ATTACHMENT B

COVER PAGE FOR MASTER’S PROJECT

MARKETING CHATHAM:
STRATEGIES AND RECOMMENDATIONS TO SUPPORT
A STRATEGIC MARKETING PLAN

by

Megan Elise Johnson

A Master’s Project submitted to the faculty of the University of North Carolina at Chapel Hill in partial fulfillment of the requirements for the degree of Master of Regional Planning in the Department of City and Regional Planning.

Chapel Hill

2010

Approved by:

_________________________  ______________________
ADVISOR  READER (optional)
Marketing Chatham
Strategies and Recommendations to Support
A Strategic Marketing Plan

Prepared by Megan Johnson
### TABLE OF CONTENTS

**Forward** .................................................................................................................. 4

**Marketing Chatham** ................................................................................................. 7

  - Capacity ..................................................................................................................... 7
  - Resources .................................................................................................................. 7
    - *Tourism efforts should be part of an integrated place marketing strategy.* .......... 7
    - *Leverage the Research Triangle Regional Partnership whenever possible.* .......... 8

**Strategy** ................................................................................................................... 10

  - *A good marketing strategy involves both selling the EDC and Chatham County.* .... 10
  - *Start by getting the fundamentals in order.* ......................................................... 10
  - *Then, take a leap.* .................................................................................................. 13

**Wrap-Up** .................................................................................................................. 14

**Current Marketing Overview** .................................................................................. 15

  - Branding ................................................................................................................... 15
  - Positioning ................................................................................................................ 15
  - Messaging .................................................................................................................. 15
  - Collateral Materials .................................................................................................. 15
  - Social Media .............................................................................................................. 16
    - *Facebook* ........................................................................................................... 16
    - *Flickr* .................................................................................................................... 17
    - *LinkedIn* .............................................................................................................. 18
    - *Twitter* ............................................................................................................... 19

**Website Assessment** ............................................................................................... 20

  - Content ....................................................................................................................... 20
  - Structure ..................................................................................................................... 21
  - Style ........................................................................................................................... 21
    - *Titles* ..................................................................................................................... 21
    - *Links* ....................................................................................................................... 21
    - *Footer* .................................................................................................................... 22

**Page-Specific Comments** ....................................................................................... 23

  - *Home* ....................................................................................................................... 23
  - *Who We Are* ........................................................................................................... 25
  - *Quality of Life* ......................................................................................................... 30
  - *Business Climate* .................................................................................................... 31
  - *Business Resources* ............................................................................................... 34
  - *News & Outreach* .................................................................................................... 37
FORWARD

This report was developed by Megan Johnson to serve as a culminating project for her graduate studies. It will be submitted to the faculty of the University of North Carolina at Chapel Hill in partial fulfillment of the requirements for the degree of Master of Regional Planning in the Department of City and Regional Planning (DCRP).

This report includes Ms. Johnson’s perspective alone and is not reflective of those of the Chatham County Economic Development Corporation (EDC) or DCRP.

The marketing analysis and recommendations included herein reflect a critical and objective five-month analysis of the EDC’s marketing capacity. Ms. Johnson participated as a volunteer on the Chatham EDC Campaign Communications Committee, where she helped write, revise and design the Opportunity Chatham Brochure. This document represents a major communications and marketing milestone for the EDC: it is the organization’s first publication that includes its new logo and tagline. Lesley Landis, a Chatham resident and Committee volunteer, worked with Ms. Johnson to design the brochure and establish the EDC’s corporate identity package. Elements of the EDC’s visual identity have been applied in this report: notably the use of the fonts Minion and MetaPlusBook.

Ms. Johnson approached this project as an opportunity to combine her educational and professional experience. As an undergraduate, Ms. Johnson studied journalism and urban policy at the University of Richmond. While at Richmond, she interned at magazines, wrote for the campus newspaper, edited her yearbook, and took courses in graphic design and public relations. After graduation, Ms. Johnson managed operations for a local workforce development organization for a year, before transitioning into economic development. In her spare time, she began accepting paid and volunteer work designing logos and publications for organizations including LIFT (formerly National Student Partnerships), the Bonner Center for Civic Engagement, the Richmond Youth Workforce Investment Board, and Dinwiddie County Economic Development. By day, Ms. Johnson managed marketing at Virginia’s Gateway Region. Although she had no formal marketing training, Ms. Johnson used her journalism and design experience to begin building the Gateway brand based on whim and instincts. She did not have access to any committed volunteers or community stakeholders who wanted to help. The organization’s executive director provided a basic marketing philosophy and let Ms. Johnson to run
with it. This advice came in the form of a classic *New Yorker* cartoon, which read: “On the Internet, nobody knows you’re a dog.”\(^1\)

Ms. Johnson lived by those words as she launched a complete redesign of the organization’s corporate identity: she managed the development of a new logo and branding strategy; designed all correspondence materials; managed the redesign of the organization’s website; created all publications; produced prospect marketing materials and more.

The imaging and messages Ms. Johnson crafted embodied the Gateway Region’s tagline: *Access is Everything*. In reality the region’s transportation infrastructure was good, but certainly not good enough to make it easy for corporate decision makers to ignore the area’s workforce, quality of life and educational gaps. That said, marketing materials weren’t just used to promote transportation access, they were used to encourage local investors and prospective firms to share in a vision for a brighter future.


During Ms. Johnson’s two years managing marketing, the organization’s visibility skyrocketed. Its marketing efforts were recognized by *SITE Selection Magazine*, the International Economic Development Council, and Southern Economic Development Council:

*SITE Selection Magazine*
*Top 20 U.S. Economic Development Group, May 2006*
Selected by *SITE Selection* editors based on overall performance, including annual jobs and investment created, diversity of industry, and ability to generate breakthrough deals

*International Economic Development Council, Annual Awards*
*General Purpose Website, Populations 200,000+, Category Winner, September 2006*
Selected for top award in the largest population category by industry judges

*Southern Economic Development Council, Literature and Promotion Awards*
*Overall Marketing Campaign Excellent Award, October 2006*
*Targeted Mailing Merit Award, October 2006*
*Corporate Identity Package Merit Award, October 2006*
Selected from SEDC member organizations representing populations between 200,000 & 500,000

As the praise poured in, Ms. Johnson grew increasingly frustrated with her work – as much as she promoted the region’s smart and sustainable approach to economic development, there was no underlying economic development strategy and no visionary local leaders.

Ms. Johnson decided she wanted to learn how to do economic development better. She enrolled at the University of North Carolina Chapel Hill as a dual degree student pursuing a Master’s in City and

Regional Planning with concentration in Economic Development and a Master’s in Business Administration with a focus on Marketing and Sustainability.

In her three years at UNC, Ms. Johnson has continued to expand her economic development expertise via work with the Research Triangle Institute and North Carolina’s Rural Economic Development Center. Most recently, she worked as a Marketing Management Intern with IBM’s Software Group. In that role, she developed and executed the go-to-market strategy for a new offering, leveraging extensive research into Web 2.0 technologies and social media best practices to develop a strategy for implementing and tracking a social media marketing initiative.

When it came to selecting a topic for her Master’s Project, Ms. Johnson could not resist the opportunity to work with Chatham: the county has invested in a comprehensive strategic plan for its economic development, its economic development staff is comprised of well-educated and reflective practitioners, and the EDC is looking to expand its impact. The only missing component has been marketing.

Ms. Johnson set out to help the organization start thinking about marketing. The results of her efforts comprise this Marketing Chatham report.
MARKETING CHATHAM
Implementing the strategic plan’s recommendations and executing the Opportunity Chatham initiative will require a sustained investment in and emphasis on marketing. In the pages that follow this report will provide detailed analysis of the current marketing situation and propose a five-year marketing plan. First, it will address overall recommendations with regard to marketing capacity, partners, resources and strategy.

Capacity
The EDC needs a staff member dedicated to marketing.
The current EDC staff will struggle to support new marketing activities. Staff resources could be used more effectively if existing staff focuses on developing and expanding innovative economic development interventions, building relationships, and connecting stakeholders, while a specialist coordinates all EDC marketing efforts.

An experienced Marketing Manager is good; entry-level specialist could be better.
The EDC needs a storyteller, someone adept at weaving vibrant words and memorable images. An experienced marketer will offer the professional polish: a good understanding of marketing research, segmentation, and positioning, as well as experience building brands and messaging. On the other hand, if the EDC is willing to take a chance on a recent college graduate, it can save on salary and benefit from a fresh and innovative approach. If the EDC wanted to explore this route, the ideal candidate would likely hold a Bachelor of Arts in Journalism degree, have experience in public relations and graphic design, and ideally, will have taken a business class or two.

Committees can enrich the EDC’s marketing efforts; they should not be expected to lead them.
One of Chatham’s best assets is its active local citizenry. Residents want to help, but they will need direction. Effective marketing for economic development requires a careful consideration of target markets. An image of a cow may vividly represent Chatham’s culture and heritage to a long time resident involved with an EDC committee, but the same image is likely to resonate differently with a prospective business. The EDC will need to help keep Attraction and Communications committees on track. With a clear marketing plan and strategy, the EDC will be able to use committee members’ time more effectively and ensure it is making the most out of their individual expertise.

Resources
Tourism efforts should be part of an integrated place marketing strategy.
The Convention & Visitors Bureau (CVB) and Economic Development Corporation are coming from different directions to pursue the same goal – improved economic growth and prosperity (Figure 1). From a strategic place marketing perspective, neither has a chance without the other: “place marketing succeeds when stakeholders such as citizens, workers, and business firms derive satisfaction from their
community, and when visitors, new businesses, and investors find their expectations met.” From a practical perspective, they are doing the same work communicating Chatham’s image:

We define a place’s image as the sum of beliefs, ideas, and impressions that a people have of a place. Images represent a simplification of a large number of associations and pieces of information connected with the place. They are a product of the mind trying to process and ‘essentialize’ huge amounts of data about a place.3

We need to make sure Chatham’s marketing entities are communicating the same image. This is especially important with the county’s economic development strategic plan calling for the EDC to take on a new role actively marketing Chatham as a business destination. The CVB has been marketing Chatham for a decade; it should have insights into the slogans, themes, positions, and visual symbols that have been relatively effective in communicating Chatham’s image.4 Furthermore, the cultural and recreational amenities that attract visitors to Chatham are the same lifestyle amenities that will ultimately impact corporate location decisions.

The EDC and CVB are natural allies; they need to become active partners. Tourism publications need to function as lifestyle marketing pieces for the EDC. The CVB’s visitors registry needs to be mined for business decision makers – once we get them out here, why not try to encourage them to stay?

The EDC should be proactive in reaching out to the CVB and exploring potential strategies to maximize their combined efforts. Interestingly, CVB currently uses the EDC’s address on all its marketing materials and the CVB logo is included alongside the EDC logo on the sign out front of 118 West Street. From a resource management perspective, it would be appropriate to explore options to literally bring the CVB back into the EDC.

Figure 1: CVB vs EDC

<table>
<thead>
<tr>
<th>Entity</th>
<th>Function</th>
<th>Catalyst For</th>
<th>End Goal</th>
</tr>
</thead>
<tbody>
<tr>
<td>CVB</td>
<td>Destination marketing</td>
<td>Visitor-related economic development</td>
<td>Economic growth</td>
</tr>
<tr>
<td>EDC</td>
<td>Business marketing</td>
<td>Business-related economic development</td>
<td>and prosperity</td>
</tr>
</tbody>
</table>

Leverage the Research Triangle Regional Partnership whenever possible.

RTRP exists as a marketing arm for Chatham and twelve other North Carolina counties. Strive to bring Chatham businesses, resources, and assets to the forefront of RTRP marketing materials. The EDC can influence the extent Chatham is represented in marketing materials by making it easy for the Partnership to tell Chatham’s story. Approach RTRP as a stakeholder – develop strong relationships with key Partnership staff and reach out to them individually to share marketing materials and success

---

3 Kotler, 141.
4 Kotler, 151.
stories as they are developed. Since the EDC is just one of RTRP’s nearly 100 institutional partners, Chatham will need to be proactive to get RTRP exposure.

In a recent meeting, RTRP’s Senior Vice President Lee Anne Nance provided two key insights that reinforce this recommendation: (1) she had not seen the EDC’s website and (2) RTRP is considering a redesign of their own website.\(^5\) Admittedly, Nance’s role is more focused on strategy than marketing, yet the fact that she had not looked at the EDC’s website suggests an opportunity to do more to raise awareness among RTRP leadership of Chatham’s marketing initiatives. Quite simply, Chatham will never feature strongly in RTRP marketing materials if staff lack familiarity with the county’s success stories. Additionally, because RTRP publishes very few marketing materials, one can expect that when it invests in a web redesign it will do so with an increased emphasis on featuring existing industry success stories. Furthermore, RTRP has a domestic and global marketing program – any exposure Chatham can get through that will be marketing the EDC doesn’t have to finance.

Finally, RTRP has invested heavily in researching and marketing its industry clusters and will continue to do so. The more the EDC is able to align its targeted industries with RTRP’s, the more it will benefit in terms of (1) increased representation in RTRP marketing materials and (2) strengthening the EDC’s cluster marketing resources. This second factor is significant – targeted firms will benefit from being part of the cluster regardless of where they locate in the region; only Chatham provides the combined advantages of low land costs, strong community spirit, creative culture and the like.

The EDC will not want to change unaligned industry clusters, but it should consider using RTRP’s nomenclature when possible (Figure 2). This will additionally serve to simplify the EDC’s work as it begins developing messaging for each cluster. Realistically, it will otherwise be challenging to craft a unique storyline for each cluster, when the same industries are often part of three or four clusters.\(^6\)

<table>
<thead>
<tr>
<th>EDC Cluster</th>
<th>RTRP Cluster</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architecture &amp; Engineering</td>
<td>-</td>
</tr>
<tr>
<td>Basic Health Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Education &amp; Hospitals</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Information Services</td>
<td>Informatics</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Technical &amp; Research Services</td>
<td>Informatics</td>
</tr>
</tbody>
</table>

**Figure 2: EDC & RTRP Industry Cluster Alignment**

Consider, for example, the EDC’s Information Services and Technical & Research Services clusters. These clusters are comprised of five and four NAICS industries respectively, three of which are shared. The EDC can call the combined cluster “Informatics” and simply state: “The Informatics cluster includes information, technical and research services…”

---

\(^5\) Refer to Appendix A: RTRP Meeting Summary for additional details.

\(^6\) See Appendix B: EDC Targeted Industries by NAICS.
Similarly, there are close connections between the EDC’s Basic Health Services and Higher Education & Hospitals clusters. Both clusters fit under RTRP’s Advanced Medical Care cluster. For marketing purposes, the EDC can simply refer to this combined cluster as “Medical Care.”

**Strategy**

**A good marketing strategy involves both selling the EDC and Chatham County.** These are complementary, yet fundamentally different goals. To date, the EDC’s website and limited marketing materials have focused more on the former than the latter, reflecting the importance of garnering local support for the EDC in order to secure the funding necessary to expand marketing of Chatham County. When considering marketing strategies for the EDC and Chatham, it may help to think of both entities as products with features that will appeal to different customers. These customers are the EDC’s target audiences and these features will drive its positioning (Figure 3).

<table>
<thead>
<tr>
<th>Product</th>
<th>Targeted Audience</th>
<th>Positioning</th>
</tr>
</thead>
<tbody>
<tr>
<td>EDC</td>
<td>EDC Stakeholders</td>
<td>Policy driven advocate for economic growth and prosperity</td>
</tr>
<tr>
<td>EDC</td>
<td>Entrepreneurs</td>
<td>Connecting and serving Chatham’s small businesses</td>
</tr>
<tr>
<td>EDC</td>
<td>Existing Industries</td>
<td>Champion and troubleshooter</td>
</tr>
<tr>
<td>EDC</td>
<td>Prospective Businesses</td>
<td>Steering the Chatham business welcome wagon</td>
</tr>
<tr>
<td>Chatham</td>
<td>Prospective Businesses</td>
<td>Affordable location in the Research Triangle Region offering natural amenities, an abundant workforce and a strong community</td>
</tr>
<tr>
<td>Chatham</td>
<td>National media</td>
<td>The little engine [for economic development] that could</td>
</tr>
</tbody>
</table>

*Figure 3: Sample Positioning by Product and Target*

**Start by getting the fundamentals in order.**

**Positioning**

The EDC has developed the tagline “Opportunity is Knocking,” its next step should be to determine what “opportunity is saying” when target audiences open the door. The EDC’s Marketing Attraction and Campaign Communications committees can be enlisted to help EDC staff develop a list of the key attributes that matter to each audience. Focus on identifying areas where the EDC and Chatham can be differentiated from their competitors. Questions to consider include:

<table>
<thead>
<tr>
<th>Who are we to the customer?</th>
<th>What do we offer?</th>
<th>How are we memorable?</th>
</tr>
</thead>
<tbody>
<tr>
<td>Why does it matter?</td>
<td>How are we unique?</td>
<td></td>
</tr>
</tbody>
</table>

The EDC will then want to lead its committees in crafting a series of possible positioning statements for each audience. Ask committee and staff members to spend time individually crafting positioning statements for each audience (Figure 4). Compile all proposed positioning and then identify the statement for each audience that best combines key differentiators in a unique, focused, durable and believable manner. These statements will be the basis of all future messaging to each target audience and should run throughout marketing materials.
Collateral Materials
Marketing collateral are the materials the EDC will use to support its outreach to targeted audiences.

Fact Sheets
To maximize impact while minimizing cost, the EDC can prepare fact sheets on key topics for use as stand alone resources or presentation together as a more comprehensive guide to the county (Figure 5). These sheets should be data driven documents that are updated annually. The emphasis should be on including information in bulleted lists and tables, without fluff. These one-pagers should be made available for download online and be distributed as a customized information packages for prospect visits, marketing missions and tradeshows.

<table>
<thead>
<tr>
<th>Fact Sheet</th>
<th>Topics</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Carolina Business Campus</td>
<td>Property overview</td>
</tr>
<tr>
<td>Communities</td>
<td>Profiles of Moncure, Pittsboro, Siler City</td>
</tr>
<tr>
<td>Cost of Business &amp; Taxes</td>
<td>Industrial/office inventory, vacancies, average cost; average industrial energy cost; labor cost &amp; availability; tax structure</td>
</tr>
<tr>
<td>Demographics</td>
<td>Population; employment; household income; educational attainment; age</td>
</tr>
<tr>
<td>Education</td>
<td>Secondary education overview; vocational/technical/higher education enrollment/degree counts; higher education completions by degree/level</td>
</tr>
</tbody>
</table>

---

<table>
<thead>
<tr>
<th>Industry</th>
<th>Top employers by number of employees; industry clusters</th>
</tr>
</thead>
<tbody>
<tr>
<td>Location &amp; Infrastructure</td>
<td>Drive times; population within day’s drive; regional air, highway, rail infrastructure; utility infrastructure</td>
</tr>
<tr>
<td>Quality of Life</td>
<td>Cost of living; climate; crime rates; cultural/recreational amenities; health care</td>
</tr>
<tr>
<td>Workforce</td>
<td>Employment by industry; average unemployment; MSA industry diversity; county employment by occupation (blue/white collar, service); annual labor force (county, MSA, CSA)</td>
</tr>
</tbody>
</table>

Figure 5: Recommended One-Pagers

**Web Content**

The EDC needs web content that resonates with each of its target audiences. Currently, the tone and structure of the EDC’s website lends itself to an internal audience (people and businesses already in the county). As is, the site does not provide an effective tool for new business attraction. A significant redesign and rewrite would be needed to serve both internal and external audiences. A promising alternative would be to maintain [www.chathamedc.org](http://www.chathamedc.org) as an internal marketing vehicle and develop an alternative website focused on business attraction. This website could be branded as “Opportunity is Knocking in Chatham County, NC,” hosted on a custom URL such as [www.OpportunityIsKnocking.net](http://www.OpportunityIsKnocking.net), and linked directly to the existing website through the “Opportunity is Knocking” tagline, which appears in the banner on every page.\(^8\)

The Opportunity is Knocking site would provide a place marketing vehicle. Its focus would be on telling Chatham’s story through featured industries, people and buildings/sites, in addition to lifestyle profiles, fast facts, a community blog and relocation information.\(^9\)

To reduce costs, the EDC should explore using a service such as Squarespace to design and maintain the new site in-house.\(^10\) This service would give the EDC full control over content and site customization, with the benefit of sleek, customizable design templates, a platform that lends itself to social media integration and includes built in analytic tools.

Additionally, the EDC can develop a custom website under this model as a marketing vehicle for the Central Carolina Business Campus. Using a URL such as [www.CentralCarolinaBusiness.org](http://www.CentralCarolinaBusiness.org), the site would target corporate executives and site selection

---

\(^8\) See Appendix C for domain name availability and cost.

\(^9\) Explore [http://www.businessremixed.com/](http://www.businessremixed.com/) to see how Athens County, Ohio, has implemented a similar web strategy.

\(^10\) Visit [www.squarespace.com](http://www.squarespace.com) to learn more about this service.
consultants. The website would include the advantages of locating in the campus, available incentives, business assistance, news/events, and campus management information.\textsuperscript{11}

\textbf{Then, take a leap.}

Once collateral materials are in place, the EDC should strive for high-visibility, low-cost promotions. The key here will be unexpected and innovative marketing activities that have the potential to generate national media attention.

\textbf{Opportunity Green}

One such example would be conducting a social media campaign aimed at attracting publicity for the Central Carolina Business Campus and by association, Chatham and the EDC. The concept behind this campaign, which we’ll call \textit{Opportunity Green} for the purpose of this report, is to maximize the potential impact of the county’s willingness to provide free land at the business campus and publicize Chatham’s commitment to becoming a clean, green technology hub. The campaign would follow the model of Pepsi’s Project Refresh and work as follows:\textsuperscript{12}

1. The EDC partners with the Chatham County Commissioners, Carolina Entrepreneurial Initiative, Central Carolina Community College, local angel investors, and any interested corporate partners who are willing to join forces to offer an unbeatable deal to an innovative entrepreneur.

2. Chatham announces via Twitter, Facebook, LinkedIn, and press release that it is looking for entrepreneurs who think their established or emerging business has the potential to revolutionize green technology. It invites them to visit the \textit{Opportunity Green} portal where they will be introduced to Chatham, its business campus and partners.

3. Entrepreneurs are asked to create a user profile, then submit their business idea.

4. The general public is also invited to create a user profile and then vote for the business idea they think has the most revolutionary potential.

5. Public votes will determine the top ten business ideas.

6. A panel of judges, including a county commissioner, university entrepreneurship expert, local corporate executive, and local angel investor will select their favorite idea among the top ten contenders.

7. The EDC will announce the winner who will receive free land at the business campus, business development assistance through the Carolina Entrepreneurial Initiative, workforce development assistance through the Carolina Entrepreneurial Initiative, workforce

\textsuperscript{11} Visit \url{http://www.trianglenorthnc.org/} for an example of how other communities have approached business park web marketing.

\textsuperscript{12} “How It Works.” \textit{Pepsi Refresh Project.} \url{http://www.refresheverything.com/how-it-works}
development services through the Central Carolina Community College, and startup support from a local angel investor.

*Opportunity Green* has the potential to provide unprecedented amounts of free press for Chatham and its partners. The story would appeal to national media whose reporting on the story would help position Chatham as “the little engine [for economic development] that could.” Media reports would generate national exposure for the county as a place where local stakeholders are coming together to ensure their community emerges on top of the economic rebound.

This promotion’s benefits extend beyond the press coverage itself. Over the past fourteen years, studies conducted by Development Counselors International (DCI) have consistently indicated the importance of outside assessments of communities:

*What others say about your community is more important than what you say about yourself.* When corporate executives are asked to tell us which sources of information influence their perceptions of a community’s business climate, the top two responses have been consistent every year: “dialogue with industry peers” and “articles in newspapers and magazines.”

*Opportunity Green* would give the EDC an opportunity to influence both of those information sources. Realistically, this is one of Chatham’s few means of doing so that would not require a large financial investment in a public relations initiative managed by DCI or a similar firm with expertise in generating national press for places.

**Wrap-Up**

The EDC is at an exciting juncture in its history. Its strategic plan is smart and comprehensive, its staff has the economic development expertise necessary to implement that plan, and its organizational and financial resources will finally be at a level necessary to communicate Chatham’s commitment to economic growth and prosperity. The critical component necessary to deliver on this promise is the implementation of an innovative and aggressive marketing plan.

CURRENT MARKETING OVERVIEW
The EDC has historically played a quiet role in supporting Chatham’s economic growth. With its first ever-capital campaign launching this summer, the EDC will have the opportunity to reintroduce itself to local stakeholders. As private sector stakeholders begin to invest in Chatham’s economic development program, the EDC will be accountable for delivering on the goals and objectives associated with the Opportunity Chatham initiative. The EDC’s success in repositioning itself and executing the initiative will depend to a large extent on its implementation of a marketing strategy. As EDC staff considers that strategy, it is imperative to begin with a realistic understanding of the EDC’s current marketing efforts.

Branding
As part of a recent rebranding initiative, the EDC adopted a new logo, which features a door opening, and new tagline that “opportunity is knocking!” The logo and tagline have been incorporated in a redesigned website, as well as the overall corporate image package, which includes everything from business cards and letterhead to PowerPoint templates.

Positioning
The EDC has begun positioning itself to the community as an apolitical advocate for economic growth and opportunity through its website, industry cluster initiative and Opportunity Chatham events among other efforts. According to its mission statement, the EDC “is positioning Chatham as the preferred location for emerging growth companies.” Current collateral materials, however, do not indicate that the EDC has made any progress to date positioning Chatham as anything.

Messaging
The EDC’s tagline is “opportunity is knocking!” Messaging has not yet been developed to reinforce this tagline with target markets.

Collateral Materials
Marketing materials are limited and are generally more explanatory than marketing driven. The EDC has a general purpose tri-fold brochure it designed and prints in house. It publishes a quarterly e-newsletter that is sent to nearly 300 recipients; the most recent issue was opened by 44% of recipients. The “EDC At-A-Glance” is a one-page document for local stakeholders highlighting the organization’s recent activities and summarizing its strategy. To support wood-products cluster outreach, the EDC compiled a 16-page document summarizing its work and the Chatham business environment. The organization does not have any retention or entrepreneurship marketing materials, and it does not provide any materials at prospect visits. The EDC’s primary marketing vehicle is its website.
Social Media

The EDC is like many of its competitors when it comes to social media. In a September 2009 survey of 307 members of the International Economic Development Council, 57 percent reported they were using social media as a communication tool, with the majority of respondents indicating they’d been using social media for less than a year.\(^\text{14}\) The EDC, like most respondents, has focused on social media as a means of connecting with local residents and stakeholders. The EDC has accounts on Facebook, Flickr, LinkedIn and Twitter that have been used to varying degrees. The organization uses HootSuite, which gives it centralized access to the EDC’s Facebook, LinkedIn and Twitter accounts. The platform makes it easy for the EDC to post news and updates to all of its accounts and connect with users on whichever site they prefer. The service provides built in tracking and brand monitoring reporting features that will enable the EDC to calibrate its social media initiatives in order to maximize their impact. However, the EDC’s social media efforts have not yet begun to focus on influencing perceptions of the organization.

Facebook

The EDC’s Facebook group has 115 members. In the past, it has been used to post pictures and invite people to attend events. The last event posted was the May 2009 Opportunity Chatham event: of the 49 people invited to attend, 16 percent indicated they would attend, 18 percent said maybe, 41 percent declined, and 24 percent never replied.\(^\text{15}\) These response rates are not great, but significantly better than those generated for the other 15 events the group posted. Similarly, the group’s two wall entries were both posted by EDC staff: in June 2009, the new website was announced and in January 2010, group members were asked to shift to a Fan page, as it was announced this group would no longer be used. Some three months later, the global link in the EDC’s website navigation has not been updated to direct users to the new page. As a result, users following the link from the EDC website find an organization that at first glance appears to be entirely inactive. When users reach the EDC Fan page, they find a different story. The EDC has 151 fans, links are frequently posted to news items of interest, and attempts are being made to connect with local businesses. On February 4th, for example, the EDC posted “I’m looking for Chatham businesses to follow on FB & Twitter! Where is all the biz at? Please share & RT this!”\(^\text{16}\) This post provides an interesting lens through which to consider the EDC’s outreach:

1. **It generated connections to six small businesses and one non-profit, all of whom are using social media to market their organizations.** As Chatham’s community of users grows on Facebook, the EDC will want to continue to reach out and connect with stakeholders. Tracking these stakeholders’ activities via Facebook Fan pages, Twitter, blogs and other such sites is a frequently overlooked, but critically important component to effective social media marketing.

\(^\text{15}\) “Opportunity Chatham Event.” Facebook.  
\(^\text{16}\) “Chatham County Economic Development Corporation.” Facebook.  
– the EDC needs to listen. The goal is to figure out who is talking about Chatham/the EDC, what they are saying, where this dialogue is happening online, when are they talking about it, and why.17

2. This is one of very few EDC posts that attempt to engage users in a dialogue of any sort. The EDC asked its 115 fans a question and got eight responses, but what does that tell us? Can we assume only seven stakeholders have fan pages the EDC can follow? How likely is it that we would know if 30-plus percent of those 115 stakeholders have fan pages for their local businesses but missed the EDC’s question? At this point, the EDC has no means of answering these questions; it is using social media but not quantifying impacts. Going forward, the EDC will want to leverage HootSuite statistics, among other tools, to gauge its social media success via four key factors: attention, participation, authority, and influence.18

3. Where’s the “I” in EDC? Mari Howe, the EDC’s Research and Innovation Manager, is the voice behind Chatham’s social media marketing efforts, but how much of her voice is getting out? EDC staff should carefully consider the desired tone and style for such posts. Social media is all about authenticity: “[It] is the secret ingredient behind any good and valuable social media marketing campaign. If you know your audience, locate them online, listen, add value, respond, refrain from spamming and just be yourself, you’ll have far better and more long-lasting positive results than if you try to be someone — or something — you’re not.”19

**Flickr**
The EDC has posted 799 Chatham images to its Flickr account. Some of these images include descriptive captions, but often it is difficult to assess what a given image is supposed to represent. For example, the EDC’s Building & Sites set includes 106 images, all of which are tagged but none of which provide sufficient information to determine if the site is available, how one could learn more, or what the site tells one about Chatham. A review of the EDC’s image tags (Figure 6) suggests our viewers are not the only confused

---

party: what are the odds a user will one day browse to Flickr and decide to do a search for images tagged with the keyword “NC chathamcounty agriculture chathamede?”

Be smart about labeling and tagging images. Use keywords that are actual descriptors and reinforce marketing messages. Each image can have up to 75 tags, move to include more keywords along the lines of: “vibrant culture,” “transportation infrastructure,” “strong workforce,” “industry leader,” and “innovator.”

LinkedIn

The EDC’s LinkedIn Group currently provides no value to users or the EDC. The EDC’s newsfeed was recently added, but realistically the 26 members of the Chatham County EDC LinkedIn Group are probably well enough connected with the organization that they’ve already accessed that news elsewhere. There’s a reason why other economic development groups are flocking to LinkedIn, in a recent interview summarized the site’s benefits for economic developers as follows:

The LinkedIn people search (and Advanced Search) feature is amazing. It enables members to find a person by industry, region, company, skills and much more. Once a person finds someone they are seeking, they can see how they are connected to that person and then send an InMail or introduction request. Of course, it’s also great for reference checking. Another valuable feature is LinkedIn Answers where a member can ask a question and receive answers from people all over the world. The responses are outstanding because respondents are competing to give the best answers and using it to enhance their professional profiles. Finally, I’ll highlight the Groups functionality. LinkedIn Groups give members the chance to communicate and collaborate with people who share their interests and can help them accomplish their professional goals. I recommend building a complete profile, connecting to at least 100 people you know and trust, joining relevant groups and exploring the powerful features to learn how to make LinkedIn work for you.

Following this advice, a search for people located within ten miles of the EDC’s zip code, 27312, generated a list of 2053 local professionals. Those 2000 hits represent current and future stakeholders, investors and business leaders. When the EDC is ready to support a more active LinkedIn presence, it can import the EDC’s existing contact list and invite everyone to join the organization’s group.

Additionally, on the Chatham County Economic Development Corporation Company Profile, the decision to describe the EDC’s industry as “government relations” says a lot about how the EDC is positioning itself. For the EDC to succeed in marketing the county as a prime business location, its

---

22 “Inviting People to Join Group – Owner/Manager Instructions.” LinkedIn. http://linkedin.custhelp.com/cgi-bin/linkedin.cfg/php/enduser/std_adp.php?p_faqid=206&p_created=1204047866&p_sid=1&p_redir=&p_lva=&p_sp=cf93cmNoPTEmcF9zb3j0Xj5PSZwX2dyaWRzb3j0PSZwX3jvd19jb nQ9MjM2LDIzNiZwX3Byb2RzPTAmcF9jYXRzPSZwX3B2PSZwX2N2PSZwX3BhZ2U9MSZwX3NlYXJjaF9 0ZXh0PWdyb3Vwe&p_li=&p_topview=1
staff will need to start thinking of themselves as leaders in the “international trade and development” industry.

**Twitter**
The EDC established its @ChathamEDC account in mid-January. Over the following three months, it sent 102 Tweets, attracted 79 followers, and begun following 103 other users. The EDC primarily tweets news items using HootSuite. It has not yet begun to really engage with its users. Over a recent five-day period, the account only generated two retweets and no direct mentions, suggesting the EDC’s followers are not closely following the organization. According to Social Mention, a free-provider of real-time social media analysis, the EDC’s social media efforts do not typically impact user sentiment one way or the other. However, a personalized EDC tweet to a local business owner stating, “@nctritech Let the Chatham County EDC know if we can help you with business planning, financing, or finding a space,” generated positive sentiment for the group. Again, this indicates that the EDC has an opportunity to engage more closely with its stakeholders via social media and if appropriately implemented, an ambitious social media plan could have big impacts on perceptions of the EDC and Chatham.

---

24 These items are also published on Facebook; refer back to the previous page for a discussion of EDC posts and for comments on the posted content.
WEBSITE ASSESSMENT

The EDC’s website, www.chathamedc.org, was redesigned in the summer of 2009. The website includes the organization’s new logo and tagline and highlights the significant investment Chatham has made in its strategic plan. The website offers extensive information about the EDC, but it misses the mark on critical marketing elements.

Content

The site does an excellent job providing information and resources targeted to community stakeholders. It is filled with robust information explaining the EDC’s strategy, goals, and opportunities for community involvement. Given the limited role the EDC has played in the community in the past, the site is effective in introducing stakeholders to economic development fundamentals and their application in Chatham County. The breadth and depth of information will be a great asset as the EDC takes on more of an advocacy role within the County and seeks to convey its apolitical expertise.

The site’s overall tone is academic, which is appropriate for Chatham’s vocal and active citizenry, but limits effectiveness with other target audiences. Content references the EDC’s attraction program, for example, but does not actually pitch Chatham’s assets to corporate site selectors and location consultants. Likewise, information targeting entrepreneurs and existing firms is limited at best.

The website tells the user about the Chatham County EDC’s role, but it does not convey what “opportunity is knocking” means to a new business, existing firm, or an entrepreneur. The underlying story is missing, which suggests a need for further message development and refinement.

Additionally, an item of particular importance to new businesses is buried within the site: where in the world is Chatham County located? With businesses exploring global site locations, Chatham must convey its location from an international, domestic, coastal, regional, and local perspective.25 Furthermore, the EDC needs to embrace its status as part of the Research Triangle Region. Quite simply, the Research Triangle has global name recognition; Chatham County and the Piedmont Triad do not. From a political perspective, it may be more palatable to describe Chatham as located between the Research Triangle and Piedmont Triad regions. From a marketing perspective, this is unwise. Chatham’s location in the Research Triangle is a major asset that needs to be leveraged in marketing activities.

---

25 See Appendix D: Sample Mapping Strategies for an introduction to how other communities have approached this challenge.
**Structure**

The site’s navigation hierarchy and content structure present opportunities for improvement. The addition of a rollover menu to the primary navigation would improve findability. Likewise, users would benefit from the inclusion of a site map.26

The EDC should be careful to include a landing page within each category that provides an overview of the category and highlights the pages listed on the secondary navigation.

Explore the feasibility of adding “printer-friendly version” and “email this link” icons to the top corner of each interior page: 📐 🌐.

**Style**

**Titles**

Reduce the frequency of use of all uppercase letters. The primary navigation is in all capital letters; consider changing to mixed letters. Eliminate the use of all caps in titles on interior pages. As an example, consider the “Who We Are” page: titles are in bold, caps, and a larger font size.27 The variety of text style and sizes makes the page busy and slows readers down.

Additionally, avoid using “EDC,” “Chatham EDC,” or “Economic Development Corporation” where possible in titles. As an example of both naming and capitalization, consider the readability of the titles in *Figure 7* below.

<table>
<thead>
<tr>
<th>Current</th>
<th>Preferred</th>
</tr>
</thead>
<tbody>
<tr>
<td>CHATHAM EDC NEWS</td>
<td>Newsfeed</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT CORPORATION MISSION STATEMENT</td>
<td>Mission</td>
</tr>
<tr>
<td>EDC AT A GLANCE</td>
<td>At A Glance</td>
</tr>
<tr>
<td>BYLAWS OF THE ECONOMIC DEVELOPMENT CORPORATION</td>
<td>Bylaws</td>
</tr>
<tr>
<td>A BRIEF HISTORY OF THE CHATHAM COUNTY EDC</td>
<td>History</td>
</tr>
<tr>
<td>ECONOMIC DEVELOPMENT CORPORATION STAFF</td>
<td>Staff</td>
</tr>
</tbody>
</table>

*Figure 7: Current vs. Preferred Title Style*

**Links**

Help users distinguish between links. Use a darker color text for unvisited links and a less saturated color for visited links. Consider using a special treatment for external links, such as dotted underline or a small icon, i.e. external link › or external link.

---

26 See Appendix E: Inferred Site Map.
27 “Who We Are.” Chatham County Economic Development Corporation. http://www.chathamedc.org/who-we-are
Give users visual clues if a link does anything other than open another page within the website. Consider placing all documents in a sidebar instead of the body text. If links to documents are going to remain within body text, use (pdf) or a graphic element after the file name to make sure readers know the link will open a PDF.

The current use of the same color of red text for titles and links is confusing and should be changed.

Whenever possible use links to guide users within the website, rather than risk losing them to other websites. For example, on the “What We Do” page under “Attraction,” the content makes reference to attracting Uniboard. Rather than linking to Uniboard’s official website here, link users to the EDC’s spotlight story on Uniboard, from there users can click the link to the corporate site if they want even more information.

Following any site updates, test every link on the page, even those that were already in place, using a secondary browser. Misdirected links are confusing and frustrating for readers. As an example, the button linking to Chatham Prospector does not work on any of the interior pages.

Finally, be selective about how and when links are included. The EDC’s website should read more like a storybook with vivid images and powerful writing, than a Wikipedia entry with every other word linking off the website.

**Footer**
If possible, as illustrated in Figure 8, center the website footer and use a “|” between text that is typically seen on different lines.

![Figure 8: Suggested Footer Text Treatment](image)

---

28 “What We Do,” Chatham County Economic Development Corporation. [http://www.chathamedc.org/who-we-are/what-we-do](http://www.chathamedc.org/who-we-are/what-we-do)
Page-Specific Comments
The following section will explore each category page-by-page, providing recommendations for improving user impact and the overall online experience.

Home
Flash Banner
A photo and one-sentence overview are used to introduce the EDC’s key initiatives related to attraction, retention, entrepreneurship and quality of life with links to “learn more.”

Flash images are cycling through on a roughly two-second loop, which is too quick for users to read the text associated with each image. Add one to two seconds between each cycle or reduce sentence length.

A map should be added to the flash animation rotation, so users can quickly see where Chatham is on the East Coast and click for more information on its location advantages.

Banner links should be jumping off points for each targeted audience to learn more about what the EDC can do for them and why Chatham makes sense for their business. However, the current structure is slanted toward stakeholder information and fails to deliver a broader message.

Attraction
This page purportedly links to short and long term goals for attraction from the strategic plan implementation summit; however, links to both sets of goals deliver page load errors.

The page location makes little sense, there is not a page explaining what Focus Area Teams are, how they are used and what areas they include.

This page could be more effective if it served as a landing page highlighting the EDC’s attraction services or provided messaging targeted to prospective businesses, perhaps by directing users to the Business Resources section of the site.

Retention
This page provides the dates/locations for retention team meetings and purportedly provides meeting synopses, as well as short and long-term goals from the strategic planning implementation summit. All linked items on this page fail to load.

Again, this should be structured as a landing page for retention with information targeted to existing firms about what the EDC can do for them, as well as information targeted to stakeholders interested in supporting local businesses.
Entrepreneurship

This page provides information about meetings, synopses, and goals. All the document links work on this page; however, as previously noted, they should be labeled as PDFs.

Again, the page does not provide an overview of how the EDC helps entrepreneurs. There is no clear target audience, message or takeaway.

Quality of Life

This page is set up as a landing page, which significantly improves its impact.

Call-Outs

Explore how a graphical treatment of text might better draw attention to news items, the business spotlight, and testimonials.

PayPal

Replace “SUPPORT THE CHATHAM EDC” with “Join Us: donate and register for events.”

E-Newsletter

Replace “SIGN UP FOR OUR E-NEWSLETTER” with “eNewsletter Sign Up.” Consider linking to the Newsletter Archive on the word “eNewsletter” rather than running an additional link below. Automate confirmation emails that thank new registrants for their interest and encourage them to stay connected with the EDC.

Scrolling

Review the content structure to ensure the most important items are available on the top of the page and visible without scrolling down. If possible, eliminate need for scrolling on the home page.
**Who We Are**

**Hierarchy**

Current:

<table>
<thead>
<tr>
<th>Who We Are</th>
<th>Who We Are</th>
</tr>
</thead>
<tbody>
<tr>
<td>What We Do</td>
<td>EDC Board</td>
</tr>
<tr>
<td>EDC Board</td>
<td></td>
</tr>
<tr>
<td></td>
<td>Meeting Schedule &amp; Agendas</td>
</tr>
<tr>
<td></td>
<td>Board Minutes</td>
</tr>
<tr>
<td>Opportunity Chatham</td>
<td>Opportunity Chatham</td>
</tr>
<tr>
<td>Strategic Plan</td>
<td></td>
</tr>
<tr>
<td>Office Location</td>
<td></td>
</tr>
<tr>
<td>Contact</td>
<td></td>
</tr>
</tbody>
</table>

Recommended:

<table>
<thead>
<tr>
<th>Who We Are</th>
<th>landing page</th>
</tr>
</thead>
<tbody>
<tr>
<td>About Us</td>
<td></td>
</tr>
<tr>
<td>Services</td>
<td></td>
</tr>
<tr>
<td>Initiatives</td>
<td></td>
</tr>
<tr>
<td>Board</td>
<td>landing page</td>
</tr>
<tr>
<td></td>
<td>Strategic Plan</td>
</tr>
<tr>
<td></td>
<td>Opportunity Chatham</td>
</tr>
<tr>
<td>Partners</td>
<td>Board Directory</td>
</tr>
<tr>
<td>Staff</td>
<td>Meetings</td>
</tr>
</tbody>
</table>

**Who We Are**

Restructure as a landing page with a one to two sentence introduction to each section located within the category.

**About Us**

Add a new section to the category with the information currently used on the “Who We Are” page.

Consider restructuring text as follows:

**About Us**

The Chatham County Economic Development Corporation (EDC) is a public-private partnership advocating for new economic growth and opportunity in Chatham County, North Carolina.

Our mission is to build on the County's strategic location in the Research Triangle Region, by positioning Chatham as the preferred location for emerging growth companies. Our policy-driven approach creates jobs, increases the commercial tax base, and builds prosperity for residents by focusing on attraction, retention, and entrepreneurship. We support infrastructure improvements and preservation of the Chatham’s strong quality of place.
The EDC was established in 1997 as a 501(c)3 not-for-profit economic development organization charged with providing support and technical assistance to the local business community. In April 2007, the Chatham County Board of Commissioners launched a strategic economic development planning process under the direction of the UNC Center for Competitive Economies. EDC president, Dianne Reid, joined the team in June 2007 and took on leadership of strategic plan development and implementation. After a year of soliciting extensive public input, conducting econometric and industry cluster analyses, and reviewing findings, our final strategic plan was presented to the Board of Commissioners for review and approval in April 2008.

Over the past two years, the EDC has reshaped its governance, staff, operations and funding to build broad-based support for our comprehensive economic development strategy. While working to attract new industry, retain existing companies, and grow new ventures, we’ve developed an array of new business resources designed to give Chatham a competitive edge.

Today, we are leading the charge for strong and balanced economic growth. Opportunity is knocking in Chatham County, help us bring it home.

Documents: Bylaws, At a Glance

What We Do / Services
Re-label “What We Do” as “Services.”

Consider restructuring text as follows:

Services
We work closely with local governments and partner organizations to ensure prospective and existing businesses get the support they need. Our services focus on attracting new businesses, retaining existing firms, and supporting entrepreneurial/small business development.

Attraction
Business attraction efforts target established businesses located outside the county and encourage them to move into Chatham, where they can create new jobs for local citizens and increase the local tax base.

The EDC works with city, county, and state officials to showcase Chatham County as an ideal location for growing businesses. Recent successes include welcoming Uniboard USA LLC to Moncure where it has invested $142 million in a wood-paneling plant and created 146 jobs. We are building a targeted marketing program to attract growing firms across seven industry clusters. As part of this effort, we are working with a nationally acclaimed commercial property realtor to promote the Central Carolina Business Campus. Additionally, the EDC has partnered with the Town of Siler City and UNC’s Center for Competitive Economies on a Golden
**LYX Foundation**-funded project to create local incentive policies that will help Siler City recruit companies that will benefit from local workforce strengths.

For more information about the EDC’s attraction program, please contact the EDC’s President Dianne Reid at (919) 542-8275 or dreid@chathamedc.org.

**Retention**
Business retention efforts focus on supporting local businesses within Chatham County, in order to maintain existing jobs and help firms grow.

Through our *Retention, Expansion and Visitation Program* (REV), we conduct annual visits to Chatham businesses. Visits keep the EDC informed of local business trends and help us identify opportunities to provide ongoing support. We assist expanding businesses with everything from securing financing and finding the ideal location, to tackling permitting, navigating local incentives, and tracking market trends.

Since 2008, we’ve worked with more than 50 local companies and helped retain 2,000 jobs. We have assisted with four expansion projects that are expected to create nearly 200 new jobs.

For more information about the EDC’s retention program, please contact Jennifer Nelson, our Business Development Coordinator, at (919) 545-8380 or jnelson@chathamedc.org.

**Entrepreneurship and Small Business Development**
Small businesses are a primary source of job creation in most economies; small businesses and entrepreneurs stimulate job creation, develop crucial innovations in products and production processes, and promote the diversification of the economic base. Entrepreneurs and small business owners play a significant and growing role in Chatham’s local economy.

The EDC supports entrepreneurs and small business owners as they work to establish and expand operations. Using our network of local service providers, we help small businesses locate resources and support, including start-up training, financing sources, and technical and marketing assistance. We are developing a comprehensive online directory of small business resources and aim to be the one-stop center for new ventures in Chatham County.

The EDC doesn’t just connect residents with resources; we strive to bridge gaps. For example, we established the region’s only rural revolving loan fund for small businesses, and in October 2009, closed our first loan through the *Chatham Loan Fund*.

For more information about the EDC’s entrepreneurship and small business development program, please contact Mari Howe at (919) 542-8277 or mhowe@chathamedc.org.
Initiatives
Add a landing page to house major EDC initiatives, such as the strategic planning process and capital campaign.

Consider adding text such as:

Initiatives
The EDC is committed to being a progressive, policy-driven force for smart economic growth and development. We invite you to learn more about the comprehensive strategic plan that drives our work and explore how you can get involved its implementation. On May 14th, the EDC will unveil Opportunity Chatham – its new major initiative – at the Second Annual Opportunity Chatham Meeting. Make sure you don’t miss the announcement, purchase tickets today.

Place the “Strategic Plan” and “Opportunity Chatham” pages in this section.

Strategic Plan
Replace “FULL VERSION STRATEGIC PLAN” with “Download the Report.”

Label all Strategic Plan and Community Engagement files as PDFs.

In the second paragraph under “STRATEGIC PLAN IMPLEMENTATION,” the first sentence should read “EDC President Dianne Reid kicked off the summit with an overview presentation of the Strategic Plan’s recommendations.”

Remove the bulleted link to the Implementation Summit Presentation.

Opportunity Chatham
Insert a landing page for the Opportunity Chatham campaign.

Consider using the following text:

Opportunity Chatham
Opportunity Chatham is a broad based advisory group of industry leaders, non-profits, private citizens, and elected officials working in partnership to support the goals of the Economic Development Corporation and to position Chatham County as the strategic, preferred location for emerging growth companies.

Opportunity Chatham’s partners meet semi-annually for an update on progress made toward implementing the strategic plan, in addition to hearing from special guest speakers. Our first annual meeting was held is May 2009 and featured North Carolina Secretary of Commerce Keith Crisco. On May 14th at the second annual meeting, the EDC is expected to announce a major new Opportunity Chatham initiative.

28
For more information about joining Opportunity Chatham, please contact EDC staff at 919-542-8274 or info@chathamedc.org.

Shift the current “Opportunity Chatham” page down one level in the site’s hierarchy and re-label it with “2010 Meeting.”

Re-label “2009 Breakfast” with “2009 Meeting.”

**Office Location / Contact**
These links should be removed from the secondary navigation because they are part of the global navigation.

Consider eliminating the “Office Location” page and including all its content on the “Contact” page. This would be more intuitive and free up space for a “Site Map” link in the global navigation.
Quality of Life
The Place → Public Safety
Under “Pittsboro Police Department,” remove the “Ä¢â„¬Â¬” following the station’s street address.

Under “Chatham County Fire Prevention,” the table providing contact information for local stations displays the same “Ä¢â„¬Â¬” error repeatedly. Please remove.

The Place → Climate
Instead of displaying the degrees symbol, “Ä±Â°F” appears after each temperature listed.

The People
The link listed in the text for “Multifaceted Workforce” results in a page load error. Additionally, that link is the only one from the list that is not also listed on the secondary navigation.

Demographics
The title “ECONOMIC DEVELOPMENT INTELLIGENCE SYSTEM (EDIS)” includes a faulty link to the EDIS that should be removed.

The EDIS link included in the text takes users to a page requesting they login. At the end of the section, the “View EDIS Website” link is duplicitous. It should be noted that this link actually takes users to a page they can access unlike the previous link.
**Business Climate**

**Economic Indicators**
Under “Wages,” the column headings on the “Estimated Hourly Wage by Occupation Category” and “Estimated Annual Wage by Occupational Category” need to be aligned.

Under “Major Employers in Chatham County,” the link to “Moncure Plywood” does not work. In the same table, the column title “NAICS-3” should read just “NAICS.”

**Workforce**
Under “Current Workforce Profile,” the link for the “Workforce Indicator” is not correct. There does not appear to be a table under “Economic Indicators” that provides a *complete profile of Chatham’s workforce by place of employment as stated in text*. Either the wording is unclear or a table is missing.

Under “Attracting & Retaining an Educated Workforce,” the last paragraph needs to be replaced. It is a good example of some of the current weaknesses in positioning and messaging the county: *What is a “rural atmosphere?” How does that give the county a “distinct advantage in attracting this young, highly educated contingent of the regional workforce?”* Consider replacing the text with the following:

Chatham’s affordable housing, coupled with its lifestyle and locational advantages, makes the county an attractive place for recent graduates. Many young, highly educated members of the region’s workforce choose to live in Chatham. However, as indicated by the county’s 54% out-commute rate, these valuable workers are not finding sufficient employment with local employers. Chatham is actively working to bridge this gap by promoting the county’s workforce to high growth firms, particularly those in our *industry clusters* who stand to benefit the most from our educated and skilled resident workforce.

**Primary Industry Sectors**
Consider renaming this page “Existing Industries.”

Consider replacing the first paragraph with the following:

Chatham County’s existing industrial base reflects the region’s long history in manufacturing and agricultural production. As our county increasingly attracts well-educated and highly skilled residents, our industrial base is growing to include a new mix of firms eager to tap into Chatham’s capable resident workforce. As our local economy diversifies, the county’s existing industries will continue to provide good jobs for local residents, as well as opportunities for new and expanding businesses.

Under “Agriculture,” in the first sentence, delete the word “as.”

Under “Manufacturing,” third paragraph consider updating text as follows:
The food manufacturing sector includes firms ranging from Townsend’s Inc, Brookwood Farms, and Kerala Curry to Southern Supreme. Chatham County’s wood products manufacturing sector saw Uniboard USA get up and running in 2010, joining the industry cluster’s longtime firms: Moncure Plywood, Pallet One of NC, WrennWood, and several other timber and lumber companies. Additionally, Chatham is home to several successful companies representing traditional North Carolina industrial strengths. These firms include Arclin, Oneida Molded Plastics, Performance Fibers, and Piedmont Biofuels in the chemical manufacturing sector; Chandler Concrete, Floorazzo Tile, General Shale, International Precast, and Triangle Brick in the non-residential building products sector; Basic Group and Olympic Steel in the fabricated metal products and machinery sectors; and Lazar Industries and Lloyd’s of Chatham in the furniture sector.

Target Industry Clusters
Consider renaming this page “targeted industries.”

I do not recommend completely ignoring RTRP’s targeted industries. Clusters are a regionally based phenomena and Chatham would benefit from attracting any of the industries the region targets. The EDC certainly should not focus its efforts on these wider clusters. It should acknowledge Chatham is included in the regional clusters but note that the EDC is focusing on attracting a related, yet more narrow set.

In that vein, consider adding the following text as an introduction to this page:

The Research Triangle Region is known for its innovative people and firms. Under the direction of the Research Triangle Regional Partnership, we focus on attracting firms that will help further develop our global leadership in the life sciences and technology industries. Specifically, the region targets the following industry clusters:

- Advanced Gaming and E-Learning
- Advanced Medical Care
- Agricultural Biotechnology
- Analytical Instrumentation
- Biological Agents/Infectious Diseases
- Clean/Green Technologies
- Defense Technologies
- Informatics
- Nanoscale Technologies
- Pervasive Computing
- Pharmaceuticals

Consider replacing the first sentence of the current text with:
In Chatham County’s *Strategic Economic Development Plan*, the UNC’s Center for Competitive Economies recommended that the EDC narrow our attraction efforts to focus on seven related clusters.

Please note that the link to Appendix F will download a PDF file.

**Local Business Directory**
The following links do not work:
“B & B COMPANIES OF NC, INC.”
“BARBOUR MACHINE CO.”
“BARNES PRECISION MACHINE”
“BEAR CREEK FABRICATION”
“BISH ENTERPRISES INC.”
“CAROLINA ANALYTICAL SERVICES, LLC”
“CAROLINA LUMBER”
“CHATHAM TRADES, INC.”
“CHAUDHRY HALAL MEAT COMPANY”
“DAVIS RIGGING & WELDING”
“ELDER PRINTING, INC.”
“INTERNATIONAL PRECAST INC”
“LLOYD’S OF CHATHAM”
“MONCURE PLYWOOD”
“ONEIDA MOLDED PLASTICS, LLC”
“SANFORD STEEL CORP.”
“THORPE AND ASSOCIATES”

Consider adding alpha links at the top of the page so users can jump down more easily to specific firms.

**Business Testimonials**
The Food Fairy’s Terri McClernon has the same quote listed twice. Consider cutting off her quote before the last “and.”

Tim Cunnup, Mayor of Goldston, has an extra space following his last name before the comma. His quote is cut off oddly, either include the end of his last sentence or remove it entirely.

Donald L. Tarkenton, Siler City Jobs Search Committee, also has his testimonial end at an odd point.

Same for Jack Meadows, Siler City Planning and Community Development.
Business Resources
Relocating a Business
First paragraph, after “like:” all questions should be italicized.

Second paragraph, second sentence - consider using the following:

Companies in the early stages of planning a relocation can explore the resources below to get a feel for the Chatham business environment. If you have additional questions or want to set up a site visit, contact us.

Under “Business Climate and Quality of Life,” links in the first paragraph to the strategic plan and business directory are opening in a new window.

Under “Business Climate and Quality of Life,” consider updating the second paragraph as follows:

Chatham County’s quality of life is a great asset for both the business and local community. Businesses interested in relocating should check out The People and The Place to get a feel for the many amenities available to area firms and residents. Place-based assets include a strategic location with great transportation infrastructure, a relaxed atmosphere with unparalleled recreation opportunities, and growing residential centers with attendant retail and commercial services. Chatham’s residents are part of a diverse county workforce that benefits from a wide range of skill and educational levels. We pride ourselves on the county’s authentic culture and strong community spirit. Chatham’s a unique place where residents somehow manage to mix their rural roots with high tech innovation and a thriving art scene. You almost have to see it to believe it, or start by exploring some of the data that supports these anecdotes. To access our latest demographic information, visit the demographics page or tap into the North Carolina Economic Development Intelligence System (best viewed in Internet Explorer) and create a customizable county data sheet.

Consider replacing the “Workforce Development” section with the following updated text:

A decade ago, Chatham County was a quiet bedroom community, filled with workers who benefited from affordable housing and easy access to jobs in the Research Triangle and Piedmont Triad regions. Today, more and more Chatham residents are graduates of the region’s renowned excellent educational institutions, including the University of North Carolina at Chapel Hill, North Carolina State University, Duke University, and North Carolina Central University. This growing population of highly educated residents is creating an unparalleled opportunity for businesses that want it all – a well-connected, low cost location, where residents are eager to work closer to home in high-tech industries such as the biological and physical sciences, business management, computer and information technology, engineering, mathematics, and health. Together, our acclaimed universities are conferring more than 4,500 bachelor degrees, 3,000 master’s degrees, 750 doctorate degrees, and 1,750 professional degrees
each year in these fields. For a more detailed breakdown of degrees conferred by local universities, visit our workforce page.

Central Carolina Community College provides extensive workforce development services through occupational extension courses, customized training programs, productivity enhancement training and literacy classes. These programs are available to assist area employers with any initial training, retraining, or skills upgrading for their workers. In Chatham County, CCCC's Pittsboro and Siler City campuses provide occupational training and associate degrees in Biofuels Technology, Early Childhood Care, General Occupational Technology, Medical Assistance, Practical Nursing, Sculpture, and Sustainable Agriculture. Additional occupational training is available at Central Carolina's campuses in Lee and Harnett Counties, including Bioprocess Manufacturing, Bioquality Technology, Business Administration, Computer Information & Engineering, Electronics Engineering, Machining Technology, and Telecommunications. Visit CCCC's curriculum page for a full listing of program offerings at Central Carolina's three campuses. For more information about workforce training, contact Cathy Swindell, Director of Industry Services, at 919-718-7212 or cswindell@cccc.edu.

Tailored workforce training programs are also available through the Department of Commerce's Workforce Services and the Workforce Development Network. For assistance with industry-specific workforce training, please contact the EDC at info@chathamecd.org.

Consider replacing the “Sites and Buildings” section with the following updated text:

From professional office facilities to manufacturing sites and greenfields, Chatham County offers an array of sites and buildings that is as diverse as our growing business community. The EDC works with local realtors, real estate developers, and property owners to help firms find spaces that fit their specific business needs.

The EDC recommends relocating businesses utilize web tools such as Chatham Prospector and NC Site Search in the early stages of the site selection process to explore viable properties. Chatham Prospector is the EDC's web-based real estate database that combines GIS mapping capabilities with proprietary market data to provide comprehensive profiles of potential properties. Users can search by property type, minimum and maximum size, properties for sale or lease, and city. For businesses with a specific site in mind, Chatham Prospector’s GIS capabilities allow users to map nearby businesses and create demographic and market ring studies. Use the site’s fully customizable search tool to search for available office, retail, industrial, warehouse buildings and vacant land that meets your needs.

The North Carolina Department of Commerce offers the NC Site Search database, which can be used to locate business-ready sites and buildings. Certified sites have undergone rigorous tests, including Phase I environmental tests, geo-technical studies, and topographic analyses, to assure that they are ready for development. NC Site Search helps businesses simplify the site selection
process by featuring aerial photography, public utility availability, industrial quality power capacity, engineered site development plans, a detailed analysis of development costs, and competitive prices in their site listings.

The EDC staff is always available to provide personalized tours for firms interested in seeing sites first hand. For more information about available properties, please contact Dianne Reid at 919.542.8275 or dreid@chathamedc.org.

Consider replacing the “infrastructure” text with the following:

Thanks to a strategic location between the Piedmont and Research Triangle regions, Chatham County offers high quality transportation infrastructure that makes accessing local, regional, and global markets a snap. U.S. routes 15-501, 421, 64, 1, and NC-87 provide Chatham businesses with easy access to I-85, I-40, and I-95, as well as connections to Research Triangle Park, Charlotte, Richmond, and much of the Atlantic seaboard. Air service and rail lines are readily available to serve businesses operating in the county. Both the Raleigh Durham and Piedmont Triad International airports provide commercial and cargo service within an hour’s drive of Chatham, while the Siler City Municipal Airport serves businesses locally with a 5,000 foot runway.

Rail service to distant markets is available in Goldston and Siler City from Norfolk Southern and in Moncure through the CSX rail system. Businesses interested in reaching global markets can use rail lines and truck transportation to reach seaports at Morehead City, Wilmington, and Norfolk, as well as the future North Carolina International Terminal in Brunswick County.

Chatham County Public Works and Utilities provides water and waste water infrastructure outside of the Pittsboro and Siler City limits; the County manages water projects throughout the rest of Chatham, including construction of waterlines and water towers, extensions of lines and provision of service to new developments. The Siler City Public Works Department maintains the municipal water supply and waste water treatment facility for residences and businesses within city limits; the water treatment plant was built in 1983 and has a rated capacity of 4 million gallons per day. In Pittsboro, the town’s Public Works Department oversees the water and wastewater systems for businesses and residents within town limits.

Electricity is available from Progress Energy, Randolph Electric Membership Corporation, and Central Electric Membership Corporation. PSNC Energy provides natural gas. Communication infrastructure, including phone service, internet, and cable, are available from Embarq, Charter Communications, Time Warner Cable, and Chatham Wireless, a local internet provider.
Business Service Providers → RTP & Piedmont Regional Service Providers

“Chatham County Service Providers” link generates a page load error.

“Chapel Hill SCORE Chapter” could be listed as “Chapel Hill SCORE Chapter, Serving Orange and Chatham Counties.”

Site Selection Resources
Remove the links on the two titles on this page.

Link to each site the first time it is mentioned in the body text and then remove all the following links that take users to the same place on each site.

Unless the EDC’s web analytics are reporting that a large majority of your users access the site through Internet Explorer, remove the bulleted links to “Chatham County Buildings” and “Chatham County Sites;” they take users to the main EDIC page in Firefox, Safari and Chrome.

Incentives Policies
Remove links in the three titles on this page.

News & Outreach
Business Spotlight
A handful of images are not loading on the following spotlights: “Olympic Steel & Zeus Metal Works”
“The Food Fairy”

On “Floorazzo Tile,” remove the file upload: test.pdf on the bottom of the page.

Presentations
Add a summary statement at the top of the page indicating all presentation links will take users to www.SlideShare.net.
PROPOSED 5-YEAR STRATEGIC MARKETING PLAN

Mission
Building on the County’s strategic location between the Triad and Triangle, we are positioning Chatham as the preferred location for emerging growth companies. Our policy-driven approach leads us to focus on targeted attraction, retention, and entrepreneurship to improve the lives of County residents. We support infrastructure improvements and preservation of the County’s strong quality of place.

Objective
Our primary objective is to generate brand recognition and business leads for Chatham County, NC. Secondarily, we build awareness of the EDC as a partner and advocate for smart economic development.

EDC Overview
The Chatham County Economic Development Corporation (EDC) was formed as a 501(c)3 economic development non-profit in 1997 to provide support and technical assistance to the local business community.

In April 2007, the Chatham County Board of Commissioners hired the UNC Center for Competitive Economies to create a comprehensive strategic economic development plan for Chatham County. Dianne Reid joined the EDC in June 2007 as its new president, overseeing the development and implementation of the strategic plan. With Reid’s help, the Center spent a year holding meetings to gather public input, conduct econometric and industry cluster analyses, and compile their findings; in April 2008, the Center presented the final Strategic Plan to the Board of Commissioners for review and approval. In May 2010, the EDC will begin its first ever capital campaign, an ambitious $2.8 million fundraising program designed to support the implementation of Chatham’s economic development strategic plan.

The EDC board and staff are currently working to implement plan recommendations for attracting new industry, retaining existing businesses, cultivating a strong entrepreneurial community, improving quality of life factors, developing local infrastructure, and reorganizing the EDC governing body.

2010-2014 Marketing Plan
In May 2010, the EDC will publicly unveil its five-year, $2.8 million Opportunity Chatham initiative. The initiative was designed to improve the lives of all who live, work and have economic ties in Chatham. Between 2010 and 2014, Opportunity Chatham will work toward the following outcomes:

- 3,655 total new jobs
- $211 million in capital investment
- $116.7 million in total payroll
• $90.4 million in consumer expenditures
• 15% reduction in retail leakage ratio, currently at 55% leakage

Delivering on the promise of Opportunity Chatham will require a new emphasis on marketing across the initiative’s six focus areas: (1) new business attraction and recruitment, (2) existing business retention and expansion, (3) entrepreneurship, (4) Opportunity Fund, (5) community development, and (6) investor relations.

**Key Message**
All marketing activities will support the message that “Opportunity is Knocking” in Chatham County.

**Strategy**
Our marketing program has been designed with the intent to transform perceptions of the EDC and Chatham County. We have a real opportunity to do so, as most of our targeted audiences are unaware of what Chatham and its economic developers have to offer. Accordingly, the EDC will approach marketing with the same strategic, focused direction it brings to leading Chatham’s economic growth. We have the right plan and policies to support economic development, now is the time to have some fun getting the word out.

**Target Audiences**
The EDC serves four primary markets: new businesses, existing businesses, entrepreneurs, and stakeholders.

**New Business**
Corporate decision makers and relocation consultants are the primary market for the “Opportunity is Knocking” message. Within new business attraction, marketing initiatives are focused on reaching decision makers with firms in Chatham’s targeted industry clusters: Architecture and Engineering; Clean, Green Technology; Informatics; Medical Care; and Pharmaceuticals.

**Architecture and Engineering**
Industry segments included in the Architecture and Engineering cluster range from engineering, landscape architecture, and architectural services, to geophysical surveying and environmental consulting services. Chatham is home to several firms in the engineering, customer computer programming, and administrative/management consulting services industries.

**Clean, Green Technology**
Clean technology includes a broad range of industries that reduce environmental impacts. This is an up-and-coming sector that is well positioned to leverage the region’s leadership in biotechnology, information technology and advanced material sciences. In Chatham, the Central Carolina Community College is working to ensure this growing cluster has access to an unbeatable workforce. The college has become known as Green Central for it’s groundbreaking programs in biofuels, sustainable building/renewable energy, sustainable agriculture, ecotourism, and organic culinary arts. Clean,
green technology isn’t just a new trend in Chatham – Pittsboro’s pioneering firm Piedmont Biofuels is the nation’s largest biodiesel cooperative.

**Informatics**
Informatics includes the Information Services Cluster and the Technical and Research Cluster. Companies and organizations included in this cluster develop and provide information technologies, computer hardware, software, and information technology (IT) services. They develop technologies and services to manage and analyze complex data in order to gain new insights into what factors drive innovation and create business advantage.

**Medical Care**
Chatham jointly markets the Basic Health and Higher Education & Hospitals clusters as “Medical Care.” The Research Triangle Region is known for this thriving cluster, which includes a wide range of companies and support organizations that provide medical care and develop technologies to enhance its delivery. In Chatham, the cluster benefits from Central Carolina Community College’s health and child care *training programs*, as well as Chatham Hospital’s new facility at the Central Carolina Business Campus in Siler City.

**Pharmaceuticals**
Pharmaceutical and biopharmaceutical R&D is the most important research and technology-intensive industry in the Research Triangle Region. The region has the resources needed to support the complete life cycle of pharmaceutical development. We are one of very few places worldwide where such a critical mass exists. North Carolina receives substantial grant funds from the National Institutes of Health (NIH) and, within the state, our region receives more NIH grants than any other area. We are eager to attract more of the industry’s growth to Chatham, where firms will benefit from a well-educated workforce coupled with low land costs and great amenities.

**Existing Business**
Chatham’s commitment to businesses doesn’t end after a location decision: business retention and expansion efforts are a critical component of the EDC’s work. Accordingly, marketing activities are targeted to local executives with a focus on creating awareness of the EDC’s services and creating connections between local businesses. Ties between firms in targeted and existing industries are of particular interest to the EDC: we are working to help local executives see how the EDC can impact the firm’s bottom line by lowering costs for existing/prospective suppliers and consumers when they begin operating locally. Marketing initiatives associated with existing businesses emphasize opportunities for firms to partner with the EDC financially and strategically, by making a donation and helping spread Chatham’s story to their consumers and suppliers.

**Entrepreneurs**
Existing entrepreneurial companies and new business startups are another critical market for the EDC’s services. Marketing activities will be focused on raising awareness locally of the EDC’s support
services. From a long-term perspective, we are committed to positioning Chatham nationally as the small town with big ideas where entrepreneurs come to grow.

**Stakeholders**
The *Opportunity Chatham* Capital Campaign represents a new era for the EDC. As the organization’s structure moves toward a public-private partnership, stakeholder relations will take on increasing importance. Stakeholders include EDC board members and private investors, as well as Chatham residents, community/civic groups, local elected officials and others.

**Board and Committee Members**
The Board of Directors and our various committee members wouldn’t be donating their time if they were not committed to helping Chatham grow and prosper. We have an opportunity and challenge in working to ensuring each of these members becomes an EDC advocate in their workplace, neighborhood, and community groups. By involving these stakeholders in the EDC’s positioning and messaging development, we can help ensure our allies are all on message and helping to spread our story.

**Community Organizations**
Chatham is known for its highly engaged community. We want to ensure community and civic group see the EDC as an apolitical economic development expert. When tough decisions need to be made about the county’s growth and investment priorities, we want these groups to value the EDC’s recommendations. Accordingly, the EDC will need to continue researching and tracking local issues, developing reports on best practices, and determining viable policies and recommendations.

**Investors**
If an investor has written the EDC a check, he at least knows who we are. Our focus has to be on ensuring he knows where we’re going, what kind of results we are generating and what opportunities there are for further involvement with the EDC. Our *Opportunity Partners* program will help to do so with quarterly and annual reports, as well as special investors’ events.

**Local Government Officials**
Our local governments have stepped up and shown they are willing to put limited tax revenues to work where they can expect returns. The EDC strives to keep local officials informed and engaged. The economic development strategic plan our officials financed and approved calls for the EDC to serve as an apolitical advocate for expanding growth and opportunities in Chatham County. We have to ensure the EDC provides the economic development leadership and expertise local officials need to make smart investments and enact wise policies to support Chatham’s growth.

**NC Department of Commerce**
Commerce staff members are often the first point of contact for expansion and relocation prospects. We want to make sure they are familiar with Chatham’s product, and that they trust the EDC to ensure
any contact with prospects will be professional, timely and appropriate. Relationship development and ongoing communications are essential.

Pittsboro-Siler City Convention & Visitors Bureau (CVB)
Place marketing boils down to attracting businesses and visitors.\(^{29}\) The CVB sees itself as “the catalyst for visitor-related economic development.”\(^{30}\) Its materials and strategy need to tie into business-related economic development. Attracting visitors is primarily a function of Chatham’s cultural and recreational amenities; these same amenities are a driving factor in site location decisions. All other factors being equal, a business will choose the location that the owner’s spouse is most excited about. Accordingly, economic development and tourism marketing need to support the same story. Tourism publications need to also function as quality of life marketing materials for the EDC. The CVB’s registry of Chatham’s visitors needs to be mined for business decision makers – once we get them out here, why not try to encourage them to stay?

Research Triangle Regional Partnership
The RTRP exists to market 13 counties, it has nearly 100 institutional partners and it has a small team handling it all. The EDC will have to work to ensure Chatham is not forgotten. It’ll need to work even harder if it wants to see Chatham begin to feature more prominently in RTRP’s marketing. This said, when the EDC gets Chatham’s marketing right, it makes RTRP’s work that much easier. We will want to focus on building a real partnership with a few staff members and use that to the benefit of both groups.

Residents
We want to ensure that any Chatham residents who are not already involved with at least one of the stakeholder groups listed above get connected. Selling Chatham is about selling our community; we all play a role and we all need to share the same message. The more we can get Chatham residents to donate a little time or money in support of economic development, the more we’re going to come together as a community, see results and share in Chatham’s prosperity.

Utilities
The EDC is looking to new and expanding businesses to bring new opportunities and prosperity to Chatham. Local utilities profit directly from new and expanding firms broadening their base of industrial users. Companies such as Duke Energy have dedicated economic development staff, in addition to in-house access to marketing and communications experts.\(^{31}\) We want to ensure a mutually beneficial relationship with local utilities.

Marketing Activities
Our marketing plan has been designed to allow the EDC to start slow and scale up. The activities listed below are loosely organized by order of importance. Many of our activities will be built upon one-

\(^{29}\) Kotter, 20.
another; accordingly, they have been grouped in the following categories: collateral materials, interactive efforts, editorial outreach, direct marketing, events, memberships, recruitment and trade missions, and advertising.

**Collateral Materials**
Collateral includes any materials we use to support our marketing initiatives. As of April 2010, the EDC does not have any professional quality marketing collateral. We will be changing that one piece at a time.

**REV Report**
The Retention, Expansion and Visitation Program (REV) will begin distributing the biennial State of Business Report in 2012. This report will discuss Chatham’s business and workforce trends using survey data gathered from existing industry executives. The survey will be administered as part of the EDC’s REV initiative at company visits and will also be made available online for local business leaders who have not had an opportunity to meet one-on-one with EDC staff. Data will be tracked using ExecutivePulse. The biennial report will be used as a tool to track trends and identify emerging issues impacting Chatham’s business environment; it will include data addressing perceived strengths, weaknesses, opportunities and needs associated with local industries. The report will reinforce the EDC’s position as champion and connector for local firms.

**Fact Sheets**
To maximize impact while minimizing cost, the EDC will offer fact sheets on key topics that can be used as stand alone resources or presented together as a more comprehensive guide to the county. These data driven documents will be updated annually. They will be available for download online and be distributed as a customized information packages for prospect visits, marketing missions and tradeshows.

**Industry Marketing**
We will work to custom design and professionally print one to two new industry cluster brochures each year. We will begin with brochures for our targeted industry clusters, and we will follow those with materials marketing our existing industry clusters. As we develop our library of cluster brochures, we will leverage RTRP’s cluster marketing materials as much as possible. We will encourage the Partnership to develop regional cluster brochures. Additionally, until we have printed brochures for every targeted industry, we will use insights from RTRP’s cluster research coupled with Chatham specific industry highlights to develop one-page pieces that can be printed in-house and used to spotlight each targeted industry.

---

32 See *Appendix D: Business Retention Reporting*.
33 See pp. 11-12 for more information, including a complete listing of recommended topics.
Investor Materials
Marketing materials targeted to investors will include the EDC’s first professionally printed brochure, *Opportunity Chatham: a five-year economic growth and prosperity initiative, 2010-2014.* This eight-page brochure was developed by the EDC’s Campaign Communications Committee as vehicle for introducing our policy-driven and outcome-oriented approach, while making the case for private sector investment in economic development. The brochure will be released at our Annual Breakfast in May and will be used on an ongoing basis to support solicitations and help introduce the EDC’s services to stakeholders. The brochure describes our five-year strategy; a new version will need to be developed in late 2013 for use in our next capital campaign.

Beginning in 2011, the EDC will produce an annual report. Annual reports will be used to provide investors with a report card documenting the EDC’s progress toward *Opportunity Chatham*’s goals and objectives. Additionally, the reports will feature a series of vignettes using the year’s biggest entrepreneurial and industrial successes stories to highlight the EDC’s work.

We will also begin providing regular updates in the *Progress Report for Opportunity Partners (PROP)*, which will be distributed electronically each quarter, exclusively to the EDC’s investors.

Prospect Materials
At each site visit, we will provide prospects with an EDC folder that includes a custom welcome letter from the EDC president, copies of any fact sheets that would be of interest to the prospect, an industry brochure or highlight if the company is in a targeted cluster, and data sheets for each property visited.

Interactive
Studies have shown corporate executives and site selectors consider a strong Internet presence to be the most effective economic development marketing technique. Recognizing this importance, the EDC will continuously invest and innovate in its interactive presence.

Web Development
The EDC’s website is a rich information source for local stakeholders looking to learn more information about the organization’s work. It is missing a critical marketing component in that it does not provide a resonating story of Chatham’s advantage as a business location. The EDC will work to consider how each market segment leverages its website and explore opportunities to build new portals targeted to each audience.

www.chathamedc.org
In June 2009, the EDC launched its redesigned website, [www.chathamedc.org](http://www.chathamedc.org). The redesign incorporates the EDC’s new logo and slogan, as well as Chatham Prospector, a web-based GIS mapping and marketing tool for commercial buildings and sites. In 2010, Chatham will focus on enhancing the web user experience, while improving web analytics and reporting.

---

34 See Appendix F: *Opportunity Chatham Brochure Draft.*

www.OpportunityIsKnocking.net
The EDC will secure the domain name www.opportunityisknocking.net as a means of extending and enhancing the brand. Initially, the domain will redirect to the EDC’s website. The EDC will explore the use of this site as a business attraction portal, emphasizing new media and local entrepreneur profiles as a means of conveying Chatham’s unique locational advantages. Critically, this portal will be used to pitch Chatham to businesses and entrepreneurs, not explain the EDC’s services. It will provide an authentic marketing environment for the EDC to continually shape and support its message to the business community. Through the ability to create user profiles, the site will ensure the EDC tracks user information while facilitating the development of a Chatham business blog, in which a team of local community bloggers will share Chatham’s story and advantages in their own words.

The EDC will work with the Town of Siler City to register a custom domain for use branding and promoting the Central Carolina Business Campus. The site will be targeted to the corporate executive and site selection consultant who wants to learn more about the advantages of locating in the campus, available incentives, business assistance, news/events, and about the campus’ management. CCBC will be positioned as the low-cost alternative to Research Triangle Park, with all the benefits of locating in the Research Triangle Region. Messaging may include statements along the following lines:

“Central Carolina Business Campus: the Research Triangle’s new park.”
This could prove to be a really effective message. North Carolinians can appreciate the history: RTP was founded by locals with the idea businesses could benefit from access to university researchers and the vision that one day jobs in the park would help retain NC’s best and brightest minds after graduation. Meanwhile, CCBC exists because Chatham was willing to invest in its vision of one day becoming the leader of clean, green technologies. Plus, CCBC is in a park and located in the Research Triangle Region. On the other hand, most non-locals generally think of this area as the “Research Triangle” and are not as familiar with “RTP.” If they’re searching for “Research Triangle sites” online, we want to increase their odds of finding CCBC.

“In the Research Triangle, right outside the park.”
This messaging is playing the rolling, green park like aesthetic of the campus off the concept that the region has much more to offer than locations in Research Triangle Park.

Social Media
The EDC will continue to leverage social media tools as a low cost means of marketing our county and connecting with our stakeholders. We will develop a regular reporting structure to track and measure the impact of the EDC’s social media efforts. Once we have established a baseline of these measures, we will shift toward more aggressive social media campaigns. We want to set trends in economic
development social media marketing campaigns, not follow precedents. We see social media as a viable means of generating low cost, high impact national exposure.

**Search Engine Optimization**

The EDC has limited funds to get the word out about Chatham’s business advantages and our services; the EDC website is our main marketing tool. We want our site reaching more and more users everyday. Search engine optimization is an ongoing and invaluable component of our overall marketing strategy. We are conducting a review of current optimization and want to move up in search results for several keywords.\(^{36}\) To optimize around these terms, we will need to use them in titles, images and URLs as much as possible. Additionally, we are making the “site search engine crawler friendly” by reviewing all URLs associated with the EDC. We have already assigned clear and descriptive labels to our main URLs; we will now be focusing our efforts on URLs for documents we’ve uploaded. For example, consider the difference between the actual and optimized link for a recent press release:


The optimized link will generate hits for the loan fund, whereas the original link adds little value. Finally, we will be posting more images (and eventually even videos) to the site along with lots of keywords in their descriptions. As one report on search engine optimization recommended: **“Take advantage of video and images. There are far fewer images and videos online than there is text. Include these on your site, and your odds of being found will skyrocket.”**\(^{37}\)

**Web Analytics**

The EDC will be leveraging Google Analytics’ free tools to develop an understanding of how visitors find our site and how they use our resources.\(^{38}\) We will use analytics to measure what marketing works for us and what value particular items add by thinking in terms of the following measures:

1. **Attention:** traffic to content for given period of time
2. **Participation:** comments, posts, interaction, ratings, inputs (bugs)
3. **Influence:** size of user base, subscriptions, downloads
4. **Authority:** inbound links to your content from external sources
5. **Sentiment:** positive or negative spirit driving user community, the x-factor\(^{39}\)

---

\(^{36}\) See Appendix E: Search Engine Optimization


\(^{38}\) For more information, visit “Official Website,” Google Analytics. [http://www.google.com/analytics/](http://www.google.com/analytics/); the following video provides a very accessible overview of the program, “Product Tour Video,” Google Analytics. [http://www.google.com/analytics/tour.html](http://www.google.com/analytics/tour.html)

---

46
We want to have a good understanding of what sparks interest for our users, so we can provide more of what people want and like. Additionally, we will mine analytic data for insights into what keyword searches are currently driving users to our site, which will allow us to better understand our markets’ priorities. We will produce analytics reports no less than quarterly for regular reviews of marketing effectiveness.

**Direct Marketing**
The EDC will leverage direct marketing to connect with key audiences in a focused, cost-effective manner.

**Database Development**
As the EDC expands its marketing activities, an important focus will be on building and maintaining a robust database of site selection consultants, corporate site selectors, media contacts, and stakeholders. This list will be used to support all marketing activities.

**Direct Mailers**
In an era of information overload, direct mail stands out. The EDC will use mailings to support major marketing activities.

**Targeted Mailings**
Carefully researched, designed and packaged mailings will be used as door-openers with targeted industries. Mailing lists from industry groups and professional organizations, such as the International Council of Shopping Centers, will be leveraged to expand the reach of the EDC’s message to targeted audiences.

**E-Blasts and Newsletters**
The EDC will continue to connect with its stakeholders quarterly through its e-newsletter. Special events and major announcements will be conveyed via email blasts. Electronic communications will be monitored via real-time reporting of open rates, click throughs, forwards, and other performance indicators in Campaign Monitor.

**Editorial Outreach**
Our organization is fully committed to an ongoing and aggressive editorial outreach initiative. Locally, we will be building relationships with key media in Greensboro and the Triangle, in addition to hometown sources. We will encourage our staff and community representatives to write letters to the editor about any major development issue where the EDC’s opinion needs to be considered. Additionally, we will aggressively work to generate positive profiles in major, national publications and news broadcasts. Any national coverage generated will be actively promoted at tradeshows, online and via direct mail.

---

39 Kim, Peter. 2008.
Events
The EDC will use events to reinforce its brand within the community and generate local media attention. Our Annual Opportunity Chatham Meeting has become the organization’s signature event for local businesses and economic development advocates. We will continue highlighting this event, in addition to launching our first event targeted to those outside the county. Our new Chatham Bus Tour will be hosted each year in late fall or early spring, just as the county is at the peak of its foliage or blooms. This event will bring in Commerce Officials and site selection consultants who may be unfamiliar with the area and give them a day to explore Chatham’s product and meet its people. Finally, the EDC is exploring establishing a series of young professionals events as a means of attracting a new generation of leaders to our organization. These events will likely function as a midweek networking happy hour or monthly mentorship program.

Memberships
The EDC will join select industry groups in order to develop a better understanding of industry priorities and to help foster relationships with key decision makers. For example, the EDC will join the International Council for Shopping Centers (ICSC) as a public/academic member.40 With the $100 annual membership fee, the EDC will have access to the ICSC’s entire member directory. The directory can be searched by the member’s level, job title, and function, which will enable the EDC to reach out to more site selection consultants and corporate executives, and add them to a growing marketing database. Additional memberships will be explored as the EDC works to develop new expertise across targeted industries – likely candidates include the U.S. Green Building Council and the Green Hotels Association.

Recruitment and Trade Missions
Recruitment and trade missions are an effective means of ensuring key decision makers get access to Chatham’s story. The costs associated with scheduling and executing an effective marketing mission makes this a low priority relative to other marketing activities. This said, the EDC will eagerly participate in missions coordinated by regional or statewide partners.

Advertising
The EDC does not plan to use traditional mass media advertising to spread Chatham’s story. We are committed to building exposure via more cost effective, targeted approaches to outreach.

40 “Join ICSC.” ICSC. http://www.icsc.org/about/join.php
APPENDIX

Appendix A: RTRP Meeting Notes

Lee Ann Nance, RTRP Senior Vice President
January, 22, 2010

• Nance previously managed marketing for a county so she is familiar with the challenges and opportunities.
• Nance recommends the EDC guide county level branding, looking at county and municipality websites, logos, letterhead, etc., to ensure a consistent style and brand carries through.
• Had not previously seen the EDC’s website, feedback:
  o Where is the RTRP brand?
  o Where is Chatham located?
  o What about printer/email functionality on each page?
  o Consider dropping demographics page and having data load directly from EDIS.
  o Targeted clusters are not aligned with RTRP, which could be confusing for prospects.
• The Triangle North website does a good job of leveraging the RTRP brand and Commerce materials to market the parks. Website starts with the main selling points and maps, offers video interviews, and explicitly addresses “Why Triangle North.” Additionally, site uses hard links to RTRP and RTP.
• When thinking about branding communities, Wake focuses on “we’re smarter.” What’s Chatham’s selling point?
• RTRP marketing
  o Does not focus on printed marketing materials
  o Sees its role as supporting local counties
  o Logo recently redesigned using silver, in an effort to ensure logo would complement all communities’ logos
  o RTRP has plenty of silver branded folders that the EDC can use when reaching out to tech-related companies
## Appendix B: EDC Targeted Industries by NAICS

<table>
<thead>
<tr>
<th>Industry Cluster</th>
<th>NAICS</th>
<th>Description</th>
<th>RTRP Cluster Alignment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Architectural and Engineering</td>
<td>512</td>
<td>Telecommunications</td>
<td>-</td>
</tr>
<tr>
<td>Services</td>
<td>517</td>
<td></td>
<td>-</td>
</tr>
<tr>
<td>Architectural and Engineering</td>
<td>518</td>
<td>Data Processing, Hosting, and Related Services</td>
<td>-</td>
</tr>
<tr>
<td>Services</td>
<td>519</td>
<td>Other Information Services</td>
<td>-</td>
</tr>
<tr>
<td>Architectural and Engineering</td>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>-</td>
</tr>
<tr>
<td>Services</td>
<td>543</td>
<td>Architectural, Engineering, &amp; Related Services</td>
<td>-</td>
</tr>
<tr>
<td>Basic Health Services</td>
<td>325</td>
<td>Chemical Manufacturing</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Miscellaneous Manufacturing</td>
<td>339</td>
<td></td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Basic Health Services</td>
<td>424</td>
<td>Merchant Wholesalers, Durable Goods</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Basic Health Services</td>
<td>425</td>
<td>Merchant Wholesalers, Nondurable Goods</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Basic Health Services</td>
<td>541</td>
<td>Administrative and Support Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Basic Health Services</td>
<td>561</td>
<td>Administrative and Support Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Basic Health Services</td>
<td>621</td>
<td>Ambulatory Health Care Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>423</td>
<td>Merchant Wholesalers, Durable Goods</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>424</td>
<td>Merchant Wholesalers, Nondurable Goods</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Wholesale Electronic Markets &amp;</td>
<td>425</td>
<td>Advanced Medical Care</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Agents &amp; Brokers</td>
<td>481</td>
<td>Air Transportation</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>487</td>
<td>Scenic and Sightseeing Transportation</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>488</td>
<td>Support Activities for Transportation</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>493</td>
<td>Warehousing and Storage</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>522</td>
<td>Credit Intermediation and Related Activities</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>532</td>
<td>Rental and Leasing Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>551</td>
<td>Management of Companies and Enterprises</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>561</td>
<td>Administrative and Support Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>611</td>
<td>Educational Services</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>622</td>
<td>Hospitals</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>623</td>
<td>Nursing and Residential Care Facilities</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>712</td>
<td>Amusement, Gambling, and Recreation Industries</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>713</td>
<td>Accommodation</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Higher Ed &amp; Hospitals</td>
<td>721</td>
<td>Religious, Grantmaking, Civic, Professional, and</td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Similar Organizations</td>
<td>813</td>
<td></td>
<td>Advanced Medical Care</td>
</tr>
<tr>
<td>Information</td>
<td>517</td>
<td>Telecommunications</td>
<td>Informatics</td>
</tr>
<tr>
<td>Category</td>
<td>Code</td>
<td>Industry</td>
<td>Sector</td>
</tr>
<tr>
<td>----------------------------------------------</td>
<td>------</td>
<td>---------------------------------------------------------------------------</td>
<td>-----------------------------</td>
</tr>
<tr>
<td>Technology Services</td>
<td>518</td>
<td>Data Processing, Hosting, and Related Services</td>
<td>Informatics</td>
</tr>
<tr>
<td>Information</td>
<td>519</td>
<td>Other Information Services</td>
<td>Informatics</td>
</tr>
<tr>
<td>Technology Services</td>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>Informatics</td>
</tr>
<tr>
<td>Information</td>
<td>5112</td>
<td>Software Publishers</td>
<td>Informatics</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>325</td>
<td>Chemical Manufacturing</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>339</td>
<td>Miscellaneous Manufacturing</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>423</td>
<td>Merchant Wholesalers, Durable Goods</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>424</td>
<td>Merchant Wholesalers, Nondurable Goods</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>425</td>
<td>Wholesale Electronic Markets and Agents and Brokers</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>561</td>
<td>Administrative and Support Services</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>561</td>
<td>Administrative and Support Services</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Pharmaceuticals</td>
<td>621</td>
<td>Ambulatory Health Care Services</td>
<td>Pharmaceuticals</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>221</td>
<td>Utilities</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>237</td>
<td>Heavy and Civil Engineering Construction</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>324</td>
<td>Petroleum and Coal Products Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>325</td>
<td>Chemical Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>326</td>
<td>Plastics and Rubber Products Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>327</td>
<td>Nonmetallic Mineral Product Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>327</td>
<td>Primary Metal Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>332</td>
<td>Fabricated Metal Product Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>333</td>
<td>Machinery Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>334</td>
<td>Computer and Electronic Product Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>335</td>
<td>Electrical Equipment, Appliance, and Component Manufacturing</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Renewable Energy</td>
<td>926</td>
<td>Administration of Economic Programs</td>
<td>Clean Green Technology</td>
</tr>
<tr>
<td>Technical and Research Services</td>
<td>518</td>
<td>Data Processing, Hosting, and Related Services</td>
<td>Informatics</td>
</tr>
<tr>
<td>Technical and Research Services</td>
<td>519</td>
<td>Other Information Services</td>
<td>Informatics</td>
</tr>
<tr>
<td>Technical and Research Services</td>
<td>541</td>
<td>Professional, Scientific, and Technical Services</td>
<td>Informatics</td>
</tr>
<tr>
<td>Technical and Research Services</td>
<td>621</td>
<td>Ambulatory Health Care Services</td>
<td>Informatics</td>
</tr>
</tbody>
</table>
Appendix C: Domain Name Availability

A domain name search of Go Daddy revealed the following URLs are available:

**Opportunity is Knocking**

<table>
<thead>
<tr>
<th>URL</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>opportunityisknocking.com</td>
<td>$2,710</td>
</tr>
<tr>
<td>opportunityisknocking.net</td>
<td>$12.99/yr</td>
</tr>
<tr>
<td>opportunityisknocking.org</td>
<td>$588</td>
</tr>
<tr>
<td>opportunityknocking.info</td>
<td>$0.89</td>
</tr>
<tr>
<td>opportunityknocking.net</td>
<td>$2,188</td>
</tr>
</tbody>
</table>

**Central Carolina Business Campus**

<table>
<thead>
<tr>
<th>URL</th>
<th>Price</th>
</tr>
</thead>
<tbody>
<tr>
<td>centralcarolinabusiness.info</td>
<td>$0.89</td>
</tr>
<tr>
<td>centralcarolinabusiness.net</td>
<td>$12.99/yr</td>
</tr>
<tr>
<td>centralcarolinabusiness.org</td>
<td>$14.99/yr</td>
</tr>
<tr>
<td>ccbusinesscampus.com</td>
<td>$10.69/yr</td>
</tr>
<tr>
<td>ccbusinesscampus.net</td>
<td>$12.99/yr</td>
</tr>
<tr>
<td>CCBcampus.com</td>
<td>$10.69/yr</td>
</tr>
<tr>
<td>CCBcampus.net</td>
<td>$12.99/yr</td>
</tr>
<tr>
<td>CCBcampus.org</td>
<td>$14.99/yr</td>
</tr>
<tr>
<td>SilerCCBC.com</td>
<td>$10.69/yr</td>
</tr>
<tr>
<td>SilerCCBC.net</td>
<td>$12.99/yr</td>
</tr>
<tr>
<td>SilerCCBC.org</td>
<td>$14.99/yr</td>
</tr>
</tbody>
</table>
Appendix D: Sample Mapping Strategies

Wake
http://www.raleigh-wake.org/home/
Flash maps on homepage

Wake Forest
http://www.discoverwakeforest.org/
Map included as part of banner, appears on every page
Savannah
http://sedab.org/savannah/130/interactive-map.html

- Interactive Map thumbnail used in global navigation
- Map can be customized with East Coast, Region, or Local view
- East Coast: click to add travel time, direct flights, rail, interstates
- Region: click to add colleges/universities, MSA, labor draw, interstates
- Local: click to add interstates/highway, port/airport, rail
- Sidebar includes facts about user's selections, i.e. “Labor Draw: The Savannah labor draw area consists of 11 counties, comprising an approximately 45-mile radius in both South Carolina and Georgia.”
Kilgore
http://www.kilgore-edc.com/

- Flash animated maps on homepage
- Each map rapidly reveals elements (region appears first, then Kilgore, highways, highway labels, etc.)
- Regional map and detailed local map including airport & industrial park
Chesterfield
http://www.chesterfieldbusiness.com/page.asp?id=37&t=Geographic_Location

- Homepage includes a clear link to maps on right sidebar
- Interior page shows position in the world with links to pages for other map views
- Views: North America, Continental US, Mid-Atlantic, Virginia, MSA

---

Business Starts Here

Chesterfield County, Virginia is a thriving, affluent, suburban community located in the Richmond, Virginia metropolitan area. Chesterfield is recognized for its prime mid-Atlantic location and a robust economy. It's a great place to start or grow a business. The climate in Chesterfield is business friendly, with a very competitive business tax environment and a government committed to economic development.

---

Geographic Location

Chesterfield County is ideally located in the mid-Atlantic region of the United States. This strategic location on the eastern seaboard is a valuable asset. It puts local businesses halfway between the markets of the north and south, within a one-day haul of 60% of the U.S. population, 50% of the nation's manufacturing operations, and 60% of the corporate headquarters in the country.

Chesterfield County is part of the Richmond-Petersburg MSA and is bounded by the cities of Richmond, Petersburg, Hopewell and Colonial Heights. Situated between the James and Appomattox Rivers, Chesterfield's land area totals 265,702 acres, or 448 square miles, and consists of a pleasant mix of suburban communities that are within a two-hour drive of Virginia beaches, the Blue Ridge Parkway, and Washington, D.C.
RTRP

- From the regional profile
- Pros: shows location globally and along the East Coast
- Cons: Very busy, may overwhelm the viewer
Appendix E: Inferred Site Map

Home

Who We Are
• Who We Are
• What We Do
• EDC Board:
  o Board Meeting Schedule & Agenda (blank page)
  o Board Minutes
• Opportunity Chatham
  o 2009 Breakfast
• Strategic Plan
• Office Location
• Contact

Quality of Life
• Quality of Life
• The Place
  o Strategic Location
  o Real Estate
  o Education
  o Health Care
  o Public Safety
  o Recreation
  o Climate
• The People
  o Unique Communities
  o Multifaceted Workforce (mentioned on main page, not listed on navigation bar and page not found)
  o Creative Culture
  o Agricultural Heritage
• Demographics

Business Climate
• Business Climate
• Economic Indicators
• Workforce
• Primary Industry Sectors
• Target Industry Clusters
• Local Business Directory
• Business Testimonials

Business Resources
• Business Resources
• Starting a Business (coming soon)
• Expanding a Business (coming soon)
• Relocating a Business
• Business Services Providers
  o Chatham County Service Providers (page not found)
• RTP & Piedmont Regional Service Providers
  • North Carolina Service Providers
  • Federal Service Providers
  • Industry Specific Service Providers
• Chatham Loan Fund
• Site Selection Resources
• Incentive Policies

News & Outreach
• News & Outreach
• Press Releases
• Recent News
• Business Spotlight
  • Olympic Steel & Zeus Metals
  • The Food Fairy
  • Carolina Buttercup Bakery
  • Floorazzo Tile
  • Mann’s Chapel Farm-To-Table Café
  • Uniboard USA LLC
• Presentations
• Accomplishments
• Meeting Calendar
• Newsletter Archive

Office Location

Contact Us
Appendix F: Business Retention Reporting
Among the past few years’ IEDC award winners, two organizations stood out for their business retention and reporting efforts. The summaries provided below have been pulled from their linked reports.

Valued Industry Program (VIP)
Lee’s Summit Economic Development Council, Lee’s Summit, MO
http://www.leessummit.org/documents/398901ce-a54d-4520-a4e2-c05238e9f688_2009%20VIP%20Report%20FINAL.pdf

• As part of its Valued Industry Program (VIP) the Lee’s Summit Economic Development Council (LSEDC) conducted a series of in-depth business interviews collecting quantitative and qualitative data to track status and identify needs and trends. The VIP initiative utilizes the Synchronist® Business Information System (SBIS), a sophisticated software tool. The SBIS program has the following benefits:
  o Maintains a detailed profile and contacts for each business
  o Serves as a company contact management database from which to track follow-up activities and results
  o Captures consistent results, reducing the existing business visit cycle and cost
  o Groups survey responses and spotlights issues to create an environment for business to succeed and grow
  o Analyzes survey responses to provide a score and value to the community, growth potential, satisfaction and retention risks
  o Gives LSEDC decision-makers critical insight about pending opportunities and needs
  o Allows data aggregation for policy research and trend analysis
• Reports produced every other year, results highlighted in a tri-fold brochure
Business Retention and Expansion Program (BREP)  
Economic Development Foundation of Brenham, Brenham, TX  

• In late 2006, the Economic Development Foundation of Brenham decided to undertake a Business Retention and Expansion Program (BREP) as part of its 2007 goals. With training and initial facilitation from the Lower Colorado River Authority department of Community and Economic Development, EDF formed a BREP committee to identify goals and strategies for the program.

• The EDF identified the need to better understand local business and industry as a key ingredient in the success of economic development in the community. One goal of the BREP committee was to identify strengths, weaknesses, needs, and opportunities of the business environment of the community. Once the data was collected, the committee would work to provide all available assistance to help the existing businesses expand and prosper. Another goal of the BREP was to promote the process that a solid community with healthy existing business will attract new business.

• The BREP committee decided to work with a two-pronged approach of personal interviews with major employers and an online survey available to all businesses. The committee participated in the first personal interview in late December 2006 and completed the last personal interview in October 2007, with the online interview form being accessible during the same time frame.

• The most recent report includes 31 pages of data and analysis, which includes a copy of the survey questions used to solicit that information.
Appendix G: Search Engine Optimization

Preliminary Keywords Recommendations

Affordable Triangle sites
Best Triangle sites
Carolina Business Campus
Central Carolina Business Campus
Chatham
Chatham business
Chatham economic development
Chatham green
Chatham properties
Chatham technology
Economic growth Carolina
Economic growth Triangle
Economic development Carolina
Economic development Triangle
Emerging high growth
Green cluster
Green workforce
High tech workforce
Innovative community
Innovative county
Innovative economic development
Innovative leader
Pharmaceutical cluster
Policy-driven development
RTP
Research Triangle
Research Triangle Park
Research Triangle Partnership
Research Triangle properties
Research Triangle Region
Site selection
Strategic
Strategic location
Triangle Park
Triangle sites
Triangle locations

Chatham Business: Top 10 Search Results via Google

1. Chatham Journal
2. Chatham Business Directory – Touch Local Business Finder
3. Chatham, NY – Chatham Business Alliance
4. Chatham Business Association Small Business Development Inc
5. Chatham County, NC
6. Chatham University | MBA Program
7. Chatham University | Center for Women’s Entrepreneurship
8. Triangle BizJournal | “Worker’s spark caused Chatham County courthouse fire”
9. Chathambc.com | Chatham County Small Business Center
10. DailyRecord | Boosting business in Chatham
OPPORTUNITY CHATHAM

A Five-Year Economic Growth and Prosperity Initiative 2010-2014
We are delighted to share with you a vision for Chatham County’s future that has been long in the making. In April 2007, the Chatham County Board of Commissioners contracted with UNC’s Center for Competitive Economies (C²E) to develop a smart and comprehensive economic development strategy.

The Center’s work was shaped by extensive public input and grounded in thorough economic research. C²E’s objective and policy-driven analysis was used to develop a plan that would help ensure that Chatham County’s strategic location between the Triad and the Research Triangle positions it as the preferred location for emerging-growth companies.

At a historic joint meeting in November 2008, the plan was endorsed by the Chatham County Board of Commissioners, along with the Town Boards of Goldston, Pittsboro and Siler City, and the Chatham County School Board.

The plan could not have come at a more critical time. Since the recession began in December 2007, almost 1,400 jobs have been lost in Siler City, Moncure and other areas in the county. In Siler City alone, over a million square feet of commercial space is vacant and unused.

We’re ready to turn things around. In the pages that follow, we detail how we’ll do that and more with Opportunity Chatham. This ambitious multi-year program will give Chatham County a competitive edge and ensure that we emerge on top as the economy rebounds. We need your help, and we hope you will join us.

Sincerely,

[Signatures]
The Research Triangle and Triad regions are expected to grow by more than 2 million people over the next 30 years. This growth is being driven by the state’s pro-business environment; in fact in 2008 alone, Chatham and its neighboring counties welcomed more than $1 billion in new investment and over 6,125 new jobs. However, less than five-percent of those jobs were created in Chatham County.

Economic development is a highly competitive process. Localities and regions are pursuing new jobs and investment through aggressive tactics to attract new businesses, support existing companies and develop new firms from the ground up. Other communities, both larger and smaller, have launched ambitious multi-year programs to gain a competitive advantage and to support future economic development.

Chatham has not been keeping up with the competition. That is about to change. The Chatham County Economic Development Corporation (EDC) is launching a new economic development initiative to ensure that our county is not only competitive with our immediate neighbors, but also with communities nationwide.

**Opportunity Chatham** is a five-year, $3.8 million public-private initiative that will give us the resources needed for strong, balanced economic growth. The county and towns have already committed more than half of the necessary funding, but we need your help to fully fund the plan.

We have a great opportunity and challenge ahead of us as we work to ensure that Chatham County is ready to capture our share of future growth.

We look forward to partnering with you.

Carol Straight
Chatham Hospital

Ricardo Hillmann
Uniboard USA

Introducing the **Opportunity Chatham** Capital Campaign

The Chatham County EDC developed **Opportunity Chatham** to ensure that every Chatham business, industry and individual benefits from new growth and prosperity.

The **Opportunity Chatham Capital Campaign** is a five-year, $3.8 million fundraising initiative. Funds will be used to attract new businesses and retain existing firms, while developing and nurturing entrepreneurs.

For the first time, this campaign provides an opportunity for the private sector to join the public in driving and capitalizing economic development. Local governments have already committed $2.3 million to the initiative. It is now up to other stakeholders, including the county’s businesses and residents, to help close the $1.5 million gap. We’re counting on you to help invest in Chatham’s future.
By creating 2,000 new jobs, **Opportunity Chatham** will increase consumer spending, employment, and earnings across all industries. For every direct job created, another 0.83 job will be added to the region’s economy. Every dollar earned from new jobs is expected to generate an additional $0.62 in earnings.

Adding new jobs will increase the region’s total payroll, which in turn will increase local consumer spending among various industries.

---

**Opportunity Chatham** is designed to improve the lives of all who live, work and have economic ties in Chatham County. Between 2010 and 2014, we seek to produce the following specific, measurable, and critical outcomes:

- 3,655 total new jobs
- $211 million in capital investment
- $116.7 million in total payroll
- $90.4 million in consumer expenditures
- 15% reduction in retail leakage ratio, currently at 55% leakage

### Economic Impact of New Jobs

<table>
<thead>
<tr>
<th>METRICS</th>
<th>DIRECT IMPACT</th>
<th>INDIRECT IMPACT</th>
<th>INDUCED IMPACT</th>
<th>TOTAL IMPACT</th>
</tr>
</thead>
<tbody>
<tr>
<td>JOBS</td>
<td>2,000</td>
<td>993</td>
<td>662</td>
<td>3,655</td>
</tr>
<tr>
<td>EARNINGS</td>
<td>$72,000,000</td>
<td>$33,574,644</td>
<td>$11,182,015</td>
<td>$116,756,659</td>
</tr>
<tr>
<td>OUTPUT</td>
<td>$744,086,200</td>
<td>$76,583,870</td>
<td>$45,493,330</td>
<td>$866,163,400</td>
</tr>
<tr>
<td>DISPOSABLE PERSONAL INCOME</td>
<td></td>
<td></td>
<td></td>
<td>$101,578,293</td>
</tr>
<tr>
<td>NET PERSONAL CONSUMPTION EXPENDITURES</td>
<td></td>
<td></td>
<td></td>
<td>$99,404,681</td>
</tr>
<tr>
<td>DEPOSIT POTENTIAL FOR AREA FINANCIAL INSTITUTIONS</td>
<td></td>
<td></td>
<td></td>
<td>$41,139,209</td>
</tr>
</tbody>
</table>

1. Direct Impact: Impact generated directly from the jobs created with the assistance of **Opportunity Chatham** program.

2. Indirect Impact: the changes in employment, income, and output (business sales) in various industry sectors of the local economy supplying goods and services to the companies that expanded.

3. Induced Impact: captures the ripple effect of increased household and/or institutional income.


6. Deposit Potential: Personal Savings Rate less Deposit Leakage Estimate with area turnover (Reserve Requirement Ratio)

---

### Projected Consumer Expenditures Among Local Industries

```
          .-------------     .-------------      .-------------    .-------------
          |              $17.27  |              $11.48  |              $9.58  |              $5.61  |
          | housing         transportation food personal insurance & pensions |
          .-------------     .-------------      .-------------    .-------------
          | $4.25           | $3.62           | $3.53           | $1.45           |
          | health care     | entertainment   | cash contributions apparel |
          .-------------     .-------------      .-------------    .-------------
          | $1.45           | $1.18           | $0.72           | $0.072          |
          | miscellaneous  | personal care   | alcoholic beverages tobacco products |
          .-------------     .-------------      .-------------    .-------------
          | $0.18           |                   |                   |                  |
          | reading         |                   |                   |                  |
```

0  5  10  15  20  25  30  millions

---

Chatham County, NC
NEW BUSINESS ATTRACTION + RECRUITMENT

To begin with, the Chatham County EDC will aggressively attract and recruit new businesses with a focus on the seven industry clusters in which the county is known to have a competitive advantage:

1. Architectural and engineering services
2. Technical and research services
3. Basic health services
4. Pharmaceuticals
5. Information services
6. Higher education and hospitals
7. Renewable energy

Chatham County has the necessary human capital in its resident workforce to support these targeted clusters, yet much of the power of this knowledge-based workforce is untapped, as 55 percent of residents commute outside the county for work.

PRIORITIES

- Actively market the county to prospective industry cluster targeted companies.
- Hire a cluster specialist to manage the cluster attraction program.
- Market the Central Carolina Business Campus in Siler City and other suitable properties for location of production facilities identified in the targeted industry cluster analysis.
- Work with private developers to explore the development of a RTP-branded emerging technologies park to attract footloose, mid-tech companies interested in locating in the Research Triangle region.

ANNUAL BUDGET $252,000
FIVE-YEAR BUDGET $1,260,000

EXISTING BUSINESS RETENTION + EXPANSION

Another major priority is to ensure that the Chatham County EDC strengthens its relationship with and assistance to existing county businesses. Accordingly, the EDC will work with all types of existing businesses, including four key industry clusters:

1. Packaged food products, including poultry
2. Concrete and brick building products
3. Nonresidential building products
4. Wood processing

PRIORITIES

- Develop and implement a proactive industry visitation, retention, and expansion program. Visit at least 100 businesses each year.
- Prioritize visits to companies identified as likely expansion prospects. Assist at least four business expansions each year.
- Tie expansion incentives to an average wage standard that is at least higher than the current county average and preferably higher than the state average.
- Form a community rapid response team to intervene when companies are considering downsizing or relocating their Chatham County operations.

ANNUAL BUDGET $155,000
FIVE-YEAR BUDGET $775,000
ENTREPRENEURSHIP

Chatham County has a strong entrepreneurial heritage. Local entrepreneurial firms range from specialty and packaged food product businesses to emerging areas such as the arts, sustainable agriculture, local food production, bio-fuels and renewable energy.

Central Carolina Community College has played an important role in spurring entrepreneurial activities in some of these areas. Still, limited capital access and other factors have curtailed expansion prospects for existing entrepreneurial companies and new business startups. **Opportunity Chatham** will focus entrepreneurship efforts around five key areas:

1. Education
2. Training and technical assistance
3. Access to capital
4. Access to support networks
5. Improving entrepreneurial culture

PRIORITIES

- Organize support network(s) of entrepreneurs in similar businesses and allow the focus of the networks to be driven by entrepreneurs.
- Develop an entrepreneurial council comprised of potential angel investors, experienced entrepreneurs, business assistance entities, and finance organizations to support early-stage entrepreneurs.
- Connect at least 60 aspiring entrepreneurs to technical and training assistance programs and to potential capital sources each year.
- Develop an economic “gardening” program to nurture entrepreneurs by providing information, resources, and formal connections to help them succeed.
- Determine the feasibility of a business incubator facility.

**ANNUAL BUDGET** $130,000  
**FIVE-YEAR BUDGET** $650,000

OPPORTUNITY FUND

During the life of this five-year initiative, it is likely that unforeseen opportunities and challenges will arise. The Chatham County EDC must be in a position to respond effectively. Establishing an Opportunity Fund will make this possible.

The fund will support projects that offer an immediate, positive impact on our community such as matching dollars to close a deal, money for specific infrastructure gaps, or discretionary funds to address pressing community needs.

**ANNUAL BUDGET** $100,000  
**FIVE-YEAR BUDGET** $500,000
COMMUNITY DEVELOPMENT: QUALITY OF PLACE + INFRASTRUCTURE

Encouraging business and job growth is dependent on a variety of factors, such as quality of place, infrastructure, workforce development, and business climate. Although not charged with direct responsibility for these, the Chatham County EDC has a role to play – as a strong advocate, convener, and facilitator for preserving the county’s unique character while encouraging its growth. In the first five years, the EDC will focus on:

1. Community development
2. Small area planning
3. Recreational development
4. Retail and restaurants
5. Infrastructure

PRIORITIES

- Hire a community development professional to manage the EDC’s efforts.
- Engage in small-area planning in unincorporated areas such as Moncure and Bear Creek to build upon community preferences in economic development and planning.
- Work with towns to develop a Main Street-style downtown development program.
- Identify and zone special, small-scale commercial nodes near Jordan Lake and other recreational sites. Expand connectivity of greenways, trails, and bike paths to downtowns and residential areas.
- Ensure information technology, natural gas, utilities, water, sewer, and transit infrastructure are adequate to support existing and planned development.
- Gain a competitive advantage by developing a world-class information technology infrastructure in the Central Carolina Business Campus and prospective technology park.

ANNUAL BUDGET $85,000
FIVE-YEAR BUDGET $425,000

INVESTOR RELATIONS

To maintain investor confidence in the initiative, the Chatham County EDC is committed to transparency, communications, and accountability. Business and elected leaders will play a key role in ensuring that Opportunity Chatham is on task, on time, and on budget.

The EDC President will manage the Investor Relations program, working closely with a steering committee that will include individuals whose financial investment clearly establishes their commitment to the program’s success.

PRIORITIES

- Establishing a steering committee to periodically review the progress of the program and endorse or alter its direction.
- Reporting progress to all investors and stakeholders on a quarterly basis.
- Hosting an annual Opportunity Chatham meeting to update investors at all levels on the EDC’s work and results.
- Leveraging investors as a think-tank resource to support professional staff on program implementation and other community issues.

ANNUAL BUDGET $40,000
FIVE-YEAR BUDGET $200,000
opportunity is knocking!
BIBLIOGRAPHY


“Chatham County Economic Development Corporation.” LinkedIn. http://www.linkedin.com/companies/chatham-county-economic-development-corporation?trk=co_search_results&goback=%2Eps_c1270456385424_1


“Inviting People to Join Group – Owner/Manager Instructions.” LinkedIn. http://linkedin.custhelp.com/cgi-bin/linkedin.cfg/php/enduser/std_adp.php?p_faqid=206&$p_created=1204047866&$p_sid=^ARcvDYje$&p_accessibility=0&$p_redirect=&$p_lva=&$p_sp=cF9zcmNoPTEmcF9zbi3J0X2J15zPSZwX2yWRz3f0PSZwX3jvd19jb nQ9MjM2LDiizNiZwX3Byb2RzPTAmcF9jYXRzPSZwX3B2PSZwX2N2PSZwX3BhZ2U9MSZwX3NIYJjaF9 0ZXhOPWdlyb3Vv&$p_l=&$p_topview=1

“Join ICSC.” ICSC. http://www.isc.org/about/join.php


“Who We Are.” Chatham County Economic Development Corporation. http://www.chathamedc.org/who-we-are