

Stakeholder Input Session Indian River County

July 18, 2014



retain, expand, attract

Agenda

- Introductions
- Indian River County Project Overview
- Inside View on Site Selection
- Group Exercise
- Initial Perspectives
- Next Steps

Introductions

- 20 seconds
- Name, title, organization
- What do you want to learn from today's session?

Our Team



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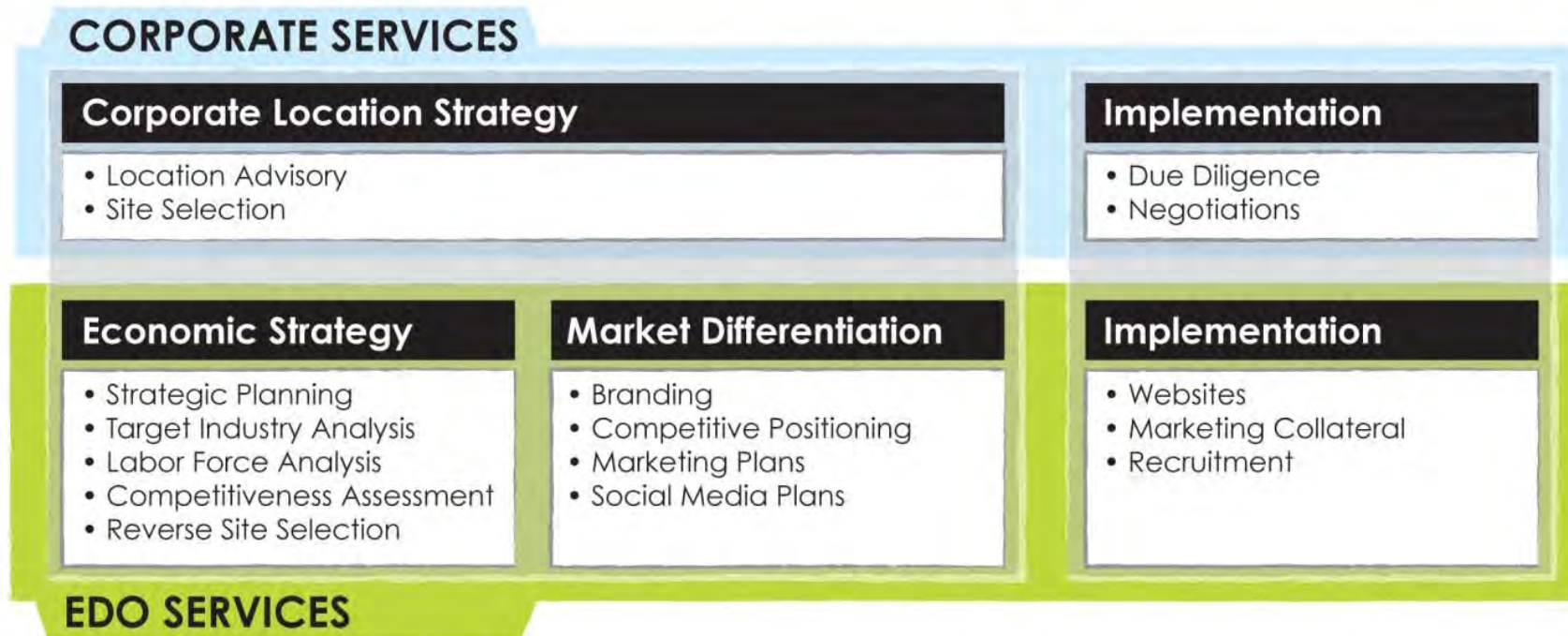
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Representative ED Clients



The E.D. Value Chain



What This Is...and Is Not

It is	It Is Not
<ul style="list-style-type: none">• Applied, real and actionable• Tactical and toolkit oriented• An honest perspective• Customer focus and driven• An education that sets the stage for transformation	<ul style="list-style-type: none">• A silver bullet• An organizational assessment• Real Estate Development• A marketing plan• A logo• An event that stops

Key Milestones

Phase: I

TASK: 1.1

STATUS: Complete

Milestone	Date	Deliverables
Community Leaders/Stakeholder's Summit	July 14-18 July 21-23	<ul style="list-style-type: none">• Input from 70+ community leaders• Sites & Building Assessment

Key Milestones

Phase: I

TASK: 1.2

STATUS: Pending

Milestone	Date	Deliverables
Summary Report	Sept 12	<ul style="list-style-type: none">Written report on community input

Key Milestones

Phase: I

TASK: 1.2

STATUS: Pending

Milestone	Date	Deliverables
Summary Report	Sept 12	<ul style="list-style-type: none">• Written report on community input
Community Survey (OPTIONAL)	July 23+	<ul style="list-style-type: none">• Input from additional businesses, residents, and stakeholders

Key Milestones

Phase: I

TASK: 1.3

STATUS: Pending

Milestone	Date	Deliverables
Competitive Positioning Assessment	Oct 17	<ul style="list-style-type: none">• Review of Policom report• Evaluation on location criteria• Asset Mapping• Competitive Assessment

Key Milestones

Phase: I

TASK: 1.3

STATUS: Pending

Milestone	Date	Deliverables
Competitive Positioning Assessment	Oct 17	<ul style="list-style-type: none">• Review of Policom report• Evaluation on location criteria• Asset Mapping• Competitive Assessment
Gap Analysis (OPTIONAL)	Oct 17	<ul style="list-style-type: none">• Focuses on gaps in organizational capacity, infrastructure, ED programs, and processes

Key Milestones

Phase: I

TASK: 1.4

STATUS: Pending

Milestone	Date	Deliverables
Review of Identified Target Industries	Nov 14	<ul style="list-style-type: none">Based on existing research, evaluation/priority of identified target industries

Key Milestones

Phase: I

TASK: 1.4

STATUS: Pending

Milestone	Date	Deliverables
Review of Identified Target Industries	Nov 14	<ul style="list-style-type: none">Based on existing research, evaluation/priority of identified target industries
New Target Industry/Cluster Analysis (OPTIONAL)	Nov 14	<ul style="list-style-type: none">Original research to identify target industries

Key Milestones

Phase: I

TASK: 1.5

STATUS: Pending

Milestone	Date	Deliverables
Draft E.D. Positioning Analysis	Dec 12	<ul style="list-style-type: none">• Synthesis of reports 1 through 3 with executive summary and recommendations

Key Milestones

Phase: I

TASK: 1.6

STATUS: Pending

Milestone	Date	Deliverables
Presentation of Draft E.D. Positioning Analysis	Dec 16	<ul style="list-style-type: none">On-Site presentation of the synthesis of reports 1 through 3 with executive summary and recommendations

Key Milestones

Phase: I

TASK: 1.6

STATUS: Pending

Milestone	Date	Deliverables
Presentation of Draft E.D. Positioning Analysis	Dec 16	<ul style="list-style-type: none">On-Site presentation of the synthesis of reports 1 through 3 with executive summary and recommendations
Goal Setting (OPTIONAL)	Dec 16	<ul style="list-style-type: none">Determine goals for E.D. efforts

Key Milestones

Phase: I

TASK: 1.7

STATUS: Pending

Milestone	Date	Deliverables
Final E.D. Positioning Analysis Report and Action Plan	Jan 19	<ul style="list-style-type: none">Final written report and action plan with recommendations

Key Milestones

Phase: I

TASK: 1.8

STATUS: Pending

Milestone	Date	Deliverables
Present Final E.D. Positioning Analysis Report and Action Plan	Feb 3	<ul style="list-style-type: none">On-site presentation of final written report and action plan with recommendations

Key Milestones

Phase: II

STATUS: TBD

Milestone	Date	Deliverables
18-Month E.D. Marketing Plan (OPTIONAL)	TBD	<ul style="list-style-type: none">• Situation Analysis, Marketing Strategies, Audiences, Key Message, Tactics, Timeline and Budget
Branding Review and Recommendations (OPTIONAL)	TBD	<ul style="list-style-type: none">• Logo and Branding Standards
Website Audit (OPTIONAL)	TBD	<ul style="list-style-type: none">• Website Analysis

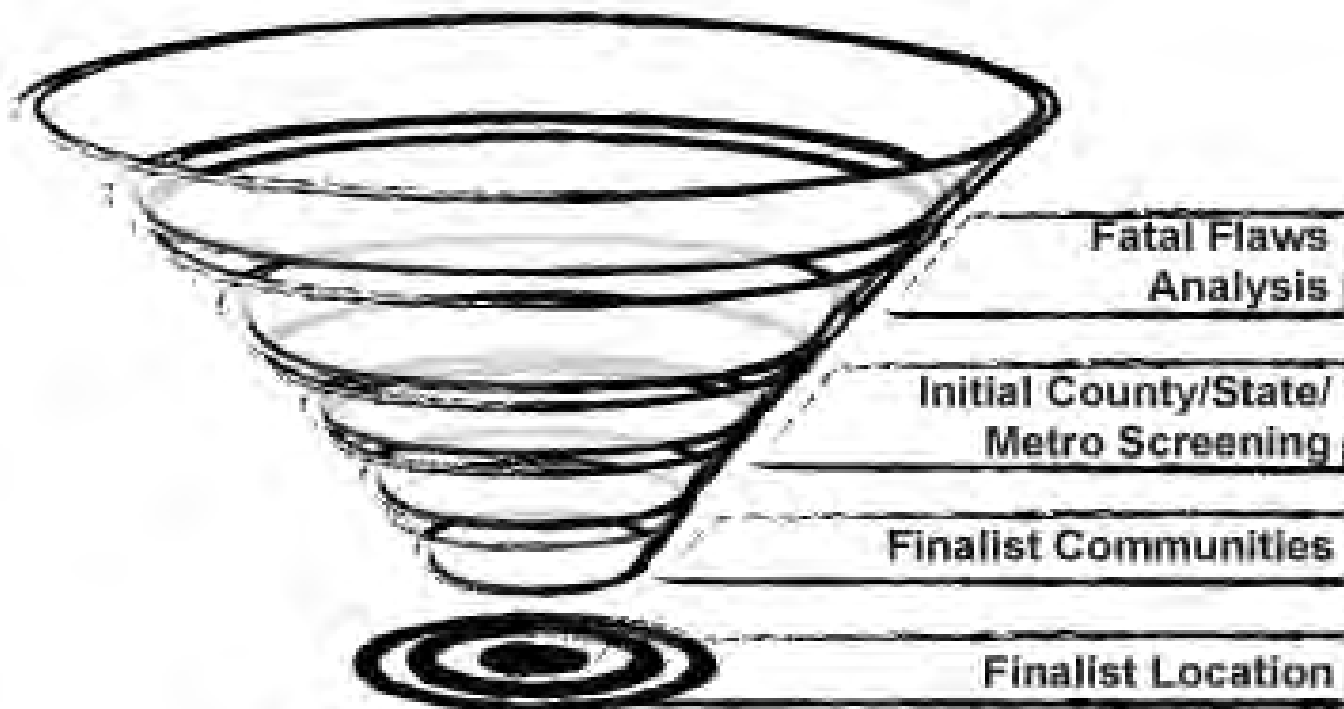
Inside View on Site Selection

- How the site selection process works – *really*
- Why regions are important
- How to position a region

Questions to Be Addressed

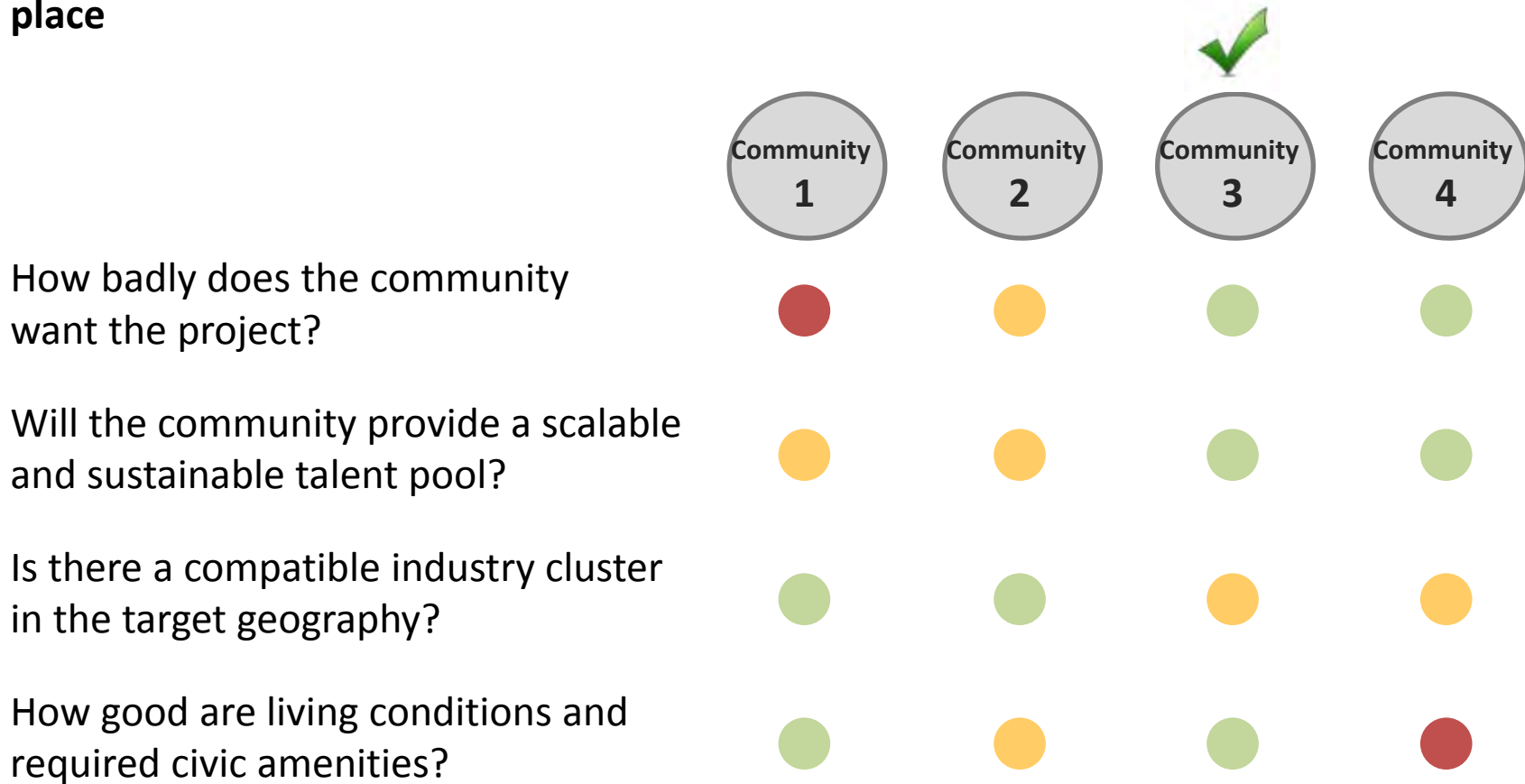
- What sites and buildings are available?
- Which industries should we target?
- How do we best position the county and region?

The Site Selection Process



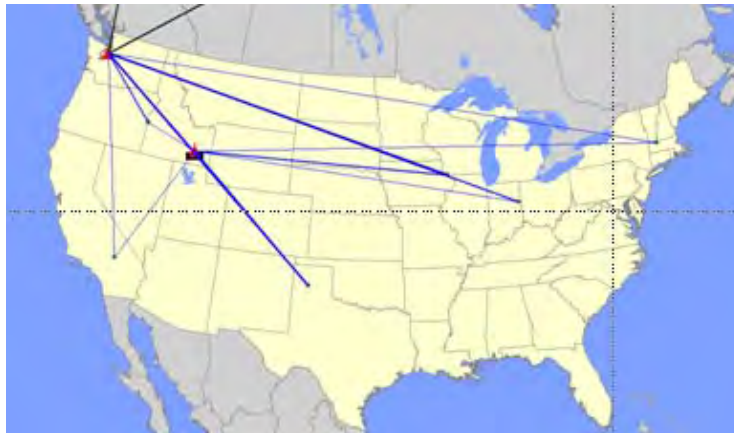
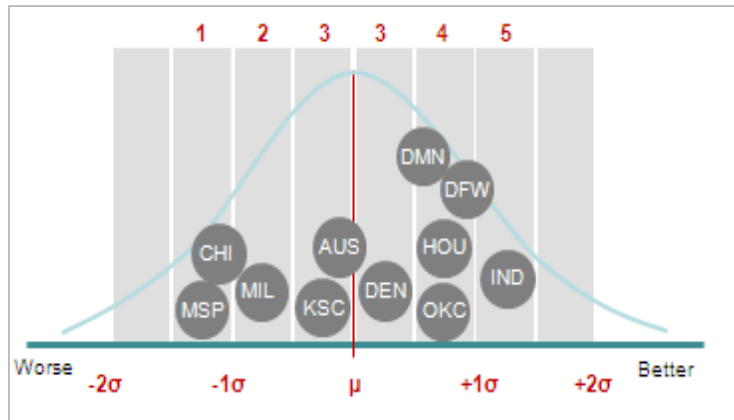
Find the Optimal Community Fit

Site Selectors perform due diligence focused on finding a community that optimizes project criteria but also intangibles such as functional fit, scalability and quality of place

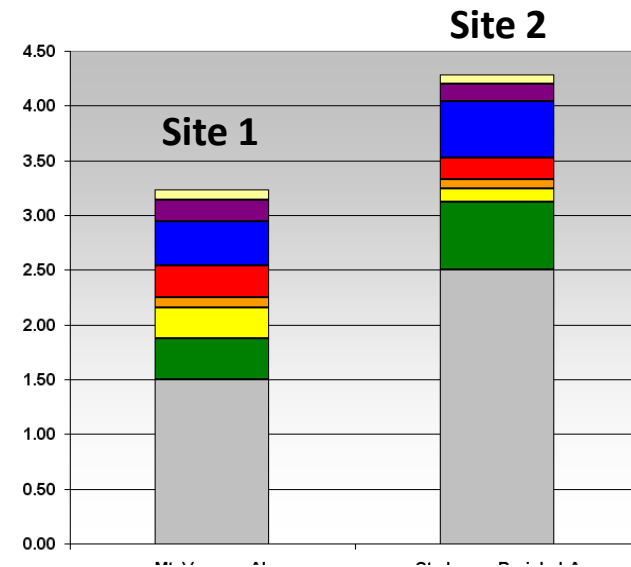
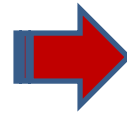


Analytics and Modeling

Communities and Regions must understand that “accurate and relevant data and business intelligence” is evaluated and used to support a decision



Financial and Risk Modeling:
 Operating Cost Comparisons
 Financial Analysis of Scenarios
 Statistical Risk Analysis



Network Modeling:
 Logistics Network Design
 Supply Chain Optimization
 Transportation Cost Management

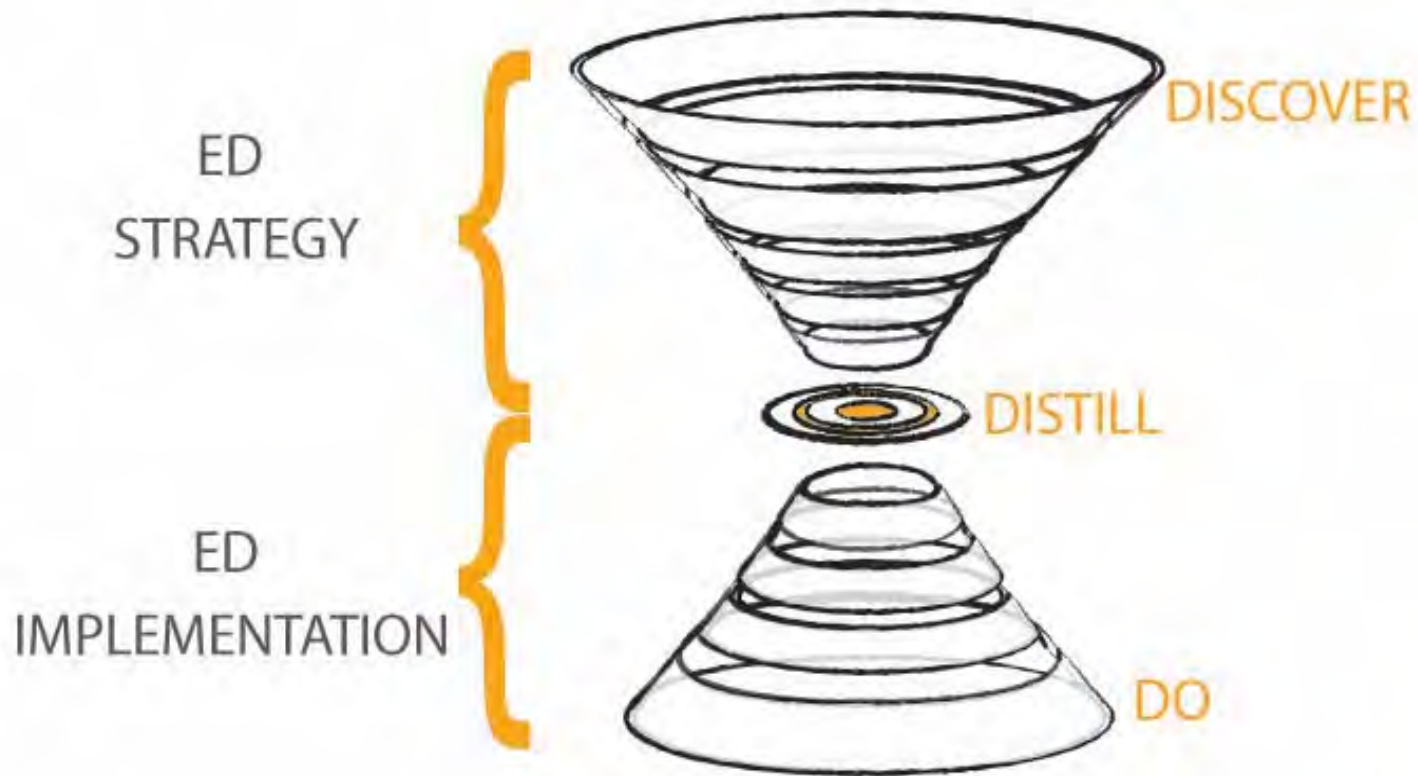
Observations & Implications

- Increasing awareness is key
- Certain project types tend to start in the state, and others at the region.
- By the time you are contacted, we are well through the process.
- Every question has a purpose.
- The competitive set is getting bigger, not smaller.

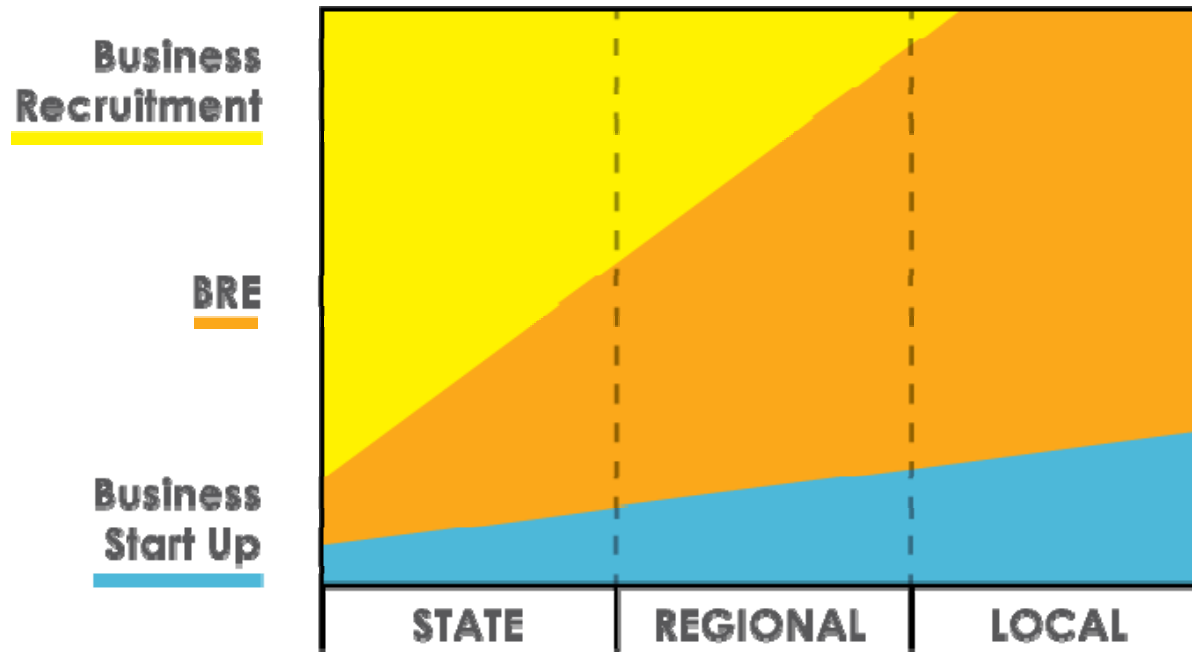
Importance of Regionalism

- Shared assets
- Regionalism does not mean homogenization
- Projects increasingly start at the regional level
- It's the natural reflection of labor markets
- It provides us with a single point of contact
- It's easier to recognize, more likely to get on our radar

Positioning a Location



Role of BRE



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1. Industry Drivers and Needs

- Cost reduction
- Access to talent
- Access to customers and/or suppliers
- Risk management
- Specific infrastructure

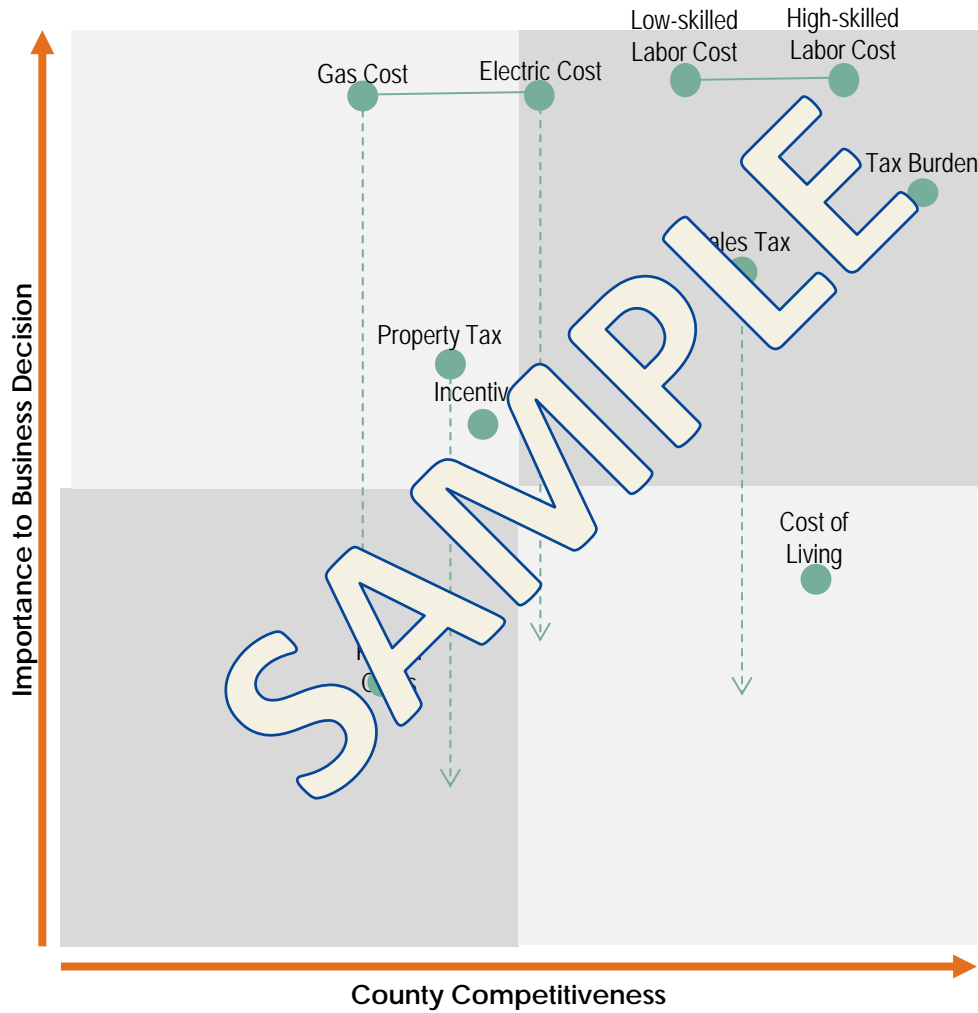
2. Location Criteria

- Operating Costs
- Operating Conditions
- Quality of Life
- “Wild Card” factors

3. Rate How the County Compares

- Comparing your county with the state and the United States
- Make sure you've got all the key assets

4. Asset Mapping



5. Positioning / Messaging

- Elevator pitch
- What's the hook?
- What differentiates your county?
- Understand your industries
- Consistency
 - Messaging
 - Branding
 - Processes

6. Marketing Plan (TBD)

- Determine who your audiences are
- Know what are you going to say
- Plan how are you going to reach them

Group Exercise

Ready?

Group Exercise

Question 1:

As an outside executive, what would you want to know about the region?

Group Exercise

Question 2:

What are the county's core industries?

Group Exercise

Question 3:

How has the county evolved in the last decade?

Group Exercise

Question 4:

What are the county's greatest assets?

...Why?

Group Exercise

Question 5:

What are the biggest opportunities for growth in the county?

Group Exercise

Question 6:

What are the biggest challenges currently facing the county?

Group Exercise

Question 7:

What industries or clusters do you think the county is, or could be, competitive in?

What We Heard: Perceptions

- Great quality of life
- Enterprise Zone
- Citrus legacy
- Indian River State College + FIT, FAU
- Interstate, turnpike, port, rail, air
- Philanthropy
- Low taxes
- Veterans
- Airports
- Medical care and hospitals

What We Heard: Perceptions

- Permitting processes
- Aging population
- Utility costs and access
- Seasonality
- Coordination among various entities
- Lack of commercial airport
- FTZ

Next Steps and Timeline

- Competitive Positioning Assessment
- Confirmation of Target Industries
- ED Positioning Analysis
- Action Plan
- Marketing Plan and Branding (TBD)

Thank You



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