

COUNTY COUNCIL OF BEAUFORT COUNTY BEAUFORT COUNTY PLANNING DIVISION

Multi-Government Center • 100 Ribaut Road, Room 115 Post Office Drawer 1228, Beaufort SC 29901-1228 Phone: (843) 255-2140 • FAX: (843) 255-9432

SPECIAL PLANNING COMMISSION WORKSHOP

Monday, June 1, 2015 6:00 p.m.

Executive Conference Room #170, Administration Building 100 Ribaut Road, Beaufort, South Carolina

In accordance with South Carolina Code of Laws, 1976, Section 30-4-80(d), as amended, all local media was duly notified of the time, date, place and agenda of this meeting.

- 1. SPECIAL COMMISSIONER'S WORKSHOP 6:00 P.M.
- 2. CALL TO ORDER 6:00 P.M.
- 3. PLEDGE OF ALLEGIANCE
- 4. PUBLIC COMMENT ON NON-AGENDA ITEMS
- 5. DISCUSS CHAPTER 7—ECONOMIC DEVELOPMENT OF THE BEAUFORT COUNTY COMPREHENSIVE PLAN (backup)
- 6. OTHER BUSINESS
 - A. Next Scheduled Special Meeting to review the Beaufort County Comprehensive Plan: Tuesday, June 9, 2015, at 5:30 p.m. in Executive Conference Room #170, County Administration Building, 100 Ribaut Road, Beaufort, SC
 - B. Next Scheduled Commission Meeting: Monday, July 6, 2015, at 6:00 p.m. in Council Chambers, County Administration Building, 100 Ribaut Road, Beaufort, SC
- 7. ADJOURNMENT









MARKETING REVIEW

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

January 10, 2014



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Lowcountry Economic Alliance Marketing Review

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

BRANDING

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



Right Place, Right People, Right Time

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



HILTON HEAD ISLAND



HILTON HEAD ISLAND-BLUFFTON CHAMBER OF COMMERCE



BLUFFTON

Biscover something wonderful



the paradise beyond

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



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



WEBSITE

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

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

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



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

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

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

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

SOCIAL MEDIA

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

COLLATERAL

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

MEDIA RELATIONS

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

VDVERTISEMENTS

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

DIRECT SALES

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

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



ORGANIZATIONAL STRUCTURE & BUDGET

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

ECONOMIC DEVELOPMENT STRATEGY IMPLEMENTATION

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

2012 TARGETED ECONOMIC DEVELOPMENT STRATEGY MARKETING IMPLEMENTATION

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

Competitor Marketing Review

CHARLESTON, SC



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

MESSAGING

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

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

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

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

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

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

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

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

BEST PRACTICES

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

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

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

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

www.CharlestonRegionalData.com



MYRTLE BEACH, SC



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

MESSAGING

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

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

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

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

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

"Abundant and robust telecommunications infrastructure is in place and immediately available."

"Myrtle Beach has numerous existing and easily adaptable buildings."

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

"Electrical and construction costs are lower than the national average."

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

BEST PRACTICES

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



SAVANNAH, GA



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

MESSAGING

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

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

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

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

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

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

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

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

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

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

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

BEST PRACTICES

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

Competitive Assessment Update

INTRODUCTION

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

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

Between 2009 and 2012, Lowcountry's gross

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

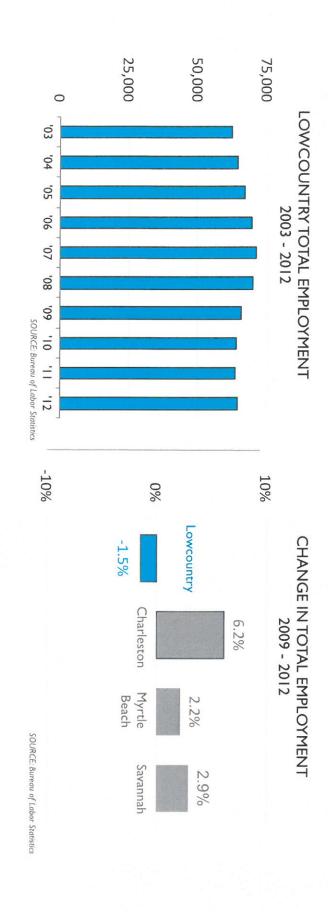
three years. Still, due to the lower number of employment residents in the Lowcountry, median household income has declined approximately 1,000 fewer jobs in the Lowcountry than in 2009. Average annual salaries in the Lowcountry have risen during the past The increase in Lowcountry's discouraged workers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

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

TOTAL EMPLOYMENT

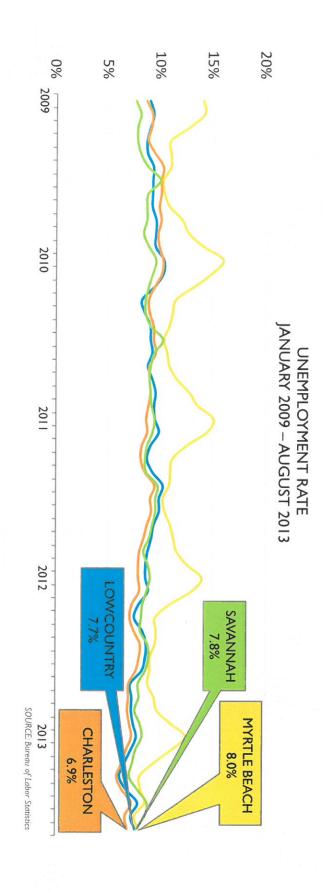
resumed in 2012. employment losses. Between 2007 and 2011, employment in the Lowcountry fell more than 10%. Employment growth in the Lowcountry Lowcountry's employment increased nearly 14% to more than 71,000. The onset of the recession, however, ushered in an era of Employment trends in the Lowcountry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

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



UNEMPLOYMENT

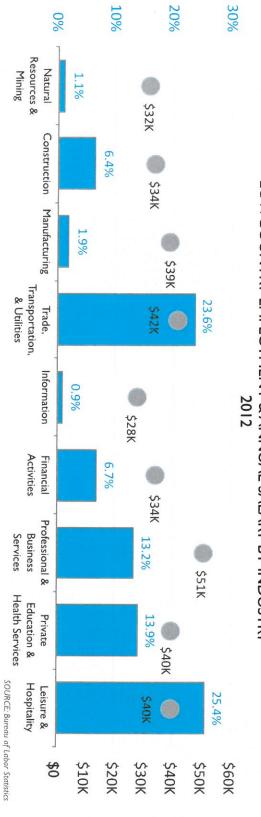
has the lowest unemployment rate, at 6.9%. unemployment rate is lower than the unemployment rate in both Savannah and Myrtle Beach. Among the benchmark regions, Charleston After peaking at 10.3% in January 2010, the Lowcountry's unemployment rate has steadily declined. At 7.7%, the Lowcountry's current



EMPLOYMENT BY INDUSTRY

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

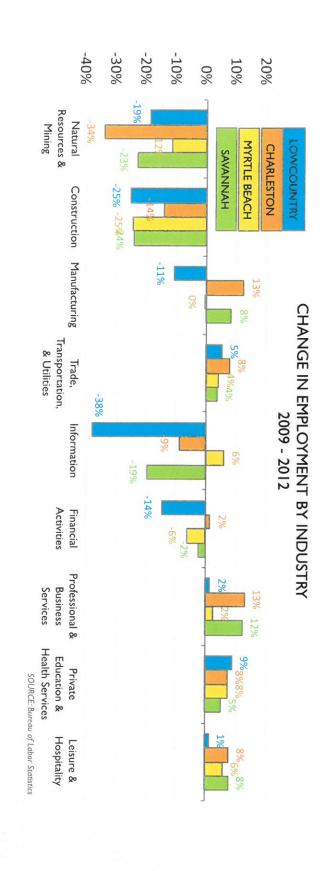
LOWCOUNTRY EMPLOYMENT & ANNUAL SALARY BY INDUSTRY



EMPLOYMENT BY INDUSTRY (continued)

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

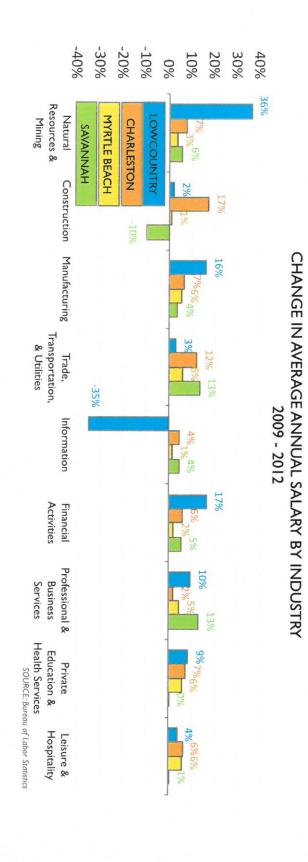
a Lowcountry firm out of the Information classification. The apparent decline in Lowcountry's Information sector does not reflect actual jobs losses. Instead, the decline reflects the reclassification of



EMPLOYMENT BY INDUSTRY (continued)

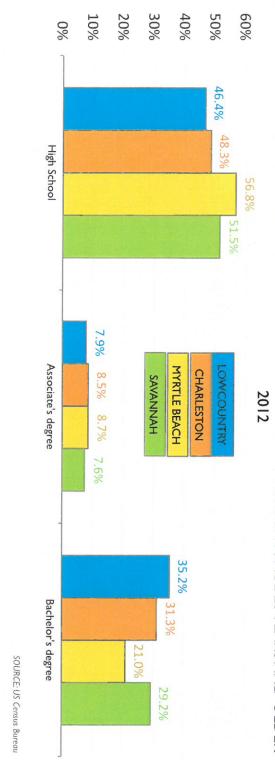
gains made in all benchmark regions. Myrtle Beach, and Savannah. Private Education & Health Services average annual wages increased 9% in the Lowcountry, besting the wages for Financial Services and Manufacturing increased 17% and 16% respectively, exceeding the gains posted by Charleston, Resources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

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



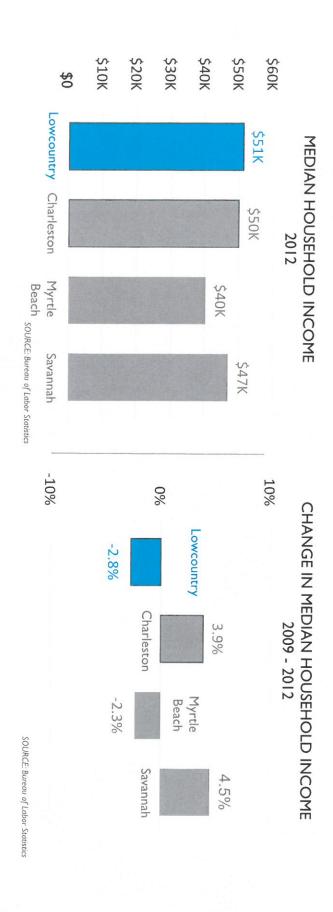
regions, high school is the highest level of educational attainment for a higher proportion of residents. school is the highest level of educational attainment for less than 47% of Lowcountry residents age 25 and older. In all benchmark and Myrtle Beach (given the higher proportion of Lowcountry residents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

HIGHEST LEVEL OF EDUCATIONAL ATTAINMENT AMONG RESIDENTS AGE 25 YEARS AND OLDER



MEDIAN HOUSEHOLD INCOME

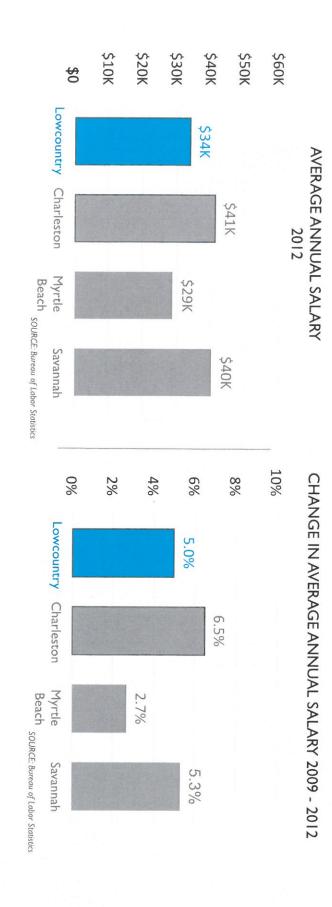
median household income declined 2.8% between 2009 and 2012. Median household income increased in Charleston and Savannah. Lowcountry's median household income is \$51,000, higher than in Charleston, Myrtle Beach, and Charleston. However, the Lowcountry's



AVERAGE ANNUAL SALARY

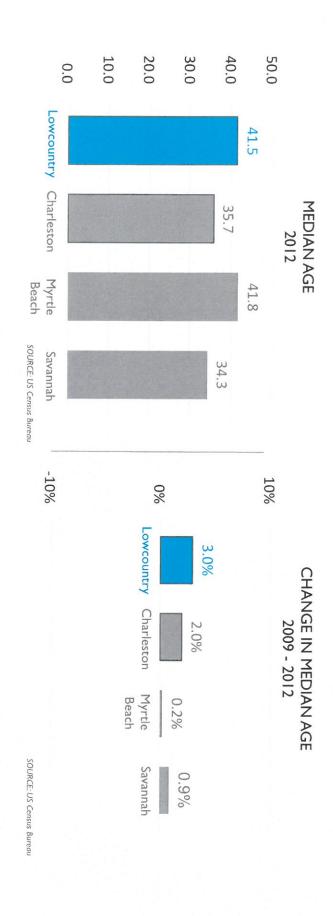
increases in the Lowcountry's average annual salary have also trailed the gains enjoyed by Charleston and Savannah. At \$34,000, the average annual salary in Lowcountry is lower than in both Charleston and Savannah. Between 2009 and 2012,

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



MEDIAN AGE

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



COMPETITIVE ADVANTAGES LOWCOUNTRY

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

LOCATION

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

QUALITY OF LIFE

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

ENTREPRENEURIAL

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

UNTAPPED POTENTIAL

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

Since 2009, Lowcountry employment in health care and social assistance **HEALTHCARE & BIOMEDICAL** No Progress TARGET INDUSTRY PERFORMANCE Partial Progress Progress

manufactured in the Hilton Head MSA increased 13.2% (compared to the manufacturing sector rebounded in 2012. The value of goods has increased 9.3% (compared to the US average of 5.6%). These gains US average of 7.6%) and manufacturing employment increased nearly After lackluster performance in the wake of the recession, the Lowcountry's LIGHT MANUFACTURING & ASSEMBLY (physicians, dentists, outpatient care centers), which has added more than have been driven by job growth in ambulatory health care services 300 jobs since 2009.

Transportation & Warehousing employment in Beaufort declined nearly LOGISTICS & DISTRIBUTION

1.9% (compared to the US average of 1.7%).

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

increases in the office administrative support services during the past few during the past decade. Although the Lowcountry experienced employment Employment in administrative support services has essentially remained flat

BACK OFFICE & IT

Employment in most other sectors has remained stagnant.

years, the number of such positions remains lower than 2002 levels