountry. At 36%, Natural Resources & Mining experienced the largest increase in wages (a rate that also exceeded all benchmark regions). Average annual wages for Financial Services and Manufacturing increased 17% and 16% respectively, exceeding the gains posted by Charleston, Myrtle Beach, and Savannah. Private Education & Health Services average annual wages increased 9% in the Lowcountry, besting the gains made in all benchmark regions.

Like the apparent employment decline in Lowcountry's Information sector, the decline in average annual salaries is due to the reclassification of a single employer and does not reflect a true decline in wages.



EDUCATION

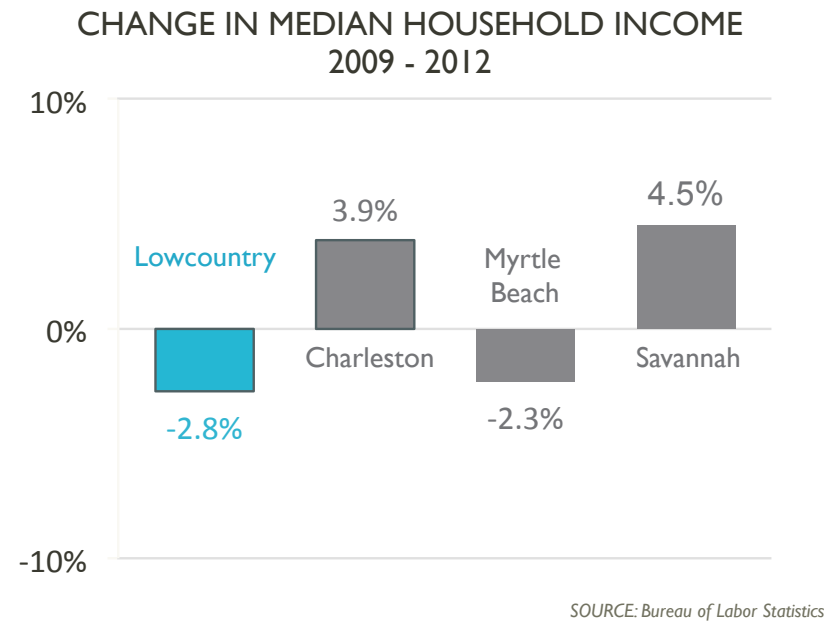
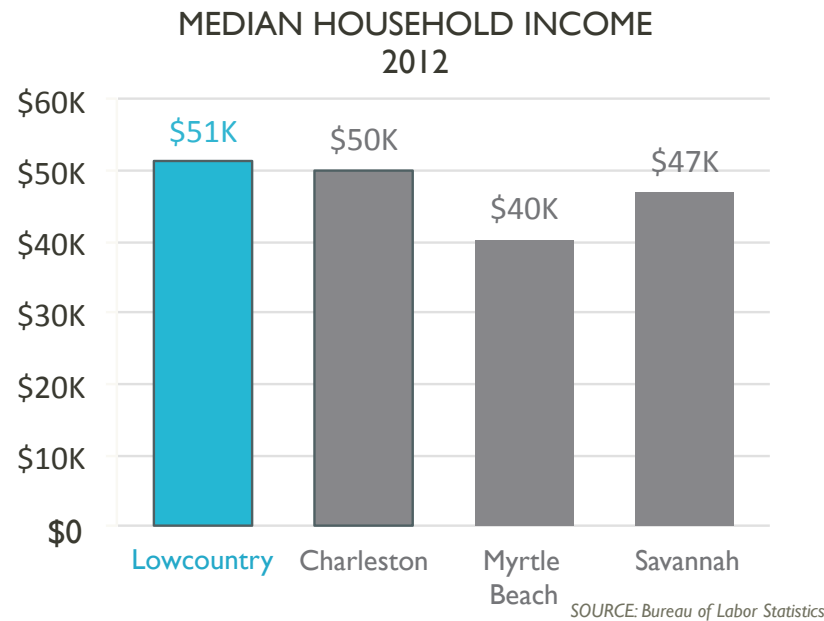
The Lowcountry is a highly educated community. More than 35% of residents age 25 and older possess a bachelor's degree. At the four-year degree level, Charleston, Myrtle Beach, and Savannah all have lower rates of educational attainment. Nearly 8% of Lowcountry residents age 25 and older have an associate's degree. This figure is slightly higher than in Savannah, but trails Charleston and Myrtle Beach (given the higher proportion of Lowcountry residents with a bachelor's degree, this dynamic is unsurprising). High school is the highest level of educational attainment for less than 47% of Lowcountry residents age 25 and older. In all benchmark regions, high school is the highest level of educational attainment for a higher proportion of residents.



SOURCE: US Census Bureau

MEDIAN HOUSEHOLD INCOME

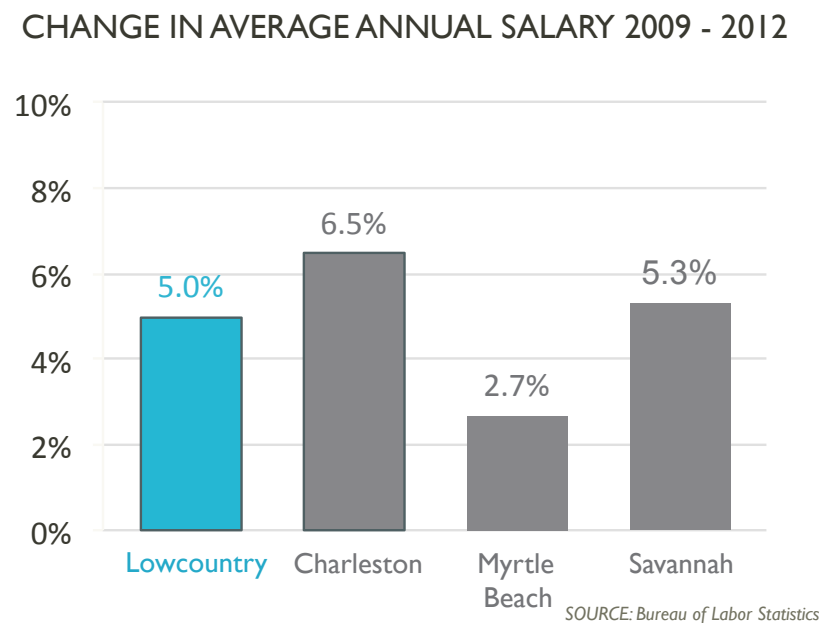
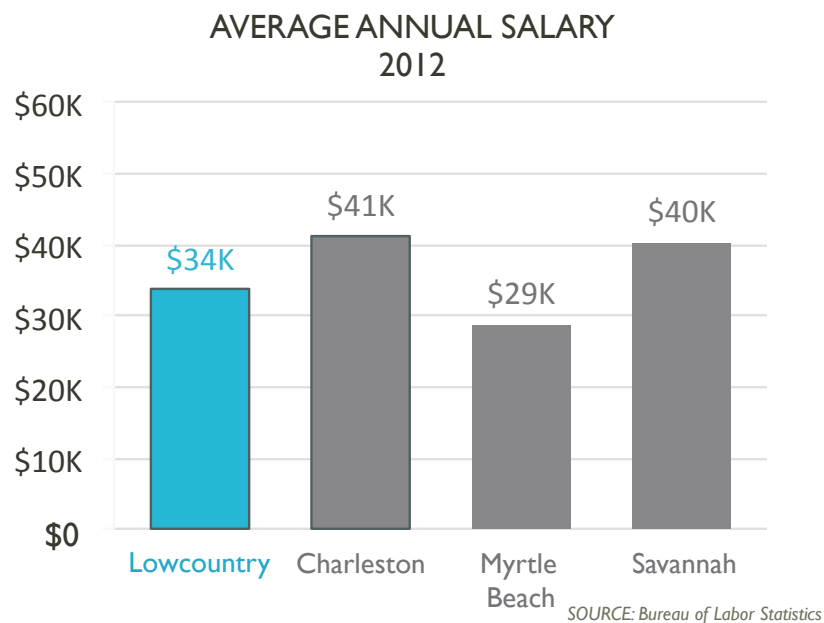
Lowcountry's median household income is \$51,000, higher than in Charleston, Myrtle Beach, and Charleston. However, the Lowcountry's median household income declined 2.8% between 2009 and 2012. Median household income increased in Charleston and Savannah.



AVERAGE ANNUAL SALARY

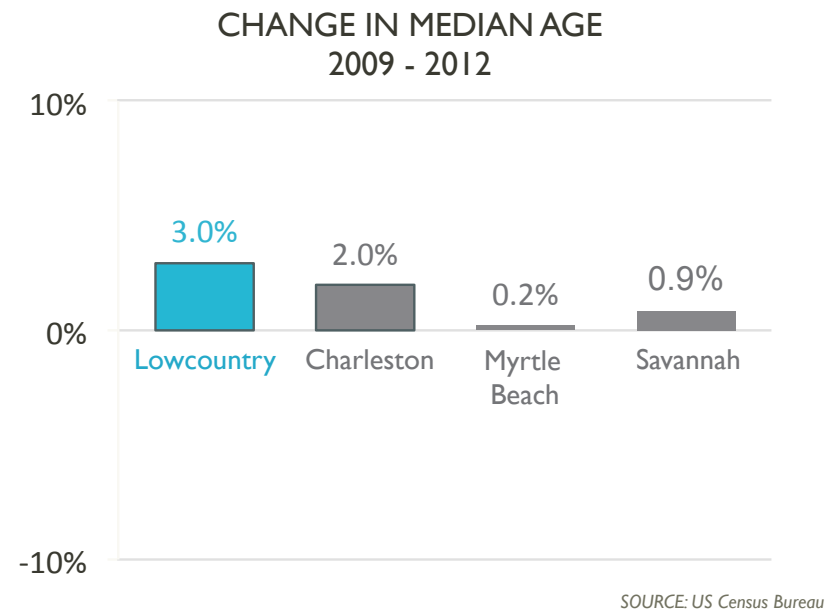
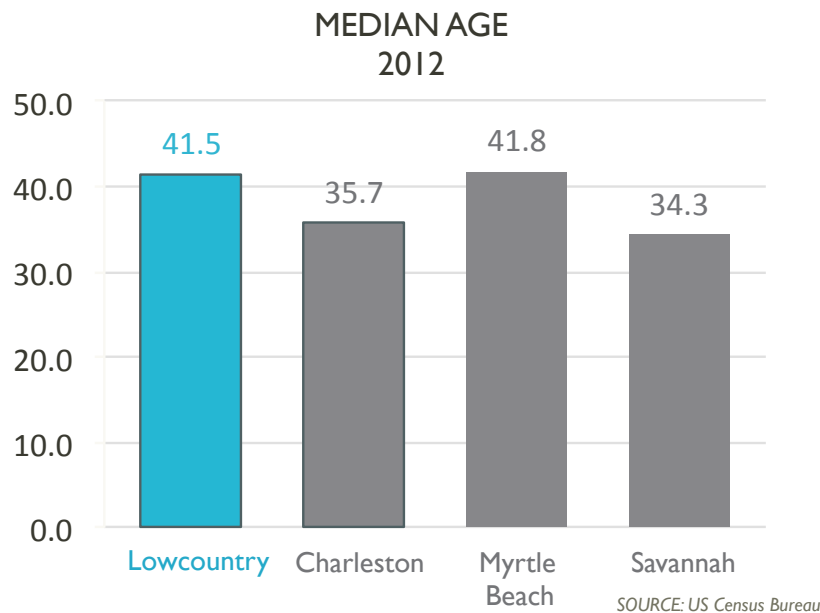
At \$34,000, the average annual salary in Lowcountry is lower than in both Charleston and Savannah. Between 2009 and 2012, increases in the Lowcountry's average annual salary have also trailed the gains enjoyed by Charleston and Savannah.

No other competitor has a larger discrepancy between average annual salaries and median household income. In Savannah, for example, the difference between these two figures is less than \$7,000. In the Lowcountry, the difference exceeds \$17,000. This dynamic reflects the fact that Lowcountry is simultaneously home to a large population of relatively affluent individuals whose income is largely divorced from the local economy as well a large number of workers employed in low-skill, low-wage service positions.



MEDIAN AGE

With a median age of 41.5, the Lowcountry region is older on average than Charleston and Savannah. At 41.8, Myrtle Beach has the highest median age. In addition to being a relatively mature community, the Lowcountry is also aging faster than benchmark regions. Between 2009 and 2012, the Lowcountry's median age increased 3.0%. This increase was higher than those found in Charleston, Myrtle Beach, and Savannah.



LOWCOUNTRY COMPETITIVE ADVANTAGES

TALENT

The Lowcountry has a highly educated workforce, with more than 35% of residents age 25 and older possessing a bachelor's degree or higher level of educational attainment.

LOCATION

The Lowcountry is within close proximity of two ports—the Port of Charleston and the Port of Savannah. Since 2009, traffic at the Port of Charleston has increased 13.1% and traffic at the Port of Savannah has risen 9.6%.

QUALITY OF LIFE

In addition to a temperate climate and abundant natural beauty, the Lowcountry region has been named by *Golf Digest* as one of the best golf destinations in the US.

ENTREPRENEURIAL

Lowcountry's self-employment rate is higher than the US average (at 7.5% and 7.2%, respectively). The Lowcountry's entrepreneurial climate provides the region with significant opportunities.

UNTAPPED POTENTIAL

Approximately one in three Lowcountry residents is engaged in the workforce, significantly less than the US average. As many of these individuals are highly skilled retirees, the Lowcountry possesses a tremendous amount of unrealized talent. The Lowcountry's trained and experienced transitioning military personnel also provides the region with a skilled workforce.

TARGET INDUSTRY PERFORMANCE



HEALTHCARE & BIOMEDICAL



Since 2009, Lowcountry employment in health care and social assistance has increased 9.3% (compared to the US average of 5.6%). These gains have been driven by job growth in ambulatory health care services (physicians, dentists, outpatient care centers), which has added more than 300 jobs since 2009.

LIGHT MANUFACTURING & ASSEMBLY



After lackluster performance in the wake of the recession, the Lowcountry's manufacturing sector rebounded in 2012. The value of goods manufactured in the Hilton Head MSA increased 13.2% (compared to the US average of 7.6%) and manufacturing employment increased nearly 1.9% (compared to the US average of 1.7%).

LOGISTICS & DISTRIBUTION



Transportation & Warehousing employment in Beaufort declined nearly two-thirds between 2006 and 2012 (corresponding figures are unavailable for Jasper County). Although employment rose nearly 13% in 2012, the increase was almost entirely due to an increase in local passenger transportation (a locally serving industry).

BACK OFFICE & IT



Employment in administrative support services has essentially remained flat during the past decade. Although the Lowcountry experienced employment increases in the office administrative support services during the past few years, the number of such positions remains lower than 2002 levels. Employment in most other sectors has remained stagnant.

Topic: Targeting Marketing Strategy

Date Submitted: November 3, 2014

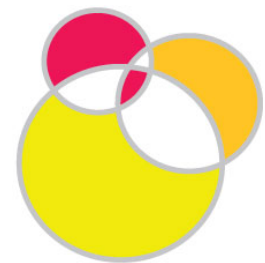
Submitted By: Jerry Stewart

Venue: Governmental Committee



TARGETED MARKETING STRATEGY

Prepared for the Lowcountry Economic Alliance
By Avalanche Consulting, Inc.
January 10, 2014



Jerry Stewart

November 3, 2014

Governmental Committee

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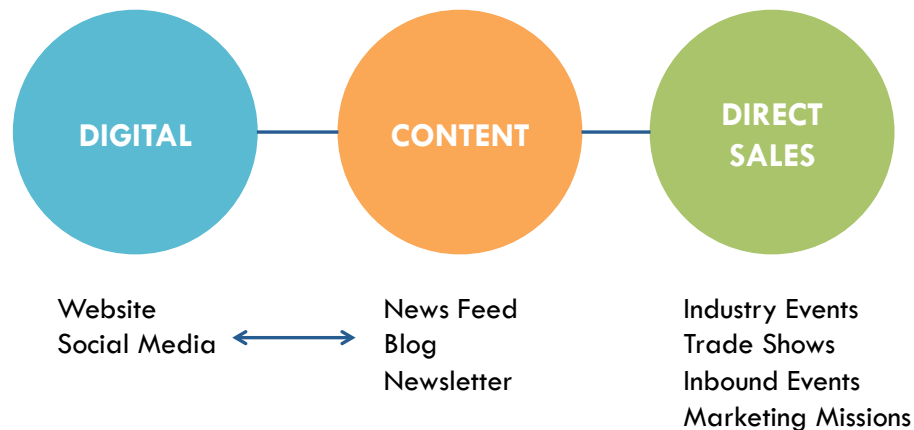
Introduction

The Lowcountry Economic Alliance has made strides with its marketing initiative, including the implementation of the “Right Place, Right People, Right Time” brand theme, a new website, and new marketing collateral. While the Alliance has built the foundation for success, it is time to invest in a more robust marketing toolkit that hones in on target audiences.

It is important for the Alliance to focus its limited marketing resources on activities with a high return on investment. The three key areas to invest in are **digital platforms, content creation, and direct sales**. Digital platforms include the Alliance’s website and social media. Content development includes incorporating news and other original content across digital platforms such as the news feed, blog, newsletter, and social media. Updated content and a robust digital presence will add credibility to the Lowcountry brand and sales messages.

Direct sales are also an important anchor of the Alliance’s marketing strategy. Building relationships with decision-makers, conducting marketing missions to target geographies, and participating in target industry events and trade shows will build the Alliance’s prospect pipeline and lead to investments in the region.

We also provide “Wish List” recommendations throughout the strategy. These items are not as high priority as the tools listed above, but would further enhance the Alliance’s marketing efforts as resources become available.



Targeted Marketing Strategy

Avalanche has reviewed the Lowcountry Economic Alliance's marketing activities and progress since the 2012 economic development strategy's completion. Our findings were presented in the report Lowcountry Marketing Review. The Alliance has invested in a new brand theme and website, as well as attended target industry events and marketing missions. Due to organizational changes, not all marketing recommendations in the 2012 strategy have been implemented. A majority of those remaining recommendations are still important to the marketing initiative.

The following recommendations follow the objectives of the 2012 strategy.

Objective: Continue to build the Lowcountry Economic Alliance's marketing toolkit.

Since the Strategy was completed, the Alliance has updated its brand identity, sales messages, and website. While this is a great start, Lowcountry must continue to engage with stakeholders and target audiences. Keep a majority of marketing outreach tools in electronic and online formats. **The core toolkit should include a strong website, active social media campaign, and sales presentations tailored to each target audience.**

Recommendations

- Continue to reinforce the “Right Place, Right People, Right Time” brand theme in all marketing activities. Consider using the brand theme descriptors that are used in the brochure throughout other marketing collateral.
- Ensure the Alliance's **website** has updated content and authentic imagery.
 - Add **authentic imagery** of Lowcountry target industries on the rotating graphic rather than stock photos.
 - Include more imagery on the Quality of Life and Target Industry pages that help communicate the Lowcountry's brand and high quality of life.

- Move **sales messages** to the top of each target industry page, with detailed information about the industry below. For example, on the Back Office & IT subpage, move the “Factors that support growth of Back Office & IT” list to the top of the page, with detailed information about the industry to follow.
 - Continuously update the **News page**. Currently the only post is from June 2012. The news feed acts as a real-time marketing tool that highlights current success in the Lowcountry. Information can come from press releases and other original content developed by the Alliance. Link the News page content to social media, so that new posts are automatically shown on the website.
 - Add a **blog** to the News page that acts as a feed for all of the Alliance’s content, including news, CEO articles, and content written by Alliance staff.
 - Create a **quarterly newsletter** that highlights best practices from Lowcountry CEOs, authored by retired CEOs and other thought leaders in the community. This will be a helpful resource to local businesses and target audiences, using a format that differentiates the Lowcountry from the hundreds of other economic development newsletters in the marketplace.
 - An army of authors can be recruited from Leadership Beaufort, Senior Leadership, Sun City, Hilton Head’s Greater Island Committee, etc.
 - Place a short description of the Lowcountry Economic Alliance at the bottom of the newsletter.
 - See Texas CEO’s newsletter as an example: www.texasceomagazine.com.
 - Create a **Content Subcommittee within the Blue Ribbon Task Force** that can assist with development of newsletter articles and online content for the Alliance.
 - *Wish List:* Consider creating **interactive data charts and tables** that can be downloaded into Excel rather than pdf documents. This will allow target audiences to view real-time information that aids in their decision-making process.
- **Social media** is a dynamic marketing tool that can raise awareness and connectivity in the Lowcountry region internally and externally. According to the Alliance, its prospect volume when it had an active blog and Twitter account.
 - Implement the **Social Media Strategy** written by I&O Communications.
 - Send Alliance staff to professional development and **social media training workshops** so they can feel comfortable using various social media platforms.

- Utilize content created by the Blue Ribbon Task Force Content Subcommittee across social media platforms. Use a service such as **HootSuite** to schedule social media posts throughout the week. Spending 30 minutes at the beginning of each week to plan out social media content will save time for Alliance staff. Garnering help from your committee will also make the social media strategy more timely and manageable.
 - Create **Twitter, Facebook, LinkedIn, Instagram, and YouTube** accounts for the Alliance. The Alliance currently uses only Facebook.
 - Use a hashtag such as #Lowcountry or #LowcountryRightPlace that can be included at the end of economic development-related news stories.
 - Promote successes, project announcements, news, rankings, awards, events, and other topics relevant to the Lowcountry across social media platforms.
 - Use Twitter and Facebook to share economic development news and events. Engage residents and provide them with a platform to share pride for their region. (See the Dallas CVB Sway the Conversation campaign in Appendix 1 as an example.)
 - Create a LinkedIn page for the Lowcountry Economic Alliance. Use this page to share information about economic development opportunities. Encourage local influencers and C-Suite executives to follow this page. (See the Invest Hong Kong LinkedIn page in Appendix 1 as an example.)
 - Create a video campaign on YouTube that showcases local businesses and Lowcountry's assets for target audiences.
 - Use Instagram to capture the beauty and personality of Lowcountry.
 - Ask local organizations to re-tweet and re-post news shared by the Alliance.
 - Follow and engage with target industry leaders and influencers, associations, and local reporters on Twitter and LinkedIn.
- Continue to use the Alliance's **ebrochure**. Ensure pages such as Available Properties and Recent Investments are kept updated.
 - Focus on **earned media** in target industry publications rather than paying for advertising/advertorial space.
 - Continue to distribute press releases about company relocations/expansions and other positive news about the Lowcountry.

- Partner with Beaufort Chamber on its media relations campaign. The Chamber recently received accolades in *Oprah*, *CNN*, *Money Magazine*, and *Southern Living*.
 - Participate in media tours organized by the Beaufort Chamber.
- Host an **annual media tour with area CVBs** to showcase the region to trade and general business journalists.
- *Wish List*: Hire a PR company on retainer to help create and distribute media content.
- Develop a **sales presentation for each target sector**. This should include specific assets and cross-competencies for each prospect. Impactful marketing messages, images, and data in the form of charts, graphs, or easy-to-read tables should be used. (The target industry sections of this Marketing Strategy contain sales messages that can be expanded upon in the presentations.)
- Relationship building is a key tactic for the Alliance. Continue to focus on **direct sales activities**.
 - Hire a contractual business development manager in **Ohio and Pennsylvania** to schedule appointments with business leaders in target industries.
 - Participate in marketing missions to **Ohio and Pennsylvania** 2-3 times per year.
 - Take marketing mission trips during the “off season” (such as winter) to lessen competition with other economic development groups.
 - Do not hire a lead generation firm. Working with an individual business development professional with established relationships in those markets should give the Lowcountry a competitive edge.
 - Hire a contractual business development manager in **Europe and eastern Canada** to schedule appointments with business leaders in target industries.
 - Participate in marketing missions to **Germany and eastern Canada** 2-3 times per year.
 - Take marketing mission trips during the “off season” (such as winter) to lessen competition with other economic development groups.
 - Do not hire a lead generation firm. Working with an individual business development professional living in Germany and Canada and with established relationships in those markets should give the Lowcountry a competitive edge.

- Host **special events for prospects and site selectors during popular Lowcountry events** such as the Blue Angels Air Show, Hilton Head Island Wine & Food Festival, and Hilton Head Island Motoring Festival & Concours d'Elegance.
- Attend Industry Week's annual **Roundtable in the South** event. Work with Industry Week to recruit the conference to Hilton Head or Beaufort.
- Entertain executives that have a second home in the Lowcountry. According to the 2011-12 Hilton Head Island Second Homeowner Study, there are 17,000-second homeowners on Hilton Head Island. Appeal to their emotional tie to the region.
 - **Advertise in the Hilton Head Island Airport**, as many second homeowners travel through this airport.
 - **Sponsor events attended by Hilton Head residents.**

Evaluating Event Attendance

Establishing a system for evaluating each event attended ensures that the Alliance can optimally utilize their resources. Standardize the use of evaluation metrics to consistently measure the success of each event and adjust event attendance schedules on an annual basis. Metrics can include:

- We acquired the attendee list and contact information for attendees.
- The location of the event is in a targeted marketing geography.
- We generated publicity while we were at the event.
- We met one-to-one with X number of executives and decision makers attending the event.
- More executives and decision makers than marketing and sales representatives attend the event.
- The majority of attendees are industry representatives, not economic developers.
- Speakers and exhibits at the event help build our team's knowledge of the industry, making us better at communicating with industry executives.
- There are unique sponsorship and/or exhibit opportunities that will help the Lowcountry stand out and build brand awareness at the event.
- The event is not prohibitively expensive, whether we are attending alone or with our partners.

Objective: Engage in an internal communications campaign that unifies the public's understanding of economic development and its importance.

The Lowcountry's 2012 Economic Development Strategy encompasses an approach to economic development that improves job availability while enhancing the Lowcountry lifestyle through deliberate, planned growth. Continue to implement the Strategy, rallying other Lowcountry leaders and residents in being proponents for economic development.

Recommendations

- Continue to engage in an internal campaign to raise awareness of and support for economic development. Focus on linkages between economic development and quality of life. Keep the public informed and enthusiastic about the region's progress.
 - Craft **original content** about the Lowcountry's progress since the 2012 Strategy rollout. Distribute across media outlets, on the website, social media platforms, and the blog.
 - Engage the **Blue Ribbon Task Force** Content Subcommittee to help craft messaging.
 - Consider producing an **annual progress report**.
 - Use messaging created for internal communications campaign when promoting potential sales tax referendum.
 - Create a **storytelling social media campaign** to engage residents and local target industry executives about why they love the Lowcountry region.
 - Ask active participants to be ambassadors for the Lowcountry. Provide a toolkit that contains talking points, recent news and media coverage, and social media post recommendations for those that want to be ambassadors to the region.
- *Wish List:* Strengthen the Lowcountry Economic Alliance's resources so that it can effectively promote the region to businesses.
 - Engage in a fundraising campaign to increase resources (funding and staff) so that the Alliance can expand its economic development marketing efforts. (See Appendix 2 for examples of successful economic development fundraising campaigns.)

Objective: Better engage the business community in economic development marketing.

Progressive economic development involve the private sector in marketing, aligning workforce development with industry needs, and convening stakeholders to implement improvements. The Alliance should be the organization that leads that charge.

Recommendations

- Conduct an **annual trip** to a community that has high private sector involvement and successful economic development initiative.
- Host **networking events** for Lowcountry business owners and entrepreneurs.
- **Employer outreach** and involvement should be a staple of the Alliance's future activities.
 - Continue to engage a business retention and expansion staff member. Meet with area executives on a daily basis to assess their needs and facilitate timely response to those needs.
- Ask area executives to **contribute to the Lowcountry's newsletter** by sharing their insights and best practices. (See Page 5 for more information.)
- Ask local executives within Lowcountry target industry companies to share information about **industry trends and connections** with prospects in their industries.
- *Wish List:* Organize an **annual regional economic summit** for area executives.
 - Collaborate with the Beaufort Chamber to organize and promote the event.
 - During the summit, inform attendees of the Lowcountry's economic situation and provide them with avenues to get involved in Strategy implementation.

Objective: Establish the Lowcountry as a center of excellence for military veterans.

Recommendations

- Continue the successful Transitional Workforce Educational Assistance Collaboration (**TWEAC**) program.
 - Create a marketing campaign around **success stories** of military veterans entering the workforce. Share stories across marketing platforms, such as the blog and social media.
 - Dedicate a subpage of the Alliance's website to information about TWEAC. Include information about TWEAC's benefits to target industries.
 - Provide information to military spouses about work opportunities and quality of life in the Lowcountry.
- *Wish List:* Conduct a **study on the economic impact of the military community** in the Lowcountry. Use findings to craft sales messages.
 - Until a study can be conducted, utilize sales messages found in the Economic Impact of the Military Community in South Carolina conducted in November 2012: Marine Corps Air Station Beaufort generated a total of \$702 million in economic activity statewide and supported 8,544 jobs. These jobs earned approximately \$339 million in annual employee compensation. Naval Hospital Beaufort generated a total of \$167 million in economic activity statewide and supported 1,591 jobs. These jobs earned approximately \$77 million in annual employee compensation.
- *Wish List:* **Involve ex-military personnel** in pursuing military component contracts for Lowcountry companies, using their security clearances and connections to help with business development.

Objective: Align tourism and economic development marketing initiatives.

The Lowcountry's tourism industry is a vital component of its economy. Its lifestyle has attracted some of the most accomplished people in the world who vacation and buy homes in the region. Economic development and tourism are intimately connected. "Hilton Head" is a well-known brand with a positive reputation. It is, perhaps, the Lowcountry's most valuable marketing proposition when reaching out to national and international audiences. "Hilton Head" is a lead descriptor of the region to people who are not familiar with the geography of South Carolina and the Southeast.

We recommended that tourism be maintained as a target of the local convention and visitors bureaus and not fall within the targets of the Lowcountry Economic Alliance. That said, CVBs and the Alliance should frequently communicate and work jointly on a handful of targeted campaigns, as described below.

Recommendations

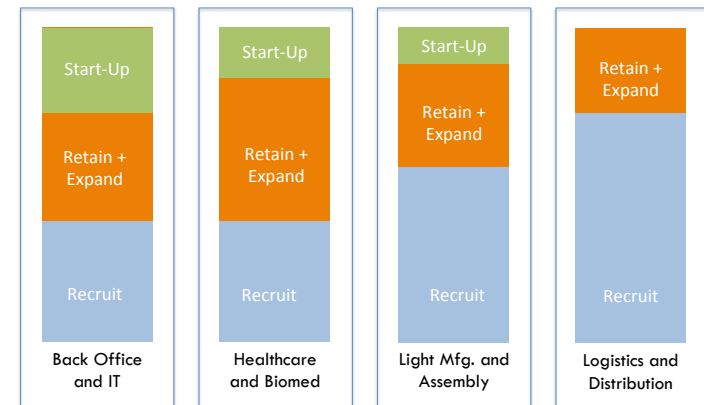
- The **Hilton Head name is internationally recognized** and is a lead for marketing the region both to tourists and businesses. Locally, we understand the reasons why individual cities and counties are uncomfortable incorporating "Hilton Head" into the economic development brand. But when it comes to attracting a company's attention that is located on the other side of the country or the world, the Alliance should have the flexibility to lead with the Hilton Head name. "We are the Hilton Head region of the US. We are the Lowcountry region of South Carolina."
 - Prospects are not concerned with political boundaries until the final steps of the site selection process when they are considering real estate. Before that point, getting them into the region should be the main concern. Use the name that is most positively recognized across the globe.
 - Doing so may require reaching an agreement with Hilton Head officials to incorporate the brand into economic development marketing.
- Continue to support area CVBs' commitments to **reinvigorating the region's tourism infrastructure**. Significant investments have been made in recent years to revitalize local hotels and other tourism assets.

- Schedule meetings with area CVBs to discuss the target marketing strategies and answer any questions they have about their roles in supporting the plan.
 - Reach out to the Hilton Head Island Marketing Council to identify areas for partnership. According to their 2012-2013 Marketing Plan, one of their goals is to “identify and pursue economic development initiatives and incorporate tourism as a lifestyle driver in drawing targeted business sectors and entrepreneurs to the island”. However, one of their guiding principles is to “develop collaborative partnerships *only* in areas where the partnership can accomplish that which our organization cannot do alone.” It is important to identify mutually beneficial marketing partnerships.
- Cooperate with area CVBs to **recruit target cluster conferences** to the Lowcountry. The appeal to executive-level conferences is high. Bringing target sector events into the Lowcountry gives the Alliance an opportunity to market on its doorstep.
- Cooperate with area CVBs to **include a business message in visitor marketing**. Both for tourists and second homeowners, convey the message that the Lowcountry is open for business. They can have their dream home location for their families and their companies in the same location. “You love coming here for vacation, why not do business here as well?”
 - Share the many facets of Lowcountry by blending economic development sales messages with quality of life and tourism sales messages. Communicate as a unified front.
 - Host **FAM tours and prospects during special events** such as the Blue Angels Air Show, Hilton Head Island Wine & Food Festival, and Hilton Head Island Motoring Festival & Concours d’Elegance. Sponsor these events as funding allows.
- Partner with area CVBs on **media campaigns**.
 - **Host receptions for journalists** during special events such as the RBC Heritage PGA Golf Tour, Blue Angels Air Show, Hilton Head Island Wine & Food Festival, and Hilton Head Island Motoring Festival & Concours d’Elegance.
 - The Hilton Head CVB actively connects with international journalists. The Beaufort Chamber recently received accolades in *Oprah*, *CNN*, *Money Magazine*, and *Southern Living*. The Savannah CVB takes a similar approach, conducting joint collaborative meetings when hosting travel writers. **Bring economic development to the table** to give travel journalists a more holistic view of the community.
 - Since South Carolina is a caucus state, host a reception for journalists who follow the campaign trail.

Objective: Market to the Lowcountry's target clusters.

External marketing efforts should continue to focus on the Lowcountry's target clusters. As illustrated to the right, some targets lend themselves to external marketing more than others. On the whole, Light Manufacturing and Assembly and Logistics and Distribution clusters are strong marketing opportunities for the Lowcountry. Back Office and IT and Healthcare and Biomedical require a more balanced approach, including entrepreneurship, expansion of local companies, and recruitment.

The target cluster list contains four core target clusters, 12 immediate and mid-term opportunity sub-clusters, and four future emerging opportunity sub-clusters. These targets, originally identified in the 2012 Economic Development Strategy, continue to be relevant.



Each sub-cluster has a slightly different approach as suggested in the table on the following page.

- Targets that have “immediate” timing and a recruiting approach are labeled as 2012-2014 marketing opportunities. The Lowcountry currently has the asset base needed to compete against other communities for these audiences.
- The ability to recruit and expand “mid-term” targets depends on improvements to Lowcountry assets. Many of these require larger tracks of land. Investment in sites and infrastructure will enhance marketing prospects. Broadband investment will also improve the Lowcountry's attractiveness to IT companies.
- “Future emerging opportunities” require significant improvements to Lowcountry assets, such as sites and infrastructure, educational programs, and brand awareness.

Target Sub-Cluster Prioritization	Timing	Approach	2012-2014 Mkting Opportunity
Aircraft / Aerospace Components and Training	Immediate	Expand, Recruit	Yes
Green Products	Immediate	Start-Up, Recruit	Yes
Medical-Related Back Office	Immediate	Start-Up, Expand, Recruit	Yes
Records Management	Immediate	Start-Up, Recruit	Yes
Regional Headquarters: Back Office and IT	Immediate	Recruit	Yes
Assembly, Kitting	Mid-Term	Recruit	Yes
IT and Technical Support	Mid-Term	Start-Up, Recruit	
Military Vehicle Components	Mid-Term	Recruit	
Regional Headquarters: Healthcare and Biomedical	Mid-Term	Recruit	
Regional Headquarters: Logistics and Distribution	Mid-Term	Recruit	
Warehousing	Mid-Term	Recruit	
R&D: PTSD, Cancer and Diagnostics	Mid-Term, Long-Term	Start-Up, Expand, Recruit	
Biomedical Supplies	Long-Term	Recruit	
Industrial Machinery	Long-Term	Recruit	
Logistics-Related Back Office	Long-Term	Start-Up, Recruit	

Domestic target geographies include Ohio and Pennsylvania. Many visitors come to Lowcountry from these states. Ohio and Pennsylvania also have a high concentration of Lowcountry's target clusters.

International target geographies include Europe and eastern Canada. Countries such as Germany are familiar with South Carolina and have already made investments in the state. Specifically, Germany's high energy costs are driving German manufacturers to explore US location options. Many visitors come to Lowcountry from Canada and share the region's target industries.

Specific target industry recommendations are included in the following section.

Healthcare & Biomedical

Sales Messages

The Lowcountry is a hub for regional healthcare and demand is growing. It is home to Beaufort Memorial Hospital, Hilton Head Regional Medical Center, the Coastal Carolina Hospital, and the Beaufort SC Clinic of the Ralph H. Johnson VA Medical Center.

The number of healthcare jobs in Beaufort County increased 70% over the past ten years.

The Lowcountry's scenic natural environment makes the region an ideal setting for healthcare campuses and regional headquarters.

Beaufort Memorial Hospital was named a Most Wired hospital in the 2012 Most Wired Survey and Benchmarking Study published in *Hospitals & Health Networks* magazine.

Beaufort Memorial Hospital was the first (and to date, only) hospital in South Carolina to be awarded the coveted Pathway to Excellence designation by the American Nurses Credentialing Center, the largest and most respected nurse credentialing organization in the world.

Beaufort Memorial Hospital received the Gold Seal of Approval from The Joint Commission, an organization that upholds national standards for healthcare quality and safety.

Recommendations

- Create a map that showcases Lowcountry's Healthcare & Biomedical assets, such as medical centers, colleges and universities, and biomedical companies. Make this map available on the Alliance's Healthcare & Biomedical website subpage.
- Write a blog series that showcases Healthcare & Biomedical companies, entrepreneurs, and resources.
 - Ask entrepreneurs and local CEOs to contribute guest blog posts and/or newsletter articles about their success story and what they find interesting about the Lowcountry as a location for their industry.
 - Use this original content across social media and public relations distribution channels.
 - Include a feed of positive news coverage and blog articles related to Lowcountry's Healthcare & Biomedical industry on the Alliance's Healthcare & Biomedical website subpage.
- According to the 2012-2013 Hilton Head Marketing Plan, the CVB is targeting pharmaceutical, healthcare and medical meetings in the Washington DC and Chicago markets. Assist them with this endeavor and tie to the Alliance's Healthcare & Biomedical target marketing initiatives.
- Conduct marketing missions to meet with Healthcare & Biomedical executives.
- *Wish List:* Engage in a media relations campaign.
 - Distribute press releases to Healthcare & Biomedical target cluster publications found in the attached media supplement.
 - Ask Beaufort Memorial Hospital, Hilton Head Regional Medical Center, the Coastal Carolina Hospital, and the Beaufort SC Clinic of the Ralph H. Johnson VA Medical Center to distribute the Alliance's press releases through their media network.
 - Develop relationships with top Healthcare & Biomedical industry reporters.
 - Follow and interact with top Healthcare & Biomedical industry bloggers.

- *Wish List:* Collaborate with the South Carolina Department of Commerce, other South Carolina economic development organizations, and the Savannah Economic Development Authority to conduct marketing missions to target cluster regions and attend trade events.

Back Office & IT

Sales Messages

The partnership between CareCore and Clemson University to create an entrepreneurship center is a unique opportunity in the Lowcountry.

The Lowcountry's exiting military personnel provide a unique workforce with highly transferrable skills in cost management, record maintenance, customer service, and back office technologies.

The Lowcountry boasts a tourism-oriented workforce, which has strong customer service skills.

Skills development is aligned with USCB's Computation Science program.

The Lowcountry's appealing natural environment and attractiveness makes the region an ideal setting for corporate campuses and regional headquarters.

The Mays River Technology Park is a valuable asset for technology businesses.

Recommendations

- Create a comprehensive list of buildings and office space that would appeal to Back Office & IT companies. Make this list available on the Alliance's Back Office & IT website subpage.
- Write a blog series that showcases Back Office & IT companies, entrepreneurs, and resources.
 - Ask entrepreneurs to contribute guest blog posts and/or newsletter articles about their success story and why they chose Lowcountry.
 - Use this original content across other distribution channels, such as social media and PR.
 - Include a feed of positive news coverage and blog articles related to Lowcountry's Back Office & IT industry on the Alliance's Back Office & IT website subpage.
- Work with the area CVBs to recruit Back Office & IT conferences and events to Hilton Head and Beaufort.
- Conduct marketing missions to meet with Back Office & IT executives.
- *Wish List:* Engage in a media relations campaign.
 - Distribute press releases to Back Office & IT target cluster publications found in the attached media supplement.
 - Develop relationships with top Back Office & IT industry reporters.
 - Follow and interact with top Back Office & IT industry bloggers.
- *Wish List:* Collaborate with the State Department of Commerce, other South Carolina economic development organizations, and the Savannah Economic Development Authority to conduct marketing missions to target cluster regions and attend trade events.

Light Manufacturing & Assembly

Sales Messages

The Lowcountry's strategic location between Gulfstream in Savannah and Boeing in Charleston makes it a prime location for manufacturing suppliers.

The Lowcountry's competitive cost of real estate and utilities make it an attractive place for light manufacturing & assembly.

Costing approximately 15% less than the national average, South Carolina attributes its low-cost, reliable power to a diverse mix of energy sources, including hydroelectric, nuclear, coal, natural gas and other renewable resources.

Boeing's investment and ongoing expansion in Charleston creates new opportunities throughout the state of South Carolina for suppliers to serve the just-in-time manufacturing process.

The Lowcountry is located less than one hour of the Port of Savannah and 1.5 hours from the Port of Charleston.

The Southeast is becoming a global hub for advanced aerospace manufacturing, materials, and components. Suppliers of all sizes come to the region to be a more integrated part of the supply chain and to tap into the existing labor force.

USCB has a greatly expanded Computational Science program, especially in applied studies related to logistics, light manufacturing, and aerospace.

The Alliance supports clean, sustainable development that preserves the Lowcountry's quality of life.

Lowcountry's exiting military workforce has skillsets that are a good match for process-oriented light manufacturing & assembly.

Recommendations

- Conduct a property inventory.
 - When the Alliance's engineering study is complete, create a comprehensive list of spec or industrial buildings for Light Manufacturing & Assembly, especially those along the I-95 corridor and rail-served buildings.
 - Share findings with the South Carolina Department of Commerce, South Carolina Port Authority, and SC Power Team.
 - Create a map that showcases Lowcountry's Light Manufacturing & Assembly assets, such as aerospace OEMs and suppliers, military bases, automotive companies, and ports. Make this available on the Alliance's Light Manufacturing & Assembly website subpage.
- Brand Beaufort County as part of the Aviation Corridor. Describe assets and location proximity in all messaging.
- Invite target industry executives to the Blue Angels Air Show to experience the Aviation Corridor.
- Involve ex-military personnel in pursuing military component contracts for Lowcountry companies, using their security clearances and connections to help with business development.
- Include a feed of positive news coverage and blog articles related to Lowcountry's Light Manufacturing & Assembly industry on the Alliance's Light Manufacturing & Assembly website subpage.
- Work with the area CVBs to recruit Light Manufacturing & Assembly conferences and events to the region.
- Work with a business development manager familiar with the Ohio – Pennsylvania region to schedule appointments with manufacturing and assembly company executives.
- Create a marketing campaign targeting German and eastern Canada manufacturing and assembly companies.
 - Conduct marketing missions to meet with manufacturing and assembly company executives.

- Work with a business development manager in both Germany and eastern Canada to schedule appointments with business leaders in their regions.
 - Create original content and press releases dedicated to Lowcountry's value proposition to Germany and eastern Canada.
 - Partner with the business development managers to find the appropriate outlets and recipients of this content, such as the German Aerospace Industries Association (<http://www.bdli.de/en/>).
- *Wish List:* Engage in a media relations campaign.
 - Distribute press releases to Light Manufacturing & Assembly target cluster publications found in the attached media supplement.
 - Ask the South Carolina Port Authority to distribute the Alliance's press releases through their media networks.
 - Develop relationships with top Light Manufacturing & Assembly industry reporters.
- *Wish List:* Collaborate with the State Department of Commerce, South Carolina Port Authority, other South Carolina economic development organizations, and the Savannah Economic Development Authority to conduct marketing missions to target cluster regions and attend trade events.

Logistics & Distribution

Sales Messages

The Lowcountry has a prime position within the Southeast's aerospace corridor, location between two major East Coast ports with proximity to OEMs, top tier suppliers, and F35 prospects.

The Port of Savannah is expected to be deepened in the near future. This is expected to bring more large ship container traffic into the region as more containers are re-routed through the Panama Canal to eastern ports (Post-Panamex).

The Port of Charleston was the fastest-growing top 10 U.S. container port for the first six months of 2012. The Port is slated for expansion to accommodate Post-Panamex ships.

A new developer, StratfordLand, purchased 5,000 acres in south Jasper County to create RiverPort. This development will be mixed-use, with a clear focus on industrial and warehouse development. Additional enhancements will make this development client-ready and world class, including new roadway improvements, waterline extensions to the site, and an active rail spur.

USCB has a greatly expanded Computational Science program, especially in applied studies related to logistics, light manufacturing, and aerospace.

Lowcountry's exiting military workforce has skillsets that are a good match for process-oriented Logistics & Distribution.

Recommendations

- Conduct a property inventory.
 - When the Alliance's engineering study is complete, create a comprehensive list of spec or industrial buildings for Logistics & Distribution, especially those along the I-95 corridor and rail-served buildings.
 - Share findings with the South Carolina Department of Commerce, South Carolina Port Authority, and SC Power Team.
 - Create a map that showcases Lowcountry's Logistics & Distribution assets, such as aerospace OEMs and suppliers, military bases, automotive companies, and ports. Make this available on the Alliance's Logistics & Distribution website subpage.
- Include a feed of positive news coverage and blog articles related to Lowcountry's Logistics & Distribution industry on the Alliance's Logistics & Distribution website subpage.
- Include links to information about the Charleston Port and Savannah Port on the Alliance's Logistics & Distribution website subpage.
- Work with the area CVBs to recruit Logistics & Distribution conferences and events to Hilton Head and Beaufort.
- Conduct marketing missions to meet with Logistics & Distribution executives.
- *Wish List:* Engage in a media relations campaign.
 - Distribute press releases to Logistics & Distribution target cluster publications found in the attached media supplement.
 - Ask the South Carolina Port Authority to distribute the Alliance's press releases through their media networks.
 - Develop relationships with top Logistics & Distribution industry reporters.

- *Wish List:* Collaborate with the State Department of Commerce, South Carolina Port Authority, other South Carolina economic development organizations, and the Savannah Economic Development Authority to conduct marketing missions to target cluster regions and attend trade events.

Implementation Tables

Implementation tables will be added when the strategy's recommendations are finalized. Tables will include implementation timing, estimated budget and task assignments.

APPENDIX 1: Social Media Best Practices

Twitter Tips

DO share positive news about the region.



DON'T exceed the character limit.



DO share organization successes.



DO share regional assets.



DO share events happening in the region.



DO retweet posts that are relevant to the organization.
DO use hashtags for various regional campaigns.

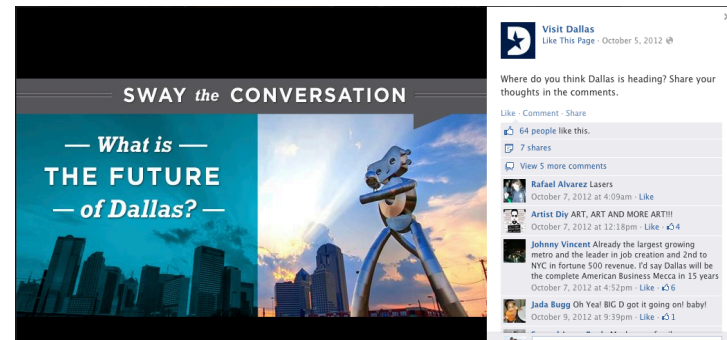


Dallas CVB: Sway the Conversation

The Dallas CVB engaged citizens and visitors by asking them to share “our story of bold dreamers in a city where optimism meets opportunity.” BIG displays were posted around the city for people to interact with, then they were asked to share their pictures and stories via social media.

In an effort to increase engagement with the Dallas brand, the Dallas CVB launched a social media campaign called “Sway the Conversation” on Facebook and Twitter. Rather than pushing content out, they asked questions about Dallas, such as “What is Dallas’ best-kept secret?” and “What is the future of Dallas?” Many Dallas advocates jumped in, validating the city’s message. Facebook page likes jumped from 10K to 44K with 5K talking about it – reaching a high level of engagement.

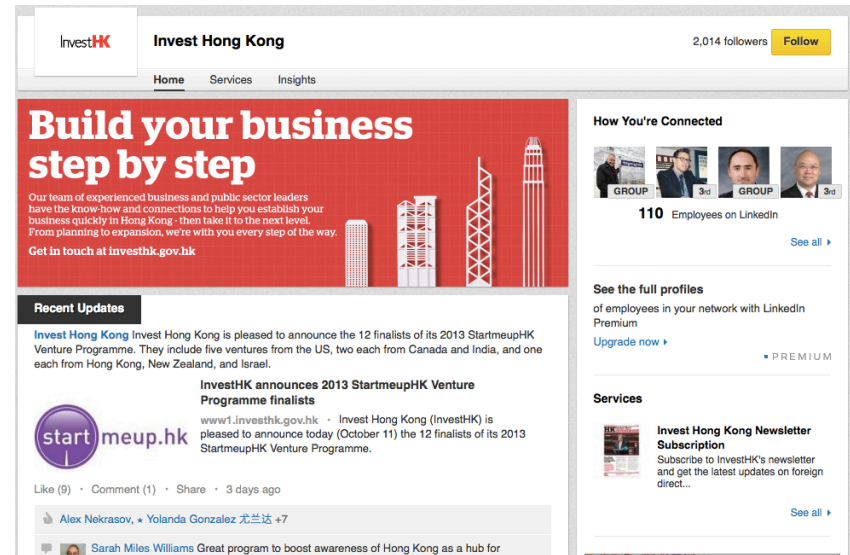
www.facebook.com/VisitDallas



Invest Hong Kong LinkedIn Page

Invest Hong Kong uses a LinkedIn company page rather than a group page. This allows LinkedIn users to follow the company and receive updates. Invest Hong Kong has over 2,000 followers on LinkedIn and uses this valuable marketing space to communicate news and marketing messages.

www.linkedin.com/company/invest-hong-kong



Digital Ambassadors

Jacksonville

JAXUSA created JAXBOLDEST, a storytelling campaign that engaged the entire community. People from across the region submitted stories about innovative new companies, nonprofits, and community initiatives and posted their entries online. Residents could vote on their favorite stories. This campaign generated buzz about Jacksonville's business and community initiatives, which resulted in over 120 entries and 2000 votes.

www.JAXUSA.org

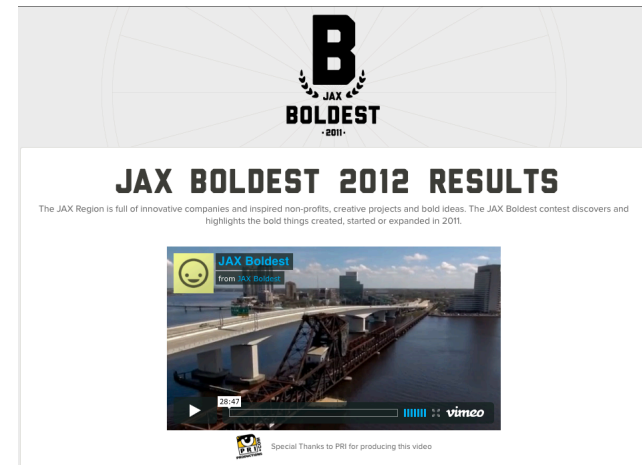
El Paso

In El Paso, Texas the city's Image Task Force invited local residents to join its Digital Ambassadors Program. Within one week, over 1,000 citizens had signed on to share El Paso's positive news with their own social media networks. Residents who signed up earned points for promoting the region on Twitter, Facebook, or LinkedIn. The top promoters earned recognition and prizes for their contributions, including tickets to local festivals and events. El Paso uses a real-time dashboard that highlights the number of ambassadors they currently have, how many links are shared and clicked on, and the amount of traffic driven back to their websites.

www.ItsAllGoodEP.com

Orlando

The Metro Orlando EDC engaged citizens who were passionate about their local economy. They asked partners to use the #WhyOrlando hashtag when sharing positive news about Metro Orlando on their social media networks. Metro Orlando tracks digital word of mouth through a service called SproutSocial.



www.MetroOrlandoEDC.com

Denver

Metro Denver EDC created the MetroDenver E-Force, which relies on “digital agents” to share positive information about Denver with their social networks. The organization randomly rewards ambassadors for participation by sending out \$20 branded credit cards. As of today, there are more than 130 Metro Denver Digital Agents. The content is housed on the Metro Denver EDC’s blog, which highlights key economic insights and sales messages. In the past year, Denver has sent out 39 stories that drove more than 15,000 unique visitors back to the Metro Denver EDC website.

www.metrodenver.org/eforce

The entire state of Colorado has also been engaging ambassadors. “Making Colorado” engages youth ambassadors to support the state’s branding effort. One high school junior from all 64 counties in Colorado will have the opportunity participate in the program. The Youth Ambassadors contribute visual and written content from their hometowns and keep local residents updated on project milestones. Several Youth Ambassadors are selected to serve on the Making Colorado Brand Council, a group comprised of influential professionals at Colorado companies and organizations. Team members have the opportunity to take part in webinars throughout the summer to learn about marketing and social media strategy from some of Colorado’s top professionals in the industry.

Digital Ambassador facts courtesy of DCI: <http://www.aboutdci.com/2013/06/the-rise-of-the-digital-ambassador/>

APPENDIX 2: Economic Development Fundraising

San Antonio Economic Development Foundation

The San Antonio Economic Development Foundation (SAEDF) is a private, nonprofit organization that assists business and industry relocating or expanding into the San Antonio area. Since 1975, SAEDF has been directly responsible for bringing more than 340 companies to our city and creating more than 90,000 jobs for San Antonians. Specifically in the last five years, SAEDF has located 77 companies and brought nearly 22,000 jobs, creating a total economic impact of more than \$7.8 billion.

www.sanantonioedf.com

SAEDF Membership Investment Levels

- Alamo Hero: \$75,000 - \$100,000
- Fiesta Court: \$30,000 - \$74,000
- Riverwalk Captain: \$16,000 - \$29,000
- Tower Eagle: \$7,000 - \$15,000
- Mission Supporter: \$3,000 - \$6,000

Opportunity Austin

Opportunity Austin was a five-year, five-county economic development initiative aimed at fostering job-creating investment in Central Texas. Launched in 2004, this regional strategy aimed to create 72,000 regional jobs and increase regional payroll by \$2.9 billion. To implement the strategy, the regional business community committed to invest \$14.4 million.

The most competitive communities are those with a steadfast commitment to improving their work force, quality of life and business climate through aggressive, proactive programming. The professional staff at the Austin Chamber of Commerce knows that boosting the greater Austin economy is our number one priority and our Opportunity Austin 2.0 action plan works aggressively to ensure the economic prosperity for Central Texas through job growth and creation.

Austin Chamber Activity Mix

- Recruit 25% / BRE 25% / Entre 15% / Workforce 25% / Infrastructure 10%
- ~\$1.75 - \$2 million annual total budget
- ~75% privately funded

www.austinchamber.com

Opportunity Houston

Opportunity Houston, chaired by McLane Group Chairman and former Houston Astros owner Drayton McLane Jr., is an aggressive five-year marketing program to generate leads for economic development organizations throughout Houston's 10-county region.

A direct result of the Greater Houston Partnership's 10-year Strategic Plan, Opportunity Houston is the \$40 million fundraising vehicle which will help create 600,000 regional jobs, attract \$60 billion in capital investment and expand foreign trade by \$120 billion for the greater Houston area by the end of 2015.

Opportunity Houston targets five major economic sectors: aviation and aerospace, energy and petrochemical, medical and biotechnology, information technology, and nanotechnology. Using an econometrics study by The Perryman Group and information from Mayor Bill White's Economic Development Task Force, these industries were identified as critical to Houston's future prosperity.

The \$40 million raised on behalf of Opportunity Houston will help to create jobs and attract new investments. Included among the potential programs Opportunity HoustonSM could fund, include:

- Technology that captures location-specific data to link prospects with specific regional sites that best meet their requirements
- State-of-the-art lead-generation methods
- Marketing and public relations initiatives designed to impact perceptions of the Houston region around the world

Opportunity Houston Investment Levels

- Visionary - \$5 million or more
- Futurist - \$1 million to \$4.9 million
- Global Leader - \$500,000 to \$999,999
- Ambassador - \$250,000 to \$499,999
- Emissary - \$100,000 to \$249,999
- Champion - \$50,000 to \$99,999
- Advocate - Less than \$50,000

www.houston.org

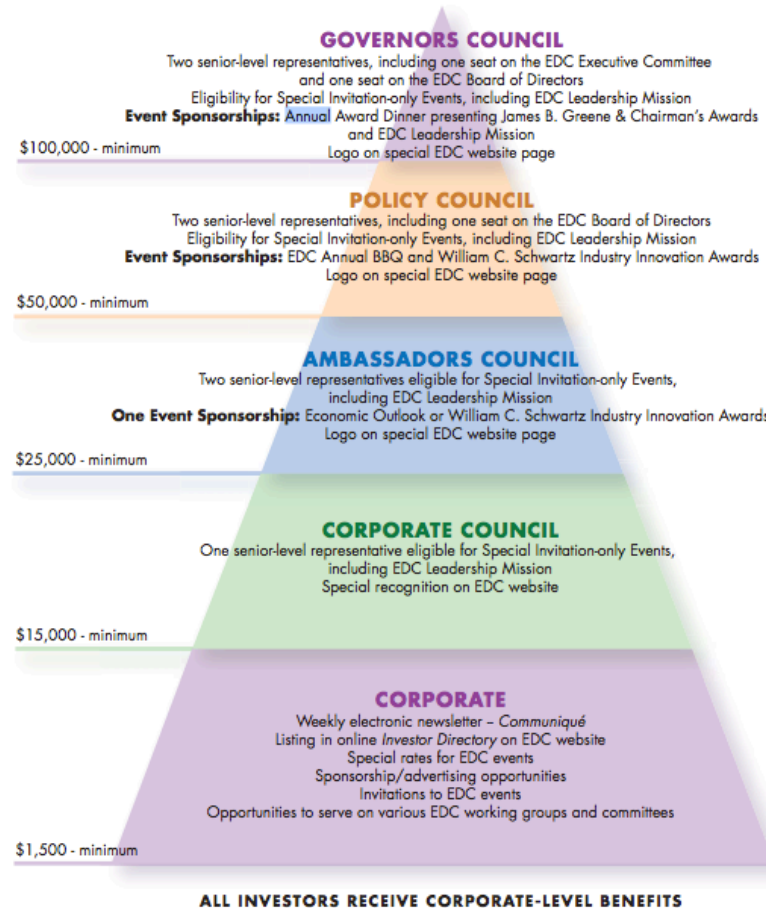
Metro Orlando EDC

Activity Mix

- Recruit 30% / Existing 60%
- Invitation-only

www.orlandoedc.com

EDC INVESTMENT LEVELS



Pittsburgh Regional Alliance

The Alliance is the marketing affiliate of the Allegheny Conference on Community Development. The Allegheny Conference has three objectives: advocacy, research and marketing. 300 business leaders from across the 10-county region are investors in the Conference. The Conference works with the Greater Pittsburgh Chamber on public policy issues and handles research in-house.

The Allegheny Conference also staffs a larger regional organization of more than 50 private and public sector leaders from across a 10-county region. This group, the Pittsburgh Regional Alliance Partnership, has multiple membership levels: Private Sector, Public Sector, Economic Growth Professionals, and Partner Organizations.

Activity Mix

- Recruit 35% / BRE 35% / Entre 5% / Workforce 20% / Infra 5%
- ~\$2.5 million annual total
- 100% privately funded

www.pittsburgh-region.org

San Diego Regional Economic Development Corporation

The San Diego Regional EDC's business development program focuses on corporate expansion through outreach to executives in high-wage, high-growth, technology-driven industries. Through targeted attraction campaigns and a network of partners, it promotes regional assets to attract corporate investment from innovation industries. The EDC partners with Imperial County and Baja, California to leverage the unique assets of the bi-national mega-region Cali Baja to position San Diego at the forefront of the economic upturn and capture high-paying jobs in the region.

Volunteer Leadership

- **Board of Directors:** EDC's Board is comprised of the region's top executives who drive the direction of our business development and policy programs, oversee the implementation of the *One Region One Future* strategic plan, provide fiscal oversight, and report quantifiable metrics to our stakeholders measuring our success.
- **Governors Council:** The Governors Council is the most influential source of private sector leadership focused on securing new investment and addressing major economic competitiveness issues that require CEO-level engagement. The Governors Council is a body of influence that is aligned with EDC, is invitation only, requires \$100,000 per year investment, and is called upon when major opportunities and issues demand.
- **Strategic Roundtable:** The Strategic Roundtable taps into the collective experience and influence of the region's retired executives and former public officials. Its purpose is to align these longtime civic entrepreneurs around opportunities to improve San Diego. It is a body of influence, not a committee or board. Roundtable members contribute through EDC's 501c3 foundation.
- **Next Generation Leadership:** The "Next Gen" Committee is by invitation only and integrates younger C-level executives into civic endeavors by building upon their business development-related activities, and fostering mentoring relationships with the region's longtime civic leaders.

www.sandiegobusiness.org

Investors Council - \$5,000 Annual Investment

- Opportunity to serve on economic development-related committees
- Promotion in EDC marketing materials and website database cross-referenced by industry/service-sector
- Invitations to all EDC events including hosted monthly Investor Breakfasts featuring regional economic development best practices, research, and discussions of issues impacting the region

Directors Council - \$15,000 Annual Investment

- Special invitation-only events
- Eligibility for representation on the Board of Directors
- A table of ten at our Annual Dinner

President's Council - \$25,000 Annual Investment

- Special invitation-only events
- Eligibility for representation on the Board of Directors
- Recognition at Annual Dinner including a table of ten
- Invitation to appoint a colleague to the Next Generation Leadership Committee

Ambassadors Council - \$50,000 Annual Investment

- Special invitation-only events including annual golf tournament
- Eligibility for representation on the Board of Directors
- Major recognition at Annual Dinner including a table of ten
- Invitation to appoint a colleague to the Next Generation Leadership Committee

Chairman's Council - \$100,000 Annual Investment by invitation

- Leadership through influential body designed to make significant impact on region's economic competitiveness
- Recognition at all events, in all publications and public relations activities
- Inclusion in special invitation-only events including annual golf tournament
- Eligibility for representation on the Board of Directors
- Major recognition at Annual Dinner including a table of ten
- Invitation to appoint a colleague to the Next Generation Leadership Committee