

Florida Redevelopment Association's 2009 Annual Conference-
'Turning Rocks into Gems' Panel

Lack of resources underscores the importance of focusing on the variables that the CRA and governing body can directly control.

- Marketing is about shaping perceptions through TARGETED, SYSTEMATIC messaging points.
- Translated into our CRA and local government context, we can control the city's economic redevelopment brand to establish and support a stable business environment.
 - There is a fine, yet important distinction between the city's brand as place to visit, and a place to do business.
- One way of looking at an economic redevelopment brand is as the infrastructure for your marketing strategy.
 - GOOD NEWS: There are likely a number of assets that have already shaped the brand.

Question #1: to what extent has your current structure been aligned and formatted into a FORMALIZED, INTEGRATED economic redevelopment brand?

- **Regulatory-** What does the LDR/Building Code indicate about the city as a place to do business?
- **Administrative-** What is the city's capacity to handle administrative requirements?
- **Public-** How can the public be leveraged to promote the city's economic redevelopment brand?
- **Existing Structure-** How do you build on, and align existing assets/initiatives?
- **Funding-** How does a lack of funding impact your city's brand?
- **Political Stability-** How do leadership's policy directions affect the city's brand?
- **Shortcomings-** How do you address shortcomings in the city's delivery system?

Illustrates the wide range of factors that impact your brand and the need to align the various interests.

Question #2: With limited resources, how do you develop a fully integrated and politically viable methodology for formally defining the city's economic redevelopment brand?

Guiding Principle- the brand cannot be developed in a vacuum = STAKEHOLDER INPUT. CRA is in a prime position to facilitate this process, NOT TO DEFINE THE BRAND ON ITS OWN

- **Identify Unique Community Capacities:** how can the city/CRA leverage its unique capacities to shape the economic redevelopment brand? BE CREATIVE!
- **Assess Regional Niche Opportunities:** how is your city positioned within the regional context? FOCUS ON THE UNIQUE
- **Assess Current Business Perceptions:** how can the existing business community provide input into the shaping the economic redevelopment brand? FOCUSES BRANDING DISCUSSION
- **Identify and Incorporate Desired Outcomes into the Branding Framework:** how do you ensure that the community's desired outcomes relative to economic redevelopment are incorporated into the brand?
- **Identify and Develop a Profile of Desired Investments:** what types of private investments will promote the city's/CRA economic redevelopment brand?
- **Conduct a Market Assessment:** how do you capture the city's/CRA's assets and character in a concise and informative format? BE CREATIVE WITH DATA SOURCES AND INPUT METHODS
- **Differentiate Between Business Relocation and Existing Business Expansion:** what are the different selling points and/or strategies between business relocation versus expansion?

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- **Align the City's Incentives Package with Desired Businesses:** how do you ensure that business needs are being met by available incentives? UNDERSCORES IMPORTANCE OF ASSESSING BUSINESS PERCEPTIONS.
- **Assess and Align Current Operating Procedures:** what administrative processes can internally be addressed to support the brand?
- **Develop a Marketing Campaign:** how do you translate the value-added (brand equity) of the branding process into an external marketing campaign? NO MATTER HOW MODEST THE CAMPAIGN IS!

Final Thoughts...

Branding provides a formal framework from which existing efforts can be further shaped, and new policies developed.

- Largely equates to a visioning process, but with an emphasis on private investment.
- Answers the big question: how does the public sector provide a stable, business-friendly environment?

Let's consider some bedrock principles:

- **CONSISTENCY, CONSISTENCY, CONSISTENCY.** Core principles of the city's/CRA economic redevelopment brand must be reinforced with every interaction (both passive and active).
- **ADEQUATE INPUT FROM STAKEHOLDERS.** The branding process must be sufficiently vetted to ensure its long-term political and social viability.
- **THE BRAND MUST BE ALIVE!** This process is only effective to the extent which it reflects and puts into action the spirit and character of your city.

Benefits:

- At the very least, this process provides additional justification to leadership for making particular changes to certain aspects of the city's delivery process.
 - Through a **TARGETED, SYSTEMATIC** approach to augmenting economic redevelopment efforts
- More clearly defines roles and responsibilities of the various stakeholders in delivering a CRA product.
- Demonstrates a capacity and commitment by the local government to create a business-friendly environment.
 - The branding strategy itself becomes a marketable asset
- **LONG-TERM:** new businesses attracted or expanded within the branding framework will further support and promote the city's brand over a period of time.