

# Marketing Your Community for Economic Development

Thursday, May 12

11:00 am-12:00 pm

## A CEDAS Academy Webinar

*Presenters:*

*Janet Ady, President & CEO, Ady Advantage*

*Andy Levine, President/Chief Creative Officer, Development Counsellors International (DCI)*

*Hosted by Laura Brown, UConn-Extension Program in Community & Economic Development, and Rebecca Nolan President, CEDAS. This webinar is free and offered as a cooperative program of CEDAS and the University of Connecticut-Extension Program in Community & Economic Development.*



# Our Presenters



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## 2016 CEDAS Academy Webinar

Marketing Your Community for ED

May 12, 2016



STRATEGY MATTERS

**Janet Ady**  
President and CEO



## TODAY'S AGENDA

**Ady** Advantage<sup>™</sup>



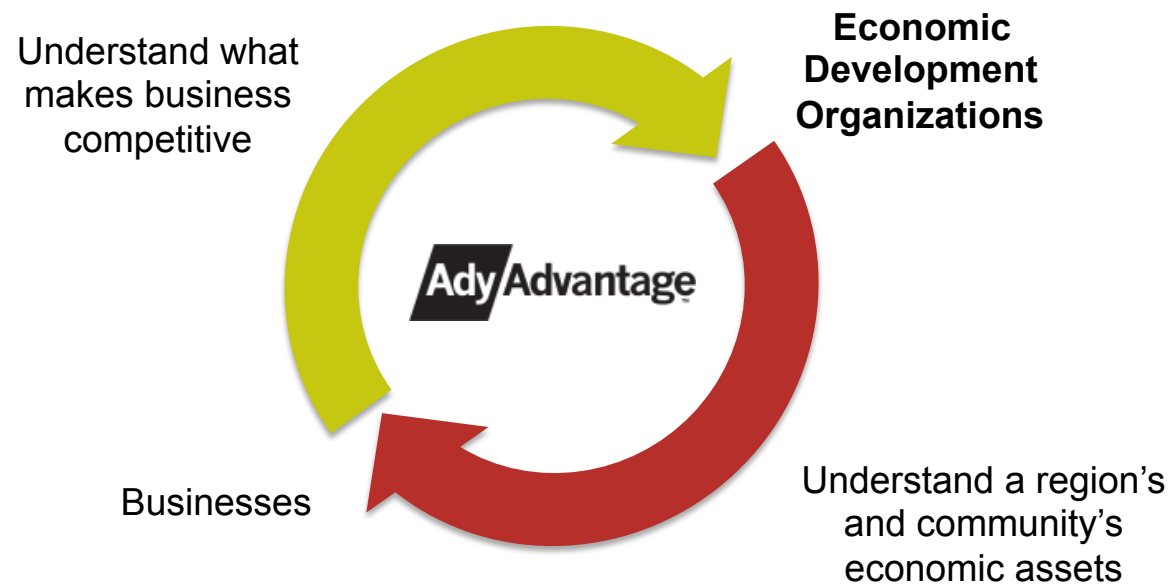
## Today's Agenda

- Setting the Stage
- The condensed version of “How to Succeed in Economic Development Marketing”
- Putting it all together: A case study

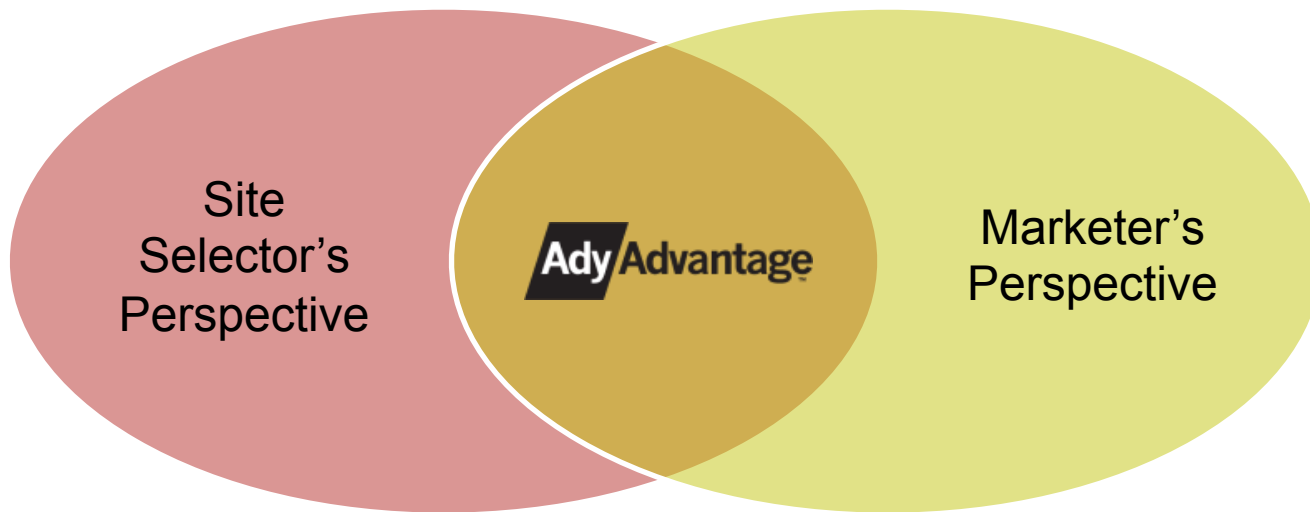
## SETTING THE STAGE

**Ady** Advantage<sup>™</sup>

# The Ady Advantage Ecosystem



## Our Sweet Spot



# Ady Advantage Services for EDOs: Making It Practical

## Consulting

What is the market potential for a large industrial park in our area?

How do we market an industrial property that will be vacated?

How can we zero in on the prospects that will be the best fit for our area?

## Research

How can we improve RFP success?

How can we ensure that we will have the talent we need for economic growth?

How can we improve the odds of achieving our growth goals?

## Ady Advantage Services for EDOs

## Branding

How can we communicate our competitive advantages through a compelling brand?

How can we best differentiate our area from all the others competing for investment and jobs?

How can we ensure our messaging will resonate with site selectors and others?

## Marketing Communications

What do we have to do to create a great ED website?

How do we market our community/region/state to site selectors and others?

What would be the best use of our marketing resources to reach our goals?

# HOW TO SUCCEED IN ED MARKETING

**Ady** Advantage<sup>TM</sup>

## In a Nutshell: The Three Megatrends of Economic Development

- 



## In a Nutshell: The Three Megatrends of Economic Development



- Why they matter to you,
- and what it means for how you
- approach your marketing strategy.



## The Three Megatrends of Economic Development

1. The Elimination of Risk
2. The Increasing Role of Regions
3. Increased Competition

# Implications

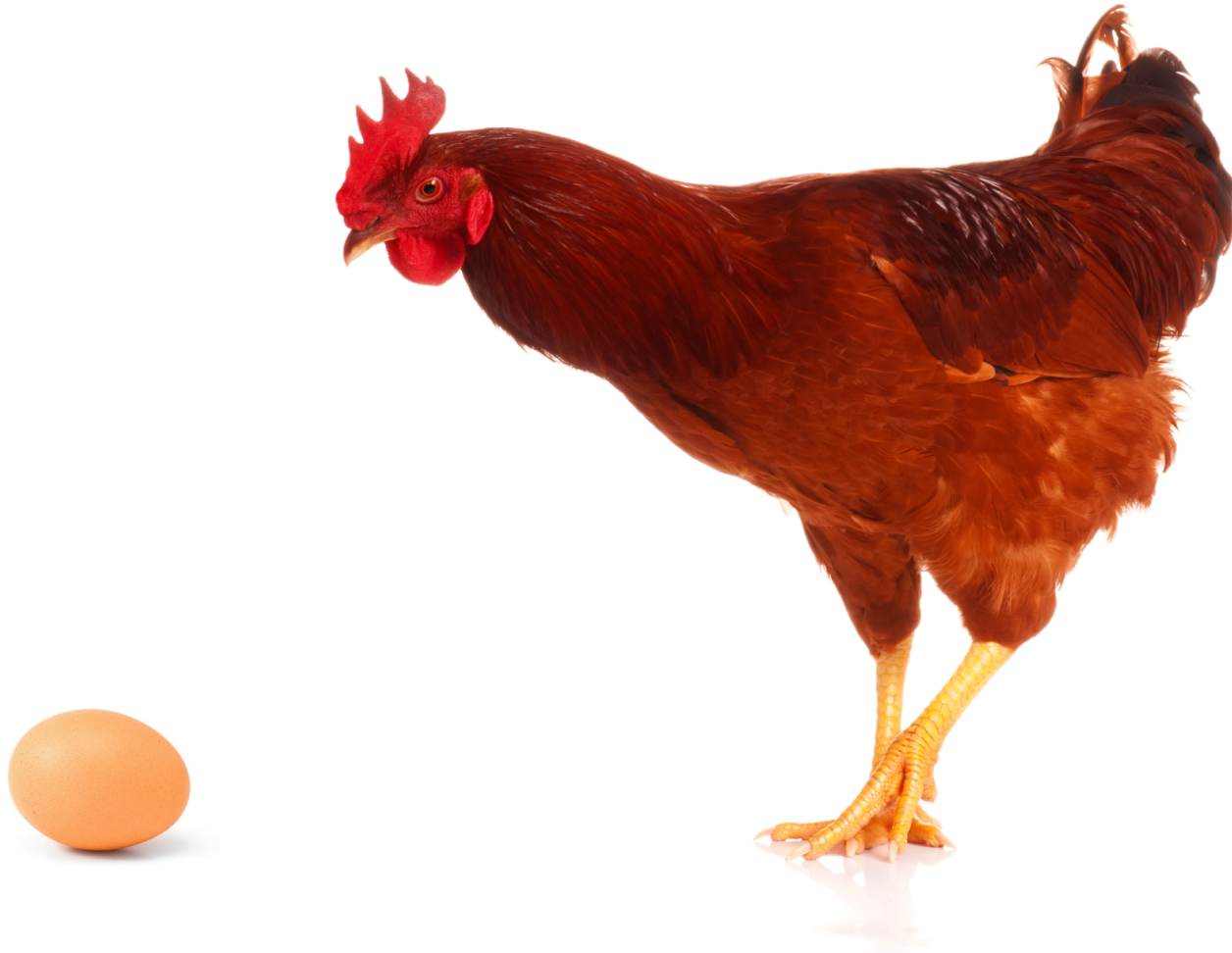
1. Readiness
2. Alignment
3. Differentiation



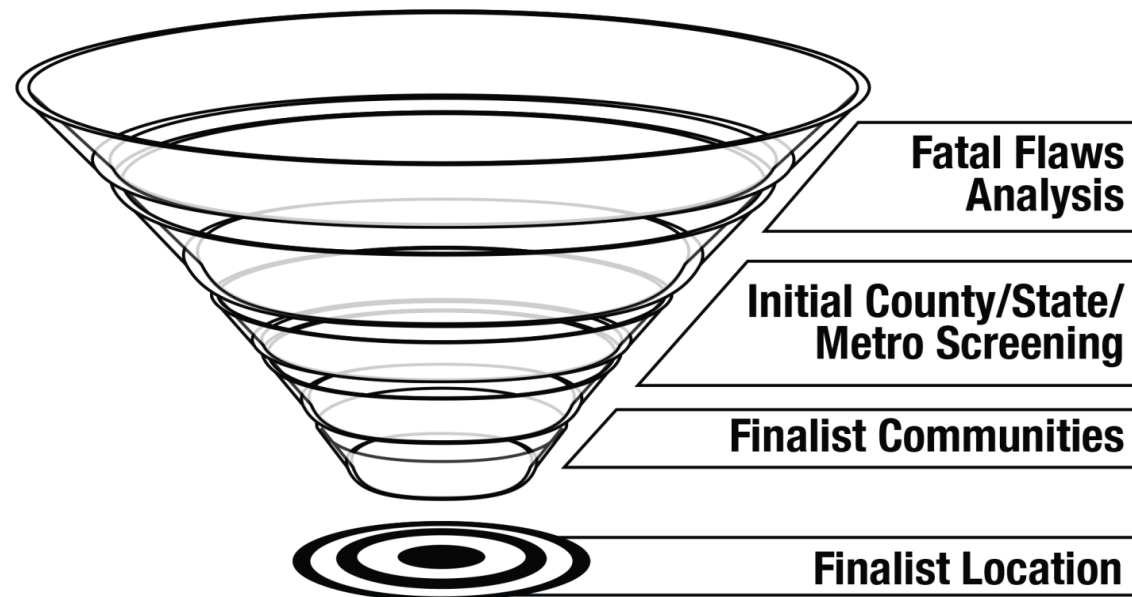
HOW DO YOU SUCCEED IN THIS COMPETITIVE  
ENVIRONMENT?

## Success Factor #1

1. Know your economic development assets.



## Success Factor #1: Site Selection Process



Four primary project drivers

•

Three categories of location criteria

•

Four industry sectors

## Success Factor #2

2. Determine who would place the greatest value on your particular mix of assets.



What do Greta Garbo and Fred Astaire have to do with Economic Development?



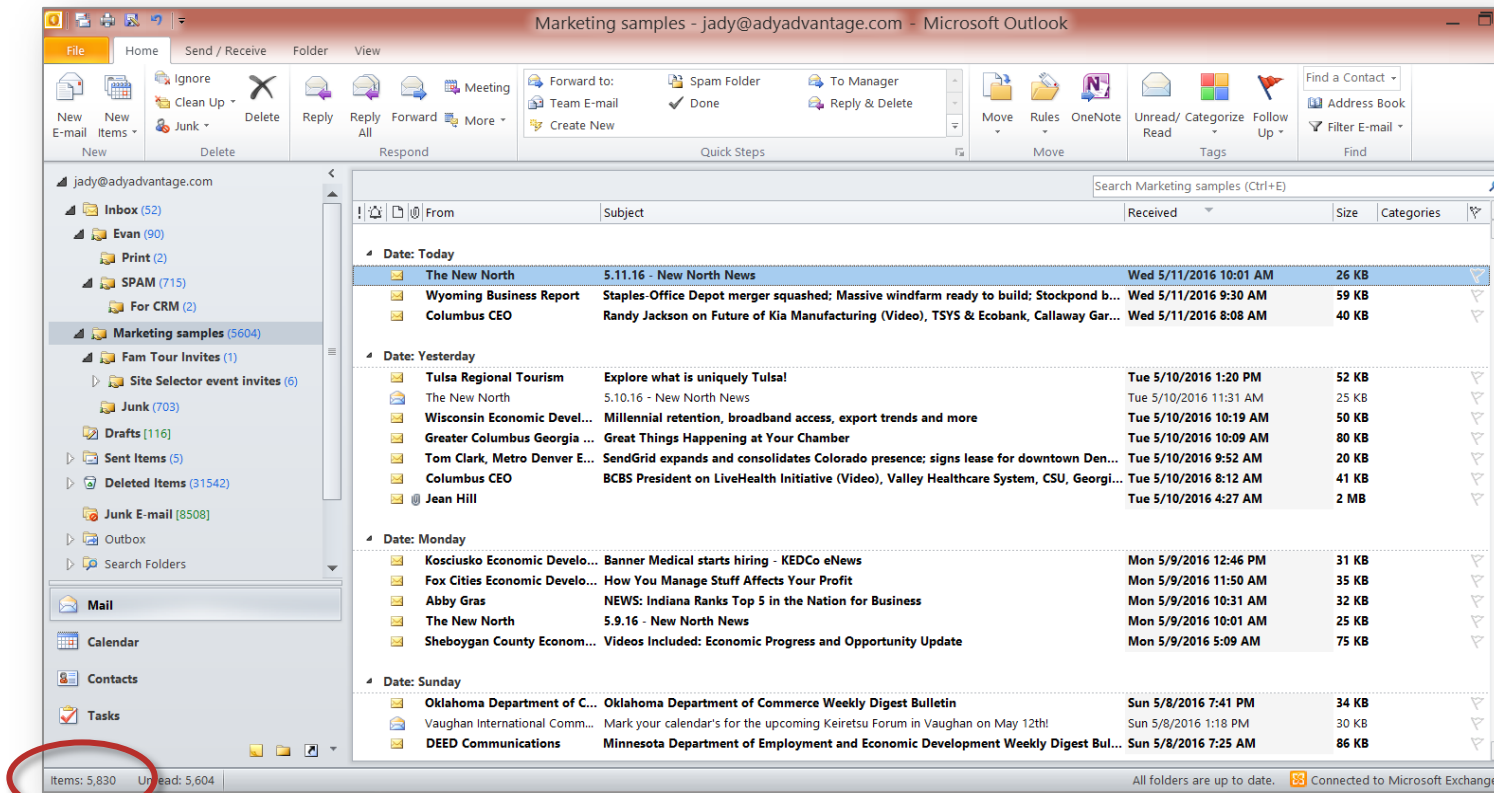
## Success Factor #3

3. Decide what your strategies will be.



## Success Factor #4

### 4. Choose your (marketing) weapons.



5,833 emails from EDOs in my inbox...and counting!


**Remember:** Tools are a means to an end, not the end in and of themselves.



PUTTING IT ALL TOGETHER: A CASE STUDY

**Ady** Advantage<sup>™</sup>

## Choose Southern Ohio: Website




### Strength in Numbers, Strength of Character

Looking for talent? The Southern Ohio region's large, productive, and dedicated workforce is ready to help you get down to business. Many companies in the manufacturing, professional and technical, and transportation and distribution sectors, as well as corporate headquarters and regional offices, enjoy the business advantages that Jackson, Pike, Ross and Scioto counties offer. Strategically located just south of Columbus and bordering the Ohio River, Southern Ohio affords excellent access to suppliers and markets.

[Read More +](#)

1 2 3 <>


#### Manufacturing



Strong. Diverse. Historic. The Southern Ohio region is home to several manufacturing...

[Read More +](#)


#### Transportation



Southern Ohio Is Your Transportation Hub Shipping raw materials in or finished...

[Read More +](#)


#### Professional & Technical



Thousands of Engineers and Ph.D.'s + Southern Ohio = Formula for Innovation It might...

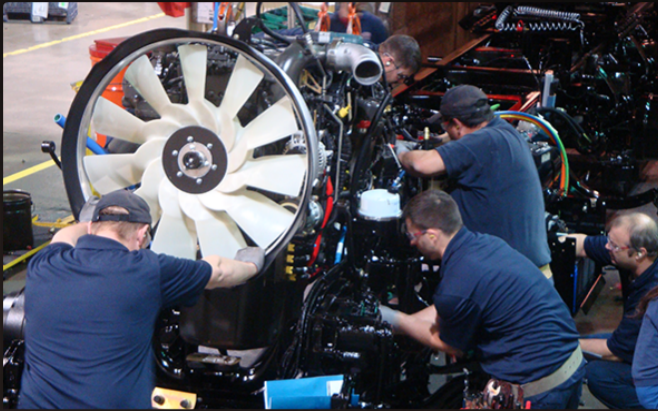
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#### Headquarters & Regional Offices



Southern Ohio offers a number of advantages that make it a great...

[Read More +](#)



**ChooseSouthernOhio.com**

# Choose Southern Ohio: Marketing Collateral – Regional Profile

## Choose Southern Ohio

JOINT ECONOMIC DEVELOPMENT INITIATIVE - SOUTHERN OHIO

Grow with the strengths of Jackson, Pike, Ross, and Scioto Counties

**110 Million People** within **500 Miles**

### Strength in Numbers

Where else in the country could you reach 110 million people within a day's drive? Have your choice of over 3 million square feet of industrial buildings, several spec buildings, and thousands of acres of available sites from which to choose? At a cost of living that's 15% below the US average, with median home prices below \$100,000 and competitive wages? It's no wonder that industry leaders such as General Mills, GE Aviation, AUCIchem, and Bellco Foods choose to locate their operations in Southern Ohio.

### Strength of Character

Above all, it's the skilled and dedicated workers that set the Southern Ohio region of Jackson, Pike, Ross, and Scioto Counties apart. With a 250,000 laborforce within commuting distance (14 counties) and a 95,000 laborforce within the four counties, area employers boast employee productivity, work ethic, and low turn-over rates among the many advantages of operating here. Our region is home to multiple post-secondary educational institutions and it's also home to many workforce training providers and recruiters.

### Southern Ohio Labor Pool

**247,346**  
4.31% Labor Force Growth (2000-2008)

### Favorable Tax Climate

**No Taxes On:**

- Corporate profit and franchise
- New machinery and equipment
- Out-of-state sales
- Inventory

**Flat Taxes On:**

- Companies with sales of \$150,000 - \$1 million

### The Company We Keep

Hundreds of businesses are located in Southern Ohio, from familiar consumer packaged goods to entrepreneurial, high-tech and heavy industrial companies. This is largely due to the region's strong history of industry and our prime location on the Ohio River along side several major highways. Many companies have also chosen to have their headquarters or regional offices in the region, providing high visibility and transportation access.

## Transportation and Logistics

**Transportation and Logistics Hub**

Goods out? Southern Ohio has land facilities.

The Southern Ohio region is served by two major railroads plus a publicly-owned shortline.

**Norfolk Southern**

At Norfolk Southern operates nearly 20,000 route miles in 22 states and the District of Columbia, serving every port in the Eastern United States. Norfolk Southern's newly built Heartland Corridor includes both:

- Seaboard Inland Port, with global logistics park, trucking, rail, and air all in one place in nearby South Columbia
- Shard Intermodal Facility, located just over the state line in Pritchard, West Virginia

**CSX Corporation**

At CSX has 21,000 miles of track, access to 70 ports, connections to over 240 line and regional railroads, and nationwide train loading and warehousing services. CSX also crosses the region, with flat yards in nine Ohio cities.

**South Central Railroad Short Line**

South Central Railroad serves Jackson, Ross and Scioto counties and interchanges with CSX and Norfolk Southern.

**Barge**

The Southern Ohio region abuts the Ohio River to the south, and as such, is part of the Tri-State Port Authority and the Port of Greater Cincinnati. There are eight operating river ports in the region.

## Quality of Life

Located in southern Ohio, in the beautiful Ohio River Valley, our communities have world-class healthcare, top-notch schools, four seasons, low traffic and lots of recreational and cultural activities.

**A Buyer's Market**

A cost of living that's 15% below the national average, combined with affordable housing and excellent amenities, underscores the region's appeal to businesses and individuals alike.

**Cost of Living**

**15% Lower Than the National Average**

**Cost of Living Index**

National Index	Four-County Southern Ohio Region	Other	U.S.
84.5	91	100	

\*Source: Spentley's Cost Theory, using a national index where the US = 100

**Affordable Housing**

The median home cost in the Southern Ohio region is just under \$100,000. A wide variety of housing stock is available, from rental housing to executive residences and everything in between.

**Housing Statistics**

	Four-County Southern Ohio Region	Other	U.S.
Median Home Cost	\$98,576	\$133,700	\$188,200
Home Ownership Ratio	70.14%	68.21%	65.51%

\*Source: US Census Bureau, 2012

**Recreation and Culture**

Our four-county region is in the heart of Ohio's Appalachian Country, home to historic natural and cultural sites as well as communities that are lively with arts, entertainment, and recreation. Included in the region are some of Ohio's earliest settlements, ancient earthwork formations, state parks and an abundance of great food and art. Outdoor recreation opportunities include everything from golf, kayaking, and bicycling to hunting and fishing, to name just a few.

## Education

Excellent education is highly accessible in Southern Ohio, with some of the best K-12 primary schools in the state and numerous options for higher learning, including state universities, technical schools, and community colleges. Ohio's public colleges, universities, and adult education programs serve almost 600,000 students and offer every option from a GED to a Ph.D., ensuring that all Ohioans have easy access to a high-quality, affordable higher education.

## Teays Valley Aquifer

Natural gas is provided by Columbia Gas of Ohio and The National Gas.

**Propane** (Available in some areas)

Some of the plants in the Southern Ohio region use propane, which provides an alternative to natural gas and an option for facilities located in places where natural gas is not available.

District Number 1, better known as "Water 1," gets its water from nine wells that are supplied by the Teays Valley Aquifer. Water 1 serves 20,000 consumers and sells bulk water to Northwest Regional Water which also serves about 20,000 consumers. Its annual purporage is over one billion gallons.

Map of Teays Valley Aquifer

providing an ample and cost-effective water source

Learn more about the strengths of Southern Ohio's four-county JEDISO region, including information on available sites and buildings, and potential incentives at: [www.ChooseSouthernOhio.com](http://www.ChooseSouthernOhio.com)

Phone: 740.935.2738

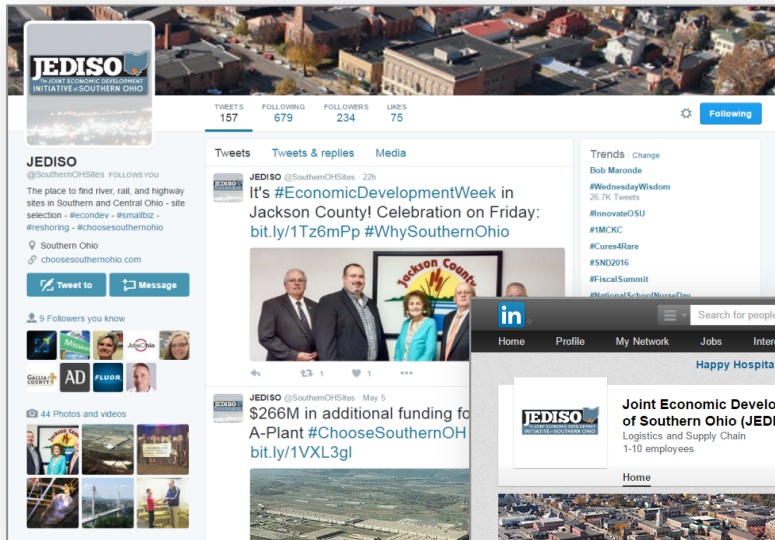
Joint Economic Development Initiative of Southern Ohio (JEDISO) 740.935.2738 ChooseSouthernOhio.com



# Choose Southern Ohio: Marketing Collateral – Target Industry Profiles



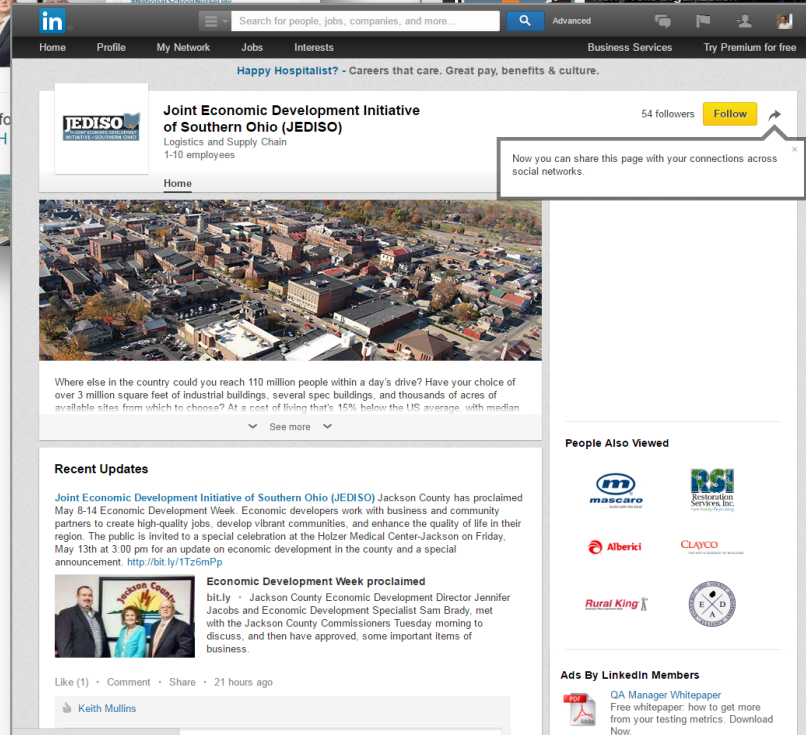
# Choose Southern Ohio: Social Media



Twitter



Facebook



LinkedIn

## Business Results for Southern Ohio

**\$100 million in investment**

- **RESULTS**

- In 2013, 103 jobs were created, as well as \$18,264,000 total investment.
- In 2014, 462 jobs were created and 1,326 jobs retained, as well as \$53,565,200 total investment.
- In 2015, 142 jobs were created and 195 jobs retained, as well as \$27,480,127 total investment.
- Jobs Ohio's economic scorecard shows investment of \$100 million in the most recent 12-month period.

- **EXAMPLES OF RELOCATIONS AND EXPANSIONS**

- Southland International Truck Center, created 50 jobs, retained 14 jobs, invested \$12 million, new 100,000 sf facility.
- Rural King, creating 160 jobs with the opening of a 930,000 sf warehouse and distribution center.
- Mako Finished Products is adding value to local company OSCO Industries, a gray iron foundry. Mako is the first new manufacturing company to open in Scioto County in ten years.

- Hulsbush Chemicals was acquired by Altivia Petrochemical. With the renewed operation of



• 100

**Rural King**  
America's Farm and Home Store



**OSCO**  
INDUSTRIES, INC



Altivia



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Area development 'on a roll right now'

Chris Balusik, Reporter4:21 p.m. EDT May 10, 2016

Officials feel area is poised to take advantage of opportunities



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(Photo: Frank Robertson/Gazette)

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CHILLICOTHE - What does it take to position a community to take advantage of its opportunities?

A vision of what it is and what it wants to be is a good start. Something to attract attention not only nationally, but internationally, is a big help. A geographic location that can't help but be noticed

can complete the package.

During Tuesday's Economic Development Alliance of Southern Ohio's Insider Outlook breakfast, several presentations showed how all three of those factors are coming together in a way that should bring future development, tourism and jobs to the area.


"We're on a roll right now," said Chris Manegold, CEO of the alliance.

Manegold said officials from Ross, Pike, Scioto and Jackson counties have been working through the steps of a Community Commitment Plan created with the help of Fluor-BWXT to create an image for southern Ohio that could be shared with the world. Creation of that image was done through examining basic market research, refining the research with consultants and then creating a target industry study that shows how the area's strengths can be used to attract specific types of industries.


With much of the strategy work in place, Manegold said the message being taken on the road both nationally and internationally is one that puts forward a face not of four individual, rural counties, but of one "metropolitan" area of a couple hundred thousand people — a more powerful face for attracting companies. Later this year, the hope is to get to specific large corporation visits to sell what this area has to offer someone looking for a location to expand.

The approach appears to be working. The Joint Economic Development Initiative of Southern Ohio — the four-county marketing partnership for the region — recently


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TOP VIDEOS



Mourners come together for six  
Pike County murder victims  
0:53



Officials confront overdoses  
1:36



Stranger donates kidney

## Thank You



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- [www.linkedin.com/in/janetady/](http://www.linkedin.com/in/janetady/)



**Talent Toolbox for Economic Developers**  
Published March 2016

**Rural Economic Development Toolbox**  
Published September 2014

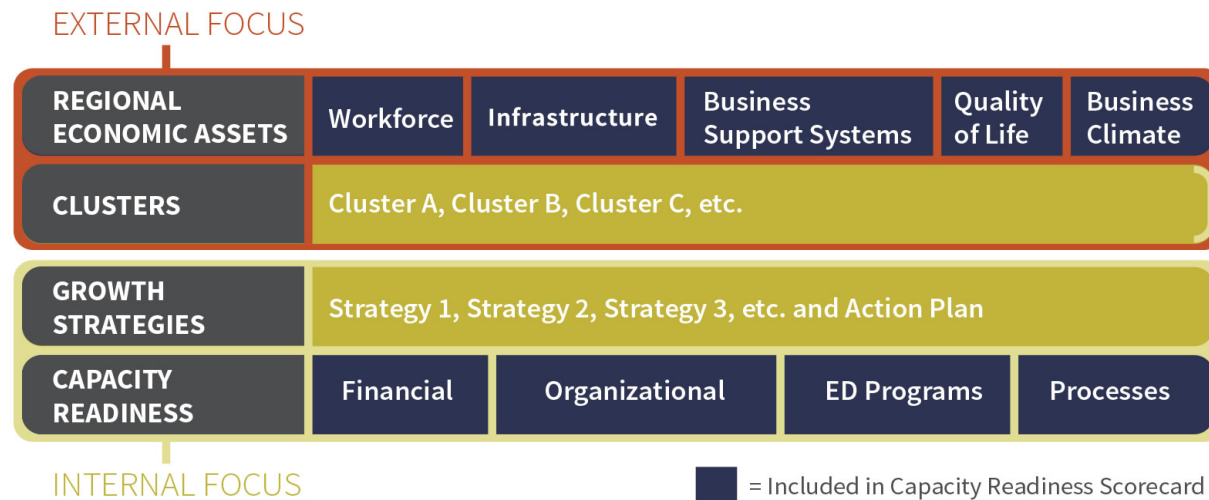


Blog and newsletter at [www.adyadvantage.com](http://www.adyadvantage.com)



## Special Opportunity

- Free benchmarking of your organization on the key factors included within the Capacity Readiness Scorecard.
- In return for filling it out, you'll get:
  - A customized report for your organization, showing how your organization compares to your peers on key factors from the Capacity Readiness Scorecard.
  - Confidentiality – only your organization will know your ranking.



# QUESTIONS?



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- [www.linkedin.com/in/janetady/](http://www.linkedin.com/in/janetady/)

# Economic Development Marketing

## 6 Big Ideas for Connecticut Communities



Andy Levine  
President/Chief Creative Officer  
[andy.levine@aboutdci.com](mailto:andy.levine@aboutdci.com)



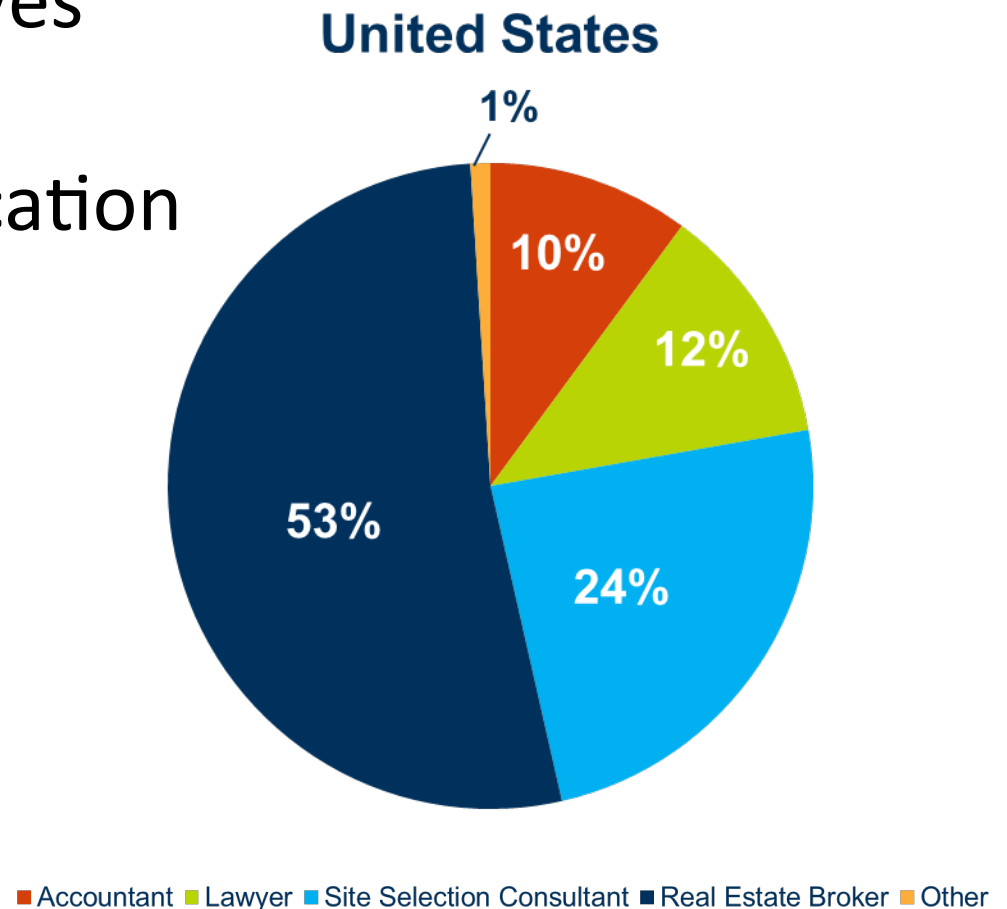
# Agenda

- 1. Influence the Influencers**
- 2. The Rise of the Digital Ambassadors**
- 3. Telling Your Story via the Media**
- 4. Connect with Former Residents**
- 5. LinkedIn is King**
- 6. Wooing State and Regional Allies**

# 1. INFLUENCING THE INFLUENCERS

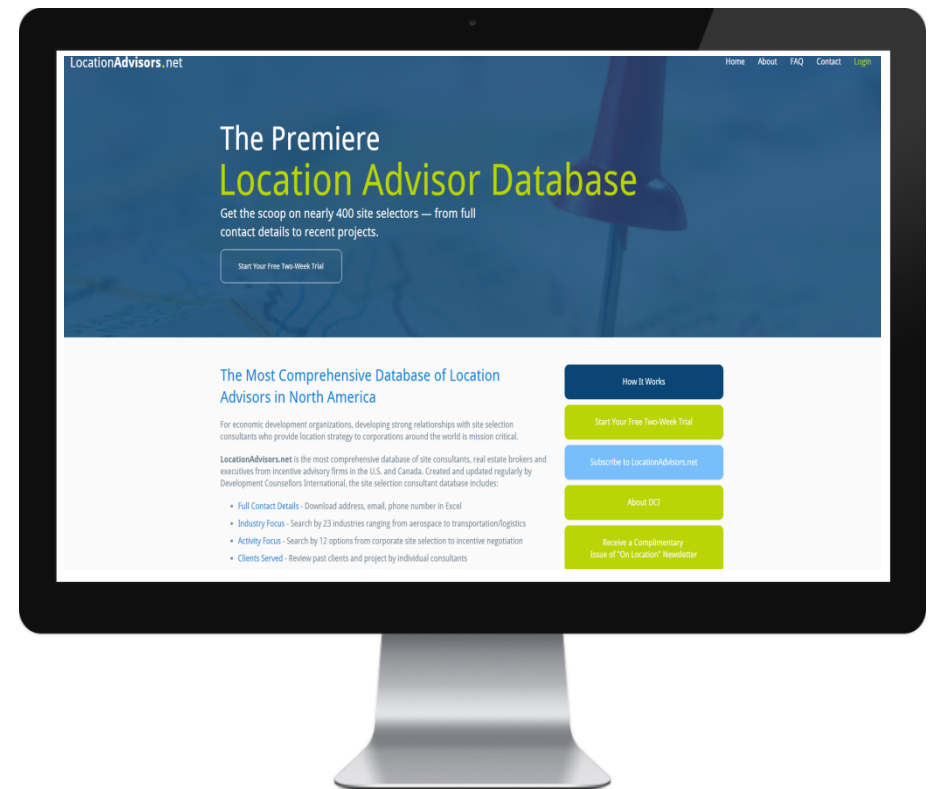
## Turning Brokers & Consultants into Marketing Allies

Forty Percent of Executives Anticipate Outsourcing a Portion of Their Next Location Search



# Four Ways to Connect with Key Influencers

1. Desk-side visits
2. Community Tours
3. Consultant-only Events  
(Site Selection Guild,  
Consultant Connect)
4. Share News (rather than  
newsletters)



## 2. THE RISE OF THE DIGITAL AMBASSDORS

### Activating your community's biggest fans

1. Recruit local influencers
2. Share positive stories about your community
3. Digital Ambassadors post to their social networks
4. Track engagement with target audiences

Great for business. Great for life.

**NORTHWEST ARKANSAS**  
**<< DIGITAL >>**  
**AMBASSADOR**

[Sign Up Now](#)

**How It Works**

- Step 1**  
Click on the "Sign Up" button and enter your information.
- Step 2**  
Choose your preferred social networks.
- Step 3**  
Share it by clicking "yes" in the emails that we will send with new content!
- Step 4**  
Continue to share and show your support and enthusiasm for the region!

**What is #NWAmbassadors?**

The Northwest Arkansas Council Digital Ambassadors are a group of digitally and socially active area professionals, businesses and community leaders who show their support and enthusiasm for the Northwest Arkansas Region by sharing positive news, announcements, and updates via their social networks.

Thank you for your continued support of the Northwest Arkansas region!

# Digital Ambassadors in Action



Great for business.  
Great for life.

Hi Judy,

We love it when Northwest Arkansas companies with operations all over the globe take steps to strengthen what's happening right here.


Tyson Foods did exactly that today, announcing a major investment in downtown Springdale and indicating that they'll shift a portion of the company's workforce to a new downtown location.

This is huge news for Springdale's downtown, and we are excited to see the city's largest company giving it an incredible boost.

Thanks again!

**SHARE NOW**

Here's what will be shared on your networks:

 Tyson Foods to Shift Hundreds of Workers to New Downtown Facility

**SHARE NOW**



[Read More](#)



Mike Masterson  
@MikeRMasterson

 Follow

RT @nwarkcouncil Tyson Foods to Shift Hundreds of Workers to New Downtown Facility - [sot.ag/4pFPQ](https://sot.ag/4pFPQ)



2:16 PM - 8 Oct 2015





### 3. TELLING YOUR STORY VIA THE NEWS MEDIA

#### What Makes News?

- FUEL Assets

- **F**irst
- **U**nique
- **E**xtraordinary
- **L**argest

#### In addition to...

- Breaking news
- National trends
- High-profile personalities
- Controversy



# Salinas, California Case Study

## FAST COMPANY



### Why The World's Salad Bowl Wants To Go High Tech

Salinas, California, wants to be a tech hub for the farming set.

JESSICA LEBER

January 21, 2015

If you're eating a salad for lunch today, there's a good chance it came from California's Salinas Valley, the rich agricultural area an hour's drive south of Silicon Valley where more than two-thirds nation's leafy greens are produced. There's also a decent chance it got to your plate with the help of a robot.

Farming fresh produce has always been a high-precision, labor-intensive operation compared to crops like corn and wheat. But faced with the declining availability of farm labor and a growing demand for sustainable and healthier fresh produce, agricultural producers in the Salinas Valley are working to rely less on people and more on technology. And, perhaps counterintuitively, the city of Salinas is doing its best to help them.

## Sunday Los Angeles Times

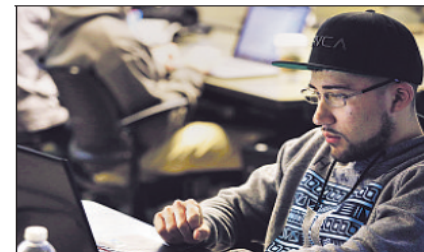
\$3.00 DESIGNATED AREAS HIGHER © 2016 WST SUNDAY, FEBRUARY 7, 2016 latimes.com



PHOTOGRAPH BY GERARDO MOLINA, LOS ANGELES TIMES  
DARIO MOLINA, 22, who once worked in the fields of Salinas, Calif., is now enrolled in a program at Hartnell College's Alisal campus that crams a four-year computer science curriculum into three years.

### Salinas reboots itself

The city hopes to become the state's agricultural technology center and to turn the children of farmworkers into computer scientists



BY GEOFFREY MOHAN  
REPORTING FROM SALINAS, CALIF.

Dario Molina's alternative life scrolls by on both sides of Highway 101 north: acre upon acre of lettuce, spinach, heartbreak.

Not me, he thinks. Not anymore. "Sometimes I reminisce," Molina says. "Damn, I remember working in that field. I remember that heat... that song. Now I'm just thinking, I just want to get over this."

He tucks a water bottle between his back and the driver's seat of his 1996 Civic to keep his lumbar muscles from stiffening as towns drift by: Greenfield, Soledad, Gonzales, Chualar. Each as poor as the next. He turns south on San Jose Avenue toward El Rancho Viejo.

# and Benton Harbor, Michigan

## THE WALL STREET JOURNAL.

DEAL OF THE WEEK

### A Reinvention in Michigan

By MAURA WEBBER SADOVI

June 26, 2012 7:38 p.m. ET

A Rust Belt community on the shores of Lake Michigan is about to get another boost in its unlikely bid to reinvent itself as a resort destination named Harbor Shores.

The area that includes Benton Harbor, Mich., and neighboring St. Joseph became a manufacturing center after [Whirlpool Corp.](#) was founded there in 1911. Two years ago, Benton Harbor made national headlines when it took a major step in its transformation by opening a Jack Nicklaus Signature golf course that received rave reviews. It hosted the Senior PGA Championship in May.



## 4. CONNECT WITH FORMER RESIDENTS

### Tug at Emotional Ties

*Nearly all communities we've worked with – rural and urban – bemoan the “brain drain.”*

***Smart communities focus  
on “brain return.”***

# Bringing Talent Back to Your Community

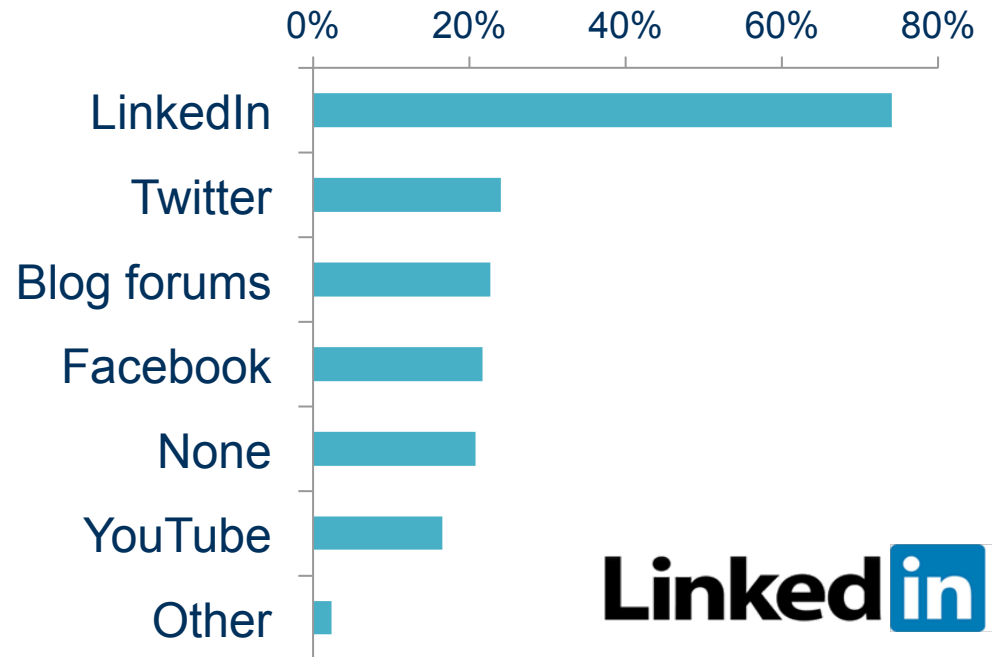
- Identify individuals with emotional ties
  - Alumni databases
  - LinkedIn searches
  - Current residents
- Reconnect and explore possibilities



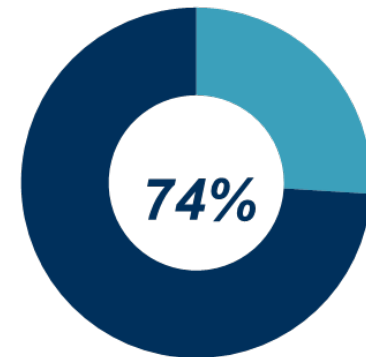
## 5. LINKED IN KING

### Raise the Profile of You & Your Community

74% of corporate executives with site selection responsibilities use LinkedIn.



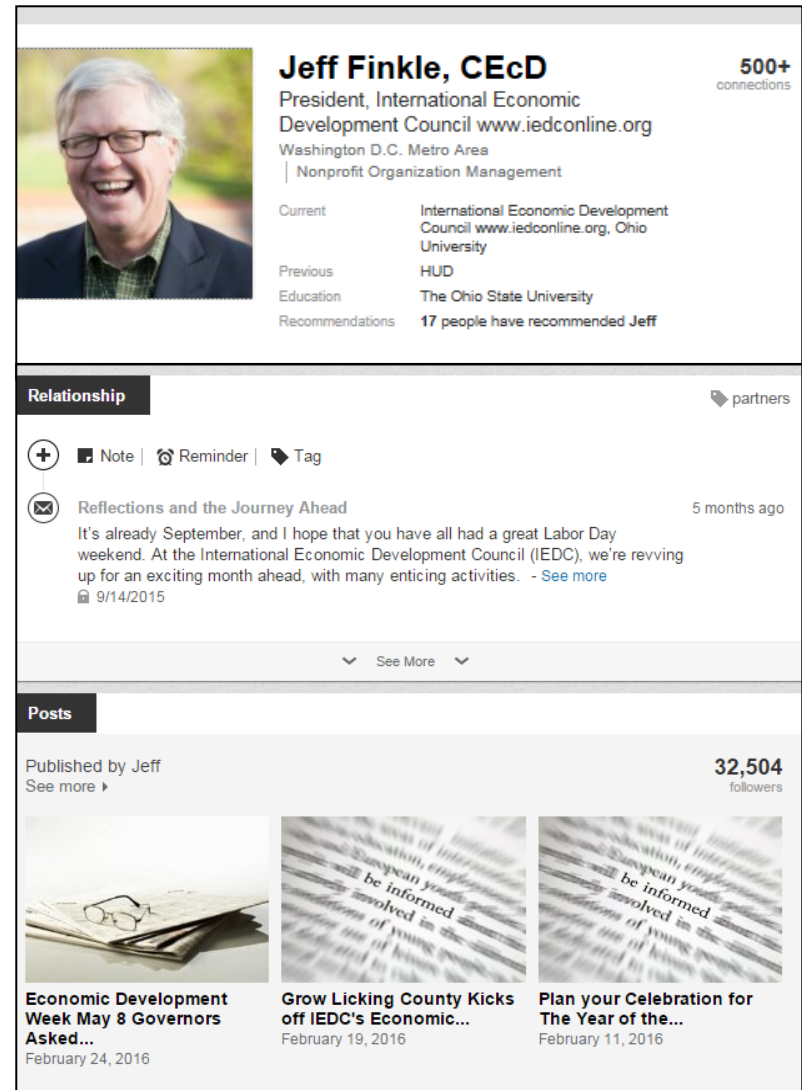
**LinkedIn**





# Build Your Own Profile...

1. Fill out your own profile page completely
2. Get in the “500+ Connections” Club
3. Join groups where your target audiences hang out
4. Participate in discussions



**Jeff Finkle, CEcD** 500+ connections  
President, International Economic Development Council [www.iedconline.org](http://www.iedconline.org)  
Washington D.C. Metro Area  
Nonprofit Organization Management

Current International Economic Development Council [www.iedconline.org](http://www.iedconline.org), Ohio University  
Previous HUD  
Education The Ohio State University  
Recommendations 17 people have recommended Jeff

**Relationship** partners


+ Note | 📅 Reminder | 🏷 Tag


✉ Reflections and the Journey Ahead 5 months ago  
It's already September, and I hope that you have all had a great Labor Day weekend. At the International Economic Development Council (IEDC), we're revving up for an exciting month ahead, with many enticing activities. - [See more](#)  
📅 9/14/2015


▼ See More ▼

**Posts**

Published by Jeff  
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February 24, 2016

  
**Grow Licking County Kicks off IEDC's Economic...**  
February 19, 2016

  
**Plan your Celebration for The Year of the...**  
February 11, 2016

## 6. WOONG STATE & REGIONAL ALLIES

### Leverage Partner Resources

Build close relationships  
with your State EDO

- Invite them to visit your community as often as possible
- Keep them updated on new developments
- Be a “squeaky wheel”





# Explore Partnerships with Regional EDOs

## Explore Opportunities for Collaboration

- Marketing missions
- Trade shows
- Special events
- Links to their website



# Summing It Up

- 1. Influence the Influencers**
- 2. The Rise of the Digital Ambassadors**
- 3. Telling Your Story via the Media**
- 4. Connect with Former Residents**
- 5. LinkedIn is King**
- 6. Wooing State and Regional Allies**

# Thank you!

## Stay tuned for future CEDAS Academy webinars this fall!



**UConn**  
COLLEGE OF AGRICULTURE,  
HEALTH AND NATURAL  
RESOURCES

EXTENSION

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