



Why Solano? ➤

Working Papers

Moving Solano Forward—Phase II

Task 2: Corridor Vision & Development

Task 2.5: Concepts & Opportunities for Corridor Marketing

April 2016

Identity Research

This study was prepared under contract with Solano County, California, with financial support from the Office of Economic Adjustment, Department of Defense. The content reflects the view of the County of Solano and its participating Partners and does not necessarily reflect the views of the Office of Economic Adjustment. January 2017

Moving Solano Forward - Phase II

Task 2: Corridor Vision & Development

Task 2.5 - Concepts & Opportunities for Corridor
Marketing

MSF II Task 2: Corridor Vision & Development

Identity Research.....	1
Representative Survey Responses	3
Web Research.....	13

Appendix

A. Perception Survey

B. Economic Development Survey

MSF II Task 2: Corridor Vision & Development

Task 2.5 – Identify concepts and opportunities that can be used to market the corridors, marketing tools and tactics.

IDENTITY RESEARCH

The initial step for Task 2.5 was research. A perception survey was sent to the Stakeholder Task Force, county supervisors, city mayors and the EDC board of directors with a total of 49 responses.

The purpose of the perception survey was to get a broad understanding of the stakeholders' perception of Solano County around key elements for building and leveraging a business marketing identity that can be used in creating the look, feel and messaging for marketing. This was then tested against how the external market might perceive Solano County.

The **Identity Pie** on the next page highlights the perception responses. The top side of the pie represents Solano County's **Value Proposition** (the qualities that make Solano County attractive to businesses), while the bottom represents **Identity** (who we are).

The **Perception Survey** is included in the Appendix and representative responses are included in this document for further review.

As part of the identity research, a website review was conducted to understand branding and messaging of the county and each city. Screen shots of each of these sites are included with this document. This information also helps in bringing pieces together for a business look and feel that represents everyone.

As part of the Task 2.5 research and part of *Task 6.1 – Resources being used for Economic Development Ac-*

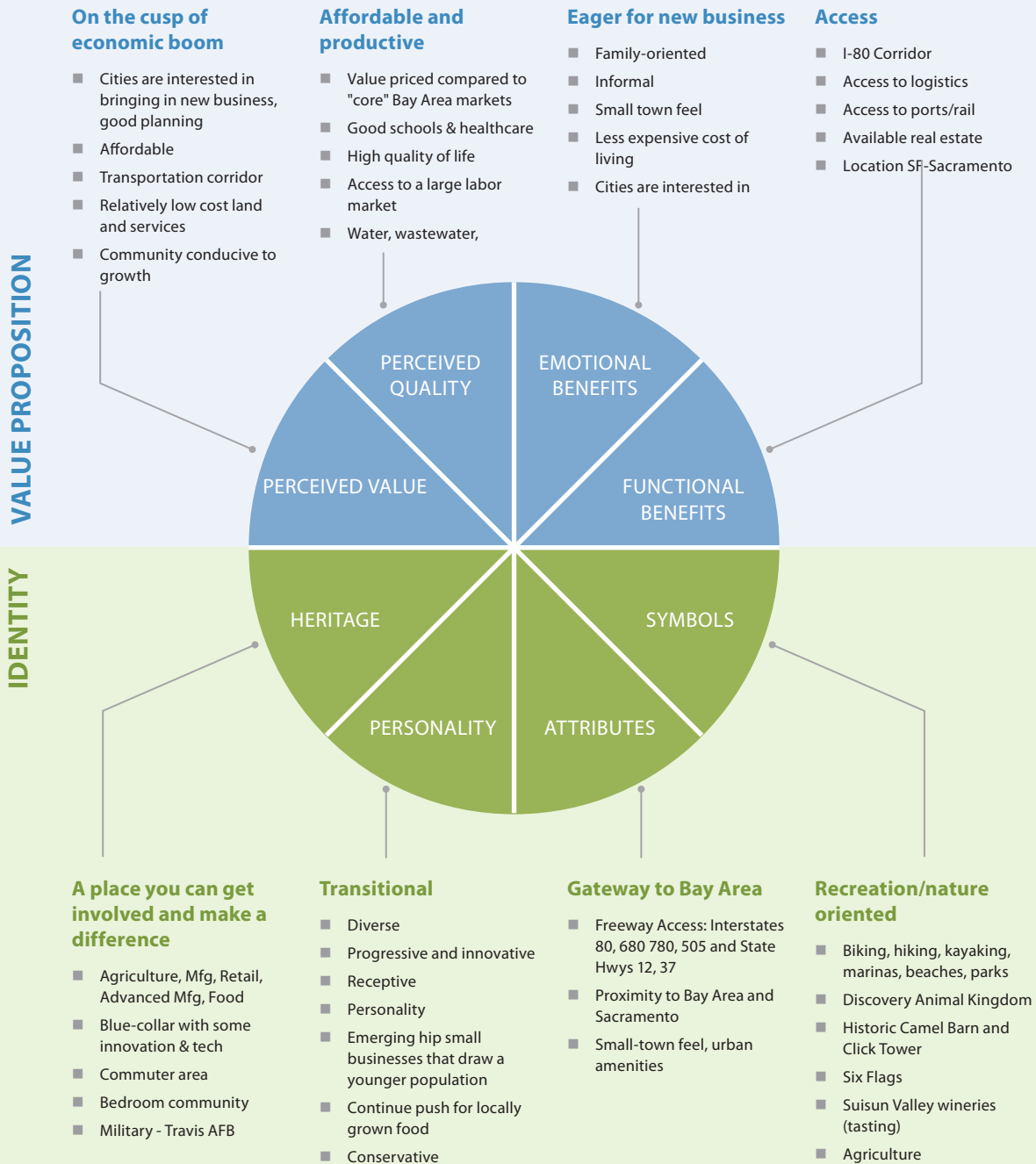
tivities, each city was sent a separate survey to provide background on their cities and their marketing tactics and tools. All data and materials are being reviewed by the design and strategy team to be used in creating countywide marketing concepts, economic development tools and strategy development. The **Economic Development Survey** is also included in the Appendix.

The intent of this report is to provide background on responses and progress towards creating the concepts and messaging.

KEY TAKE-AWAYS FROM RESPONSES:

- VISITORS – Tourism & Visitors Bureaus should hear what we tell visitors.
- MESSAGING – Consistent business messaging needed to support the value proposition (it's not "central location").
- GENERAL PERCEPTION – Stakeholders think Solano County has negative image or is known for I-80 and traffic congestion.
- EDUCATION – Negative responses to K-12, positive to higher ed. Data needed.
- BUSINESS PERCEPTION – Business perception seen as more favorable, with concerns about traffic congestion.
- PROOF POINTS – Positive factors (affordability, workforce) need factual support.
- OVERALL – Solano County is a hidden, unknown, overlooked gem, with diversity and beauty. Tell the Solano story.
- MARKETING NEEDS – Key messages, maps, proximity to market, trade, tell a business story, videos.

BRAND IDENTITY PIE



IDENTITY PIE ► These Solano County attributes were derived from the Perception Survey of stakeholders. The survey results are summarized on the following pages and the survey is in the Appendix.

REPRESENTATIVE SURVEY RESPONSES

A representative sampling of stakeholder responses to the Perception Survey is presented here and on the following pages. The survey is in the Appendix. The responses are organized by 1) Perception, 2) Solano Persona, 3) Solano Business Advantage, 4) Lifestyle.

1. PERCEPTION

DESCRIBE TO A VISITOR ► 1. How do you describe Solano County to a visitor when someone asks?

- Between SF and Sac, next to Napa, great location.
- Diverse, friendly. Great place to live.
- Commuter area, agriculture-based.
- A beautiful extension of the SF Bay Area.
- Solano County is a suburban county between San Francisco and Sacramento. It is a home to many diverse industries and agricultural uses. It is a good place to live and has everything you would need to live, work and play.
- Beautiful communities located between SF Bay and Capitol.
- Centrally located to the Bay Area, Sacramento , Wine Country and Sierra Nevada Mountains.
- It's a county filled with cities that have that small town feel , but we also have a lot of industry. Easy to get to the ocean, easy to get to the mountains.
- A beautiful place with lots of fun things to do. You can go wine tasting, visit the fruit stands, hike or enjoy a kayak ride. Napa is just a short drive away.
- The little brother to the Napa Valley.
- Has so much to offer to families, quality education, and to businesses. From the business view, Solano County is the hub of the huge wagon wheel. Sacramento (north), San Jose (south), San Francisco (west) and Stockton (east), with all the other very productive cities as the other spokes.
- A great place to live! Affordable, great weather and convenient access to beaches, mountains, and everything in between.
- I point out a waterfront city with a dynamic art community, California history and a vibrant Downtown.
- Centrally located, located to great destinations ocean, mountains, Wine Country.
- The best kept hidden secret, halfway between San Francisco and Sacramento.

1. PERCEPTION (CONT.)

DESCRIBE TO A BUSINESS ► 2. How do you describe Solano County to a business when someone asks?

- A lower cost place to do business, with good forward planning on utilities and infrastructure.
- Solano County has a lot of different types of business opportunities within the cities and the County.
- Includes a group of people who truly care about its success.
- Fertile ground.
- Close to the east Bay not as expensive.
- Solano County has an excellent business climate. We have land, transportation, relatively low cost land and services, and high quality of life. We have great access to the I-80 corridor, as well as rail and marine access.
- Agriculture and manufacturing based industries with good interstate access.
- Solano County provides very affordable real estate compared to the core Bay Area and surrounding markets, access to a well trained workforce with incentives and programs to assist with hiring, easy access to any part of the US and ports via the strategic freeway systems, very pro-business city governments, abundant high quality water and large sewer capacity (namely in Fairfield) due to high-tech water and sewer treatment facilities, and opportunities for future growth (available land).
- Helpful government open to new ideas, convenience in applications, accessible rail, road.
- We have a robust workforce and a very diverse business community. Skilled workers are available in a regional workforce made up of Solano, Contra Costa, Napa, Sacramento and Yolo counties. The location gives your business access to the SF Bay Area, East Bay, North Bay and Sacramento. It's a great place for families.
- Receptive, innovative.
- A great place to do business with a lot of untapped resources available.
- A diverse and progressive community that has strong roots in agriculture and is a great place to live and work. Centrally located between the Bay and Delta regions; forward thinking opinion leaders.
- Diverse business base made up of many small businesses. Large employers focused on food and agriculture, advanced manufacturing and health care (i.e. Jelly Belly, UC Davis, Anheuser Busch, Six Flags, Factory Outlet stores and Travis Air Force Base).
- The strong relationship with Travis AFB and why that's important; the cooperative relationships at city, county levels. The strong biotech, health care and retail presence in certain areas of the county. The unique spaces, the number of colleges, the private / public focus on economic development. (What I don't usually mention is the k-12 school systems – unless I'm asked).

FIRST REACTIONS ► 3. When you tell people where you are from what is their first reaction? (What do they say to you?)

- Nine out of 10 times I get a negative reaction; Solano does not have a good reputation, based on people I've spoken to it. Everyone always says how "quaint" and special Benicia is. Some people love the marina which is recognized by sailors as one of the best and most people see Solano County as sprawl, tacky, commercial. A few recognize the agriculture and growing wine business. Others feel that we are not "Bay Area". People have also commented on the hierarchical decision making of governance in the county which makes it seem backwards and reactionary.
- I drove through there on my way to...
- Bankruptcy, crime. Blessed to have a gorgeous water front. The best weather. Located at the heart of the Bay Area, near Napa and Sacramento.
- The old Nut Tree location. The Air Force community.
- Is there anything to do there? It is not interesting, there's too much traffic and no reason to visit. Bedroom suburb. Is it safe?
- Where is that? (further explained; the place between San Francisco and Sacramento)
- My friends back east say lucky!
- Ugh. Traffic.

1. PERCEPTION (CONT.)

WHY SOLANO COUNTY ► 4. Are you ever asked why you located in Solano County (or one of the cities)?

YES 

NO 

OTHERS' PERCEPTIONS ► 5. In your experience what are people's perception of Solano County? Please specify (such as too much traffic, cool places off the road, Jelly Belly):

- There is not much of an identity.
- If they do not live here I think they generally do not have a perception.
- Most people think of Solano County because it is a gateway to the Bay Area. They know about Budweiser and Jelly Belly, and Discovery Animal Kingdom.
- Too much crime, transient town, bad education.
- Unaware of its existence and proximity to the Bay Area and Napa.
- Home of Jelly Belly and AB Brewery.
- Bucolic not sophisticated.
- Traffic congestion.
- A lot of agriculture, nice place to live, good location between Sacramento and SF.
- Rural, blue collar suburbia.
- Generally people think of Solano as I-80 which looks hodgepodge and tacky. They note that there are few good restaurants and it is mostly chain and fast food places. But once off I-80 there is real appreciation of the agriculture, the potential hiking and biking, the interesting businesses and art and that there is a "there" here.
- Friendly, affordable, much richer in amenities than what you see from the freeway.
- I don't usually hear people's perception of the County very often, but I mostly hear about the agriculture.

BUSINESSES' PERCEPTIONS ► 6. Is there a different business perception?

- Businesses that are located are generally happy with the business climate, have some concerns about the quality of the workforce.
- Most business contacts mention the close proximity to the Bay Area, and transportation access for goods and services.
- Cheap land, but never considered it.
- Businesses take a larger view of where Solano fits into the Bay Area and NorCal.
- Surprised to hear what's here, assume everyone commutes.
- Yes, some businesses really love it here, those who are not here, don't know much if anything about us.
- The businesses don't know the benefits of the County location and how really accessible it is for incoming and outgoing of their products. They still feel they need to be in the location of the 'big guys' whatever the expense, bottom line at end of year, Solano County location can provide a better net profit.
- Traffic is a concern but the area needs more skilled workers.
- I think so. Some areas of the county are not perceived as "business friendly". Some businesses don't feel there's enough upscale (executive) housing available.

2. SOLANO PERSONA



COUNTY IN GENERAL ▶ 7. *What adjectives would you use to describe Solano County?*

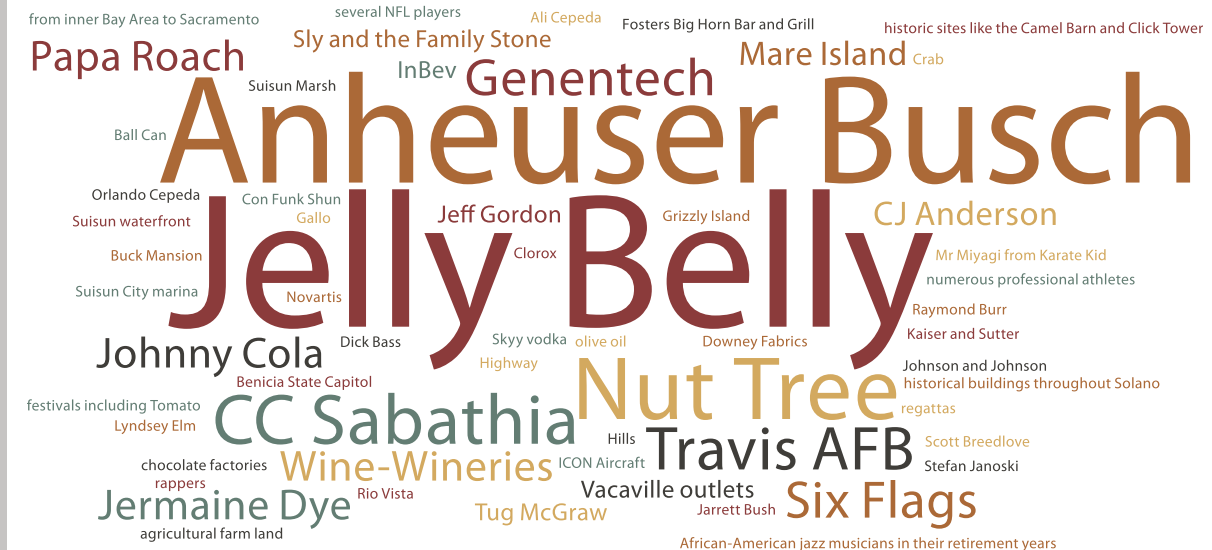
The largest words in this word cloud were most frequently used to describe Solano County.



BUSINESS ► 8. *What is the one word you would use to describe Solano County as a place to do business?*

The largest words in this word cloud were most frequently used to describe Solano County as a place to do business.

2. SOLANO PERSONA (CONT.)



LOCAL ICONS ► 9. Are there any well-known icons? (ex: home to a rock star or athlete, prominent author, infamous celebrity, world-renowned brewery, well-know building, etc.)?

The largest words in this word cloud were the most frequently mentioned icons. Note: "Anheuser Busch" and "Budweiser" were combined for space; All references to "wine" and "wineries" were also combined.

3. BUSINESS ADVANTAGE

UNIQUE BUSINESS ASSETS ► 10. What do you feel are unique assets that distinguish Solano County's cities from a business perspective?

- Water, wastewater, affordable, good planning, close to ports, transportation, access to markets, can draw labor from wide area.
- Good business climate in all the cities and the County, and good access to transportation for goods and services.
- TAFB provides additional attraction for the right DOD contractor. Logistically it's centrally located to trucking/distribution may play a key role. Land development opportunities. Inexpensive labor for the right type of business.
- Great access to I-80/I-505; cheap and abundant land, high quality of life, low cost.
- Supportive business environment.
- Diversity of opportunities, home options, centrally located in the Bay Area - Sacramento regions.
- Lack of urban headaches, distinct cities with open space in between, each has their own character.
- It depends on the type of business, the demographics are different in many communities.
- Business friendly environment.
- Quality of life for employees.
- Potential to grow.
- Accessibility; affordability; large employee pool.
- Water and wastewater capacity, great access to rail and highway transportation, low cost of living.
- Proximity to Bay Area and Sacramento. Access to talent coming from UC Davis.
- Open to doing business with you.
- World renowned University, land specifically agricultural land, Travis, I-80, waterfronts.
- Each city has unique features and benefits – typically they are not in competition for projects.

WHY LOCATE HERE? ► 11. In your mind, why would a business like to be located in Solano County's cities?

- Access to logistics.
- Good location, affordable, utilities, labor, stable governments.
- Cheaper than the Bay Area but still close, better quality of life.
- Ready workforce, supportive industry and resources.
- Alternative to Bay Area.
- Low cost of living, labor pool, proximity to Bay Area, lower land/building fees; lease rates compared to Bay Area.
- Cooperative environment, succeeding together.
- Easy to get sited, easy to build, affordable, collaborative government.
- Proximity to the Bay/Delta, on the I-80 corridor, diversity, major highways/good transportation, great EDC leadership!
- Freeway Access 80/680/12/505, Affordability, Proximity to Bay Area/Sacramento/Tahoe etc.

OTHERS' PERCEPTIONS OF BUSINESS ENVIRONMENT ► 12. How do you think OTHERS perceive Solano County's cities as a business location?

- Not the first choice.
- Where is it?
- Unknowing of cities' attributes.
- Low cost alternative to surrounding Bay Area communities.
- The business climate is well received but geographically it's sometimes a challenge.
- Perhaps secondary Bay Area market with bad schools.
- Too small, unsophisticated, rural.
- Central location but currently more of a bedroom area.

3. BUSINESS ADVANTAGE (CONT.)

5-YEAR VISION ► 13. What should Solano County business landscape look like in five years? In ten years?

- More local jobs, less commuting out, higher paying jobs, robust business climate.
- A lot more high-tech industries and job market for local cities to attract.
- A county where each city offers a bustling downtown area; where people from other counties visit to shop, see shows, and eat here.
- More small businesses filling empty store fronts.
- More food processing.
- More pink & white collar "industries."
- More industrial and high tech.
- Growing new and improved value added businesses/industry.
- Focus on industry's that can compete with Bay Area and Central Valley (Manufacturing/Industrial).
- Higher buildings versus warehouse boxes.
- Continue to work towards diversifying the business landscape.
- Up and coming place for manufacturing and ag sectors.
- Growing in biotech manufacturing, agriculture, health care, education.
- Growing wine and food manufacturing.
- Since the Bay Area is expanding Solano is a natural place to attract business and vitality.
- More manufacturing, light industrial.
- More farm to table, local, sustainable.
- Build supply chain around Icon and Bio-Tech.
- Stronger light industrial base. Stronger creative class types of businesses especially for areas along train corridor.
- A diverse portfolio of 21st century businesses that offer many opportunities in light Manufacturing/light industry/Higher education/health care.
- More bio, more wine and craft beer related.

WORKFORCE ► 14. How would you describe the workforce to a business looking in Solano County?

- Diverse and educated.
- In general I believe the workforce is good, but we need better job training for the younger workforce for local jobs, a talented workforce commutes out of the County that can be tapped.
- Not too strong - most people work out of our county.
- Affordable labor, medium skill level.
- Available, motivated, accessible, seeking local versus commutable employment.
- Willing and eager, but not overly technical .
- Large force of both skilled and unskilled labor.
- Many high quality professionals, trades. Also large population is educated and AA college.
- Eager.
- Plenty of entry-level to mid-level employees.

BUSINESS FRIENDLY ► 15. Is Solano County business-friendly?

YES 

NO 

Several others either said "it depends" or offered examples of business locations.

4. LIFESTYLE

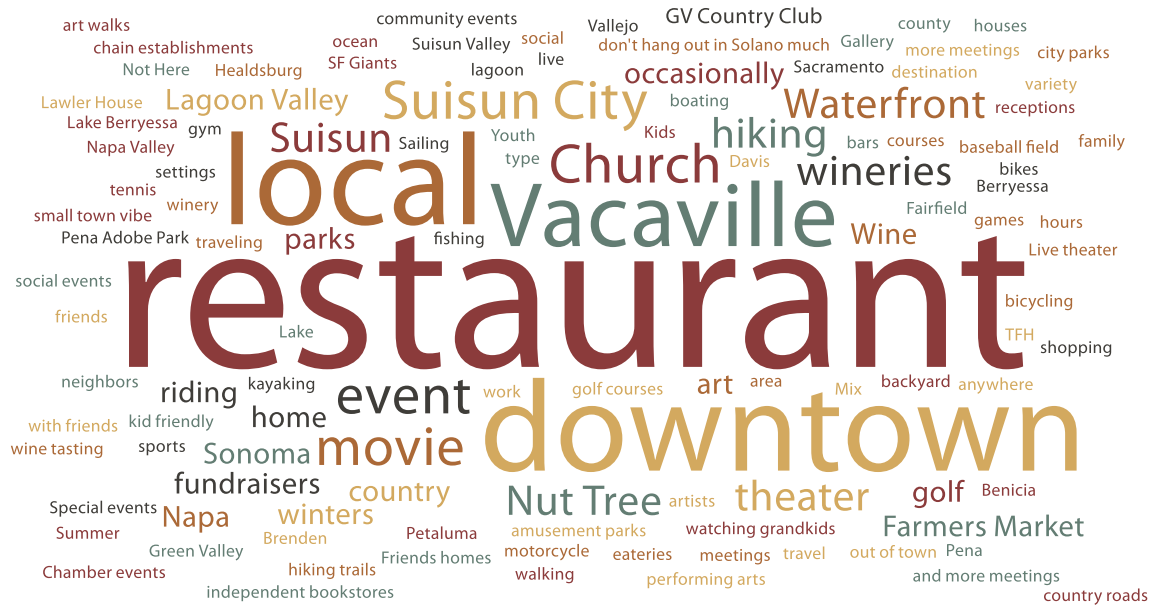
EDUCATION ► 16. How would you describe the quality of schools and colleges in Solano County?

- Good elementary schools, public 7-12 grades need some improvement, good private options, good community college, and several good universities, Touro, Cal Maritime.
- The schools are getting better to serve the growing need of work force by going to Solano Community College and nearby U.C. Davis.
- From K-12, awful. The education system is very poor and does not prepare students for college. From college up – excellent. We are a college county, from SCC to Touro University.
- Great opportunities have recently become available in Vallejo schools.
- Average but on the rise.
- Ok, this is an area where we need to improve.
- Some good, some not good.
- Very good.
- Average, compared to the local schools. Below par compared to other areas in the US I have lived.
- Touro is up and coming. Cal Maritime is small but impressive. Solano is a JC with great opportunities (aerospace and bio med).
- Above average but not outstanding.

QUALITY OF LIFE ► 17. What is it about the quality of life that you most enjoy?

- Ag-based, friendly people.
- Open space, farms, good recreational opportunities, close to world class designations.
- Family friendly, strong faith-based community.
- Affordable living. Close to larger cities that offer additional entertainment options.
- Location gives access to SF, the Pacific Coast, to Wine Country, to Central Valley, and to Sierra. Allows for multiple interests/pursuits.
- I most enjoy being close to so many leisurely activities, from the snow, to the beach, to Wine Country, to sporting events, and more, without having to deal with the traffic associated with metropolitan communities.
- Open space, small town feel, trails.
- Walks along the water front, theaters, dining in local restaurants.
- Climate, safety, great place to raise a family, close proximity to various activities.
- The quality of the people and my home.

4. LIFESTYLE (CONT.)



THINGS TO DO ► 18. Where do you "hang out" on weekends or during evening hours (other than home)?

The largest words in this were most frequently mentioned.

4. LIFESTYLE (CONT.)

DESIRED IMAGE ► 19. What image would you like people (in the Bay Area) to have of Solano County?

- Forward planning that led to a good balance between urban and rural, with a good business climate.
- The array of services offered here - the open space.
- Great business opportunity with higher quality of life.
- Undiscovered area to discover.
- We are a growing, business friendly community that is "universally exclusive."
- Business friendly. Competitive alternative to Bay Area and Central Valley for certain industry clusters (manufacturing/industrial).
- Emerging tech, professional, thriving downtowns.
- Safe, good schools, clean, and quaint.
- The image off the freeway. Suisun Valley, Pleasants Valley, downtown Suisun, Benicia and Vacaville.
- There is more to do than drive by on I-80.
- Diverse, progressive, unique, safe, sustainable.
- We aren't a stopping point between Bay Area and Sacramento. We are culturally diverse with talent in many business sectors.
- Great location, friendly people, business opportunities, great schools and low crime rate.

EFFECT ON BUSINESSES ► 20. If Solano County's economic development efforts are a success, what will change for Solano County's businesses?

- Good stories about businesses growing here.
- Local job opportunities, businesses expanding, new businesses locating here and thriving corridors (downtowns, etc.).
- Greater demand for the goods and services available in Solano County.
- Stability, shared revenue benefit, additional opportunities.
- The "open for business" approach will pay off, with direct or indirect benefit for businesses of all sizes.
- They will need to be more innovative.
- We will have the ability to adapt and grow a workforce that meets the needs of our businesses, so that we can attract and retain quality businesses and industry.
- Continued growth and opportunities to succeed and thrive.
- More defined, better sector development focused, better understanding of natural resource.
- More vibrant diverse economy, more jobs created, lower unemployment.
- Better connectivity to higher education (new campus) mixed use providing more compact development within business development as appropriate and mobility by alternative modes and a place of innovation, manufacturing, and governmental partnerships to enable energy and water efficient operations; small business tied to agriculture and connectivity of ag to restaurant and the quality of life other counties enjoy.
- Quality labor pool desiring to work in our county.
- Synergy that creates success and expansion because of a collaborative process that improves infrastructure and workforce.
- Broader and more educated workforce. Stronger employment base which supports service and retail businesses. Ideally, resulting residence more of a "creative class" bent, which would be more supportive of cultural activities and the arts.
- We will be on "the map" in a positive way.

WEBSITE RESEARCH

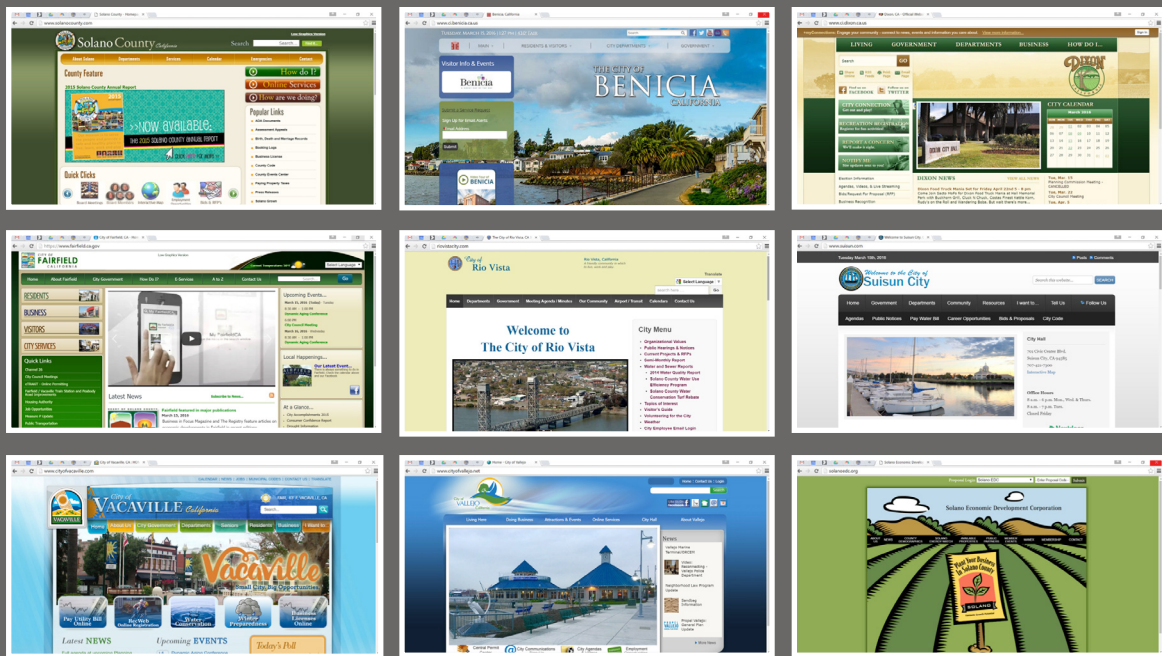
Screen shots of city, county and county economic development websites in Solano County were compiled, in order to compare common and/or conflicting messages and themes. The goal is to promote the broad countywide value proposition while celebrating each community's individual character and attributes. The home page, logo, and tagline (if present) from each website are shown on the following pages.

TAGLINES FOUND ON WEBSITES

Heart of Solano County

A friendly community in which to live, work and play

Plant your business in Solano County



Websites shown on the following pages.

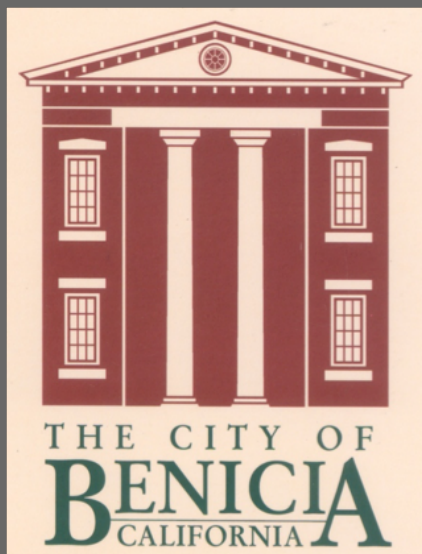
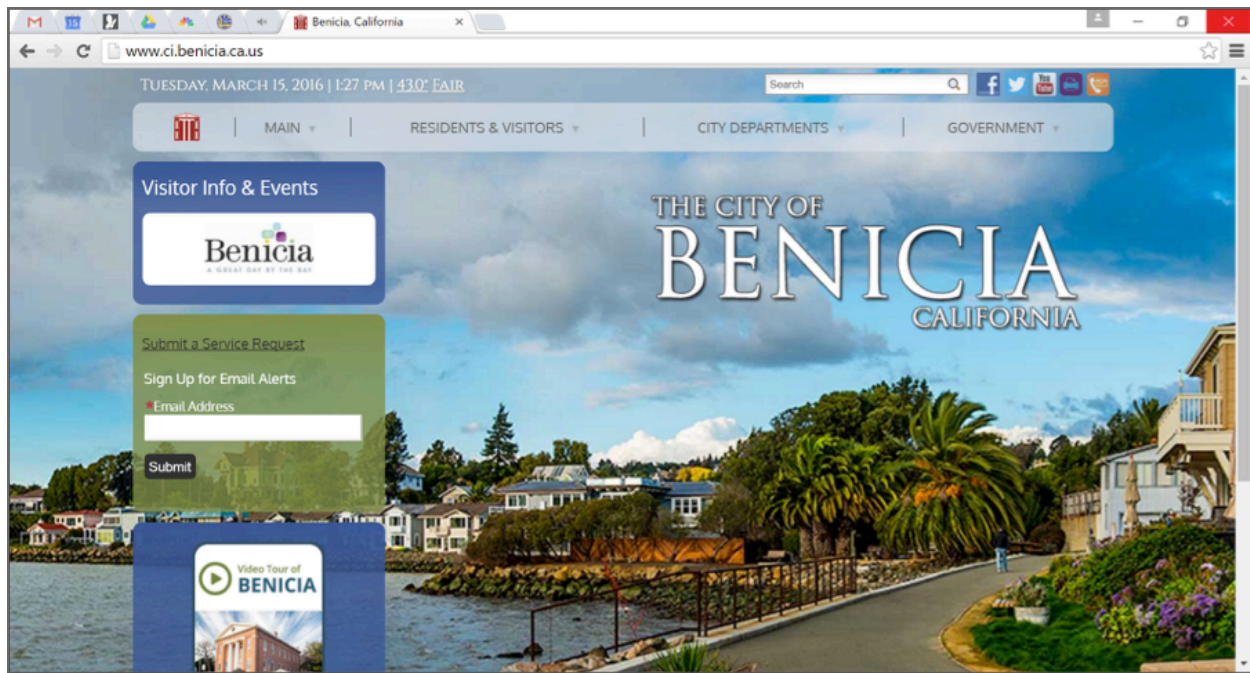
- At a variety of social events
- Green Valley Country Club for golf, tennis and social
- With Solano County
- R
- D

Website Research SOLANO COUNTY



TAGLINE:
None found

Website Research CITY OF BENICIA



TAGLINE:
None found

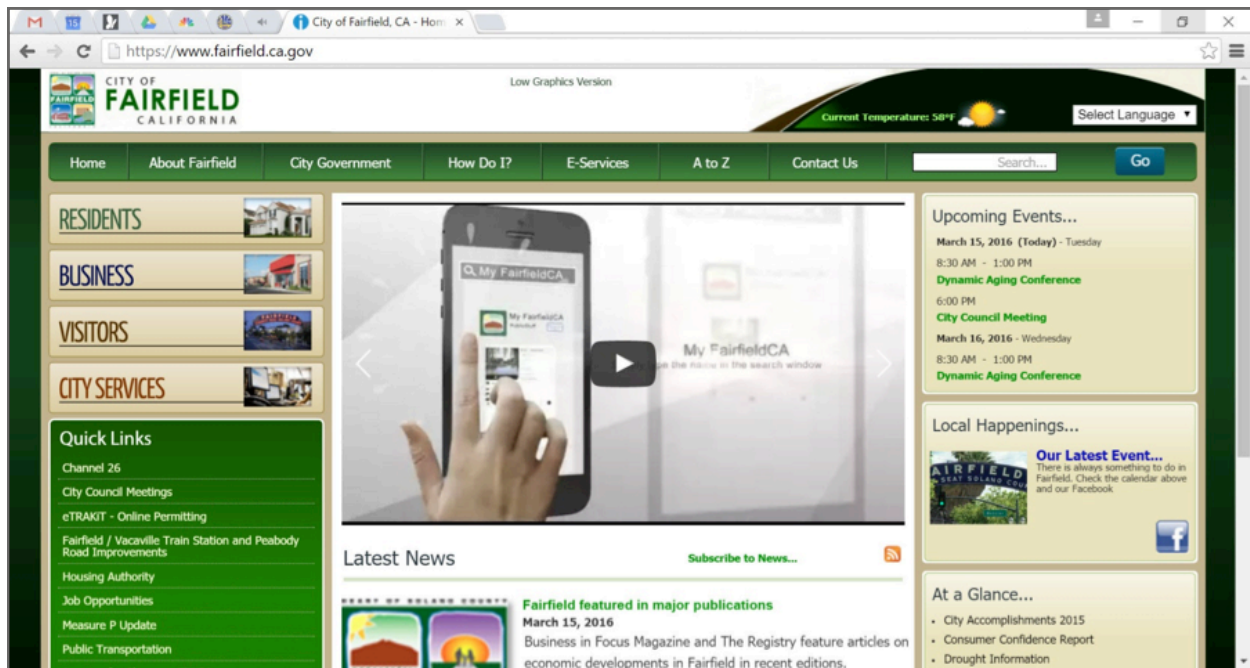
Website Research

CITY OF DIXON



TAGLINE:
None found

Website Research CITY OF FAIRFIELD



TAGLINE:
Heart of Solano County

Website Research CITY OF RIO VISTA



TAGLINE:
A friendly community in which to
live, work and play

Website Research CITY OF SUISUN



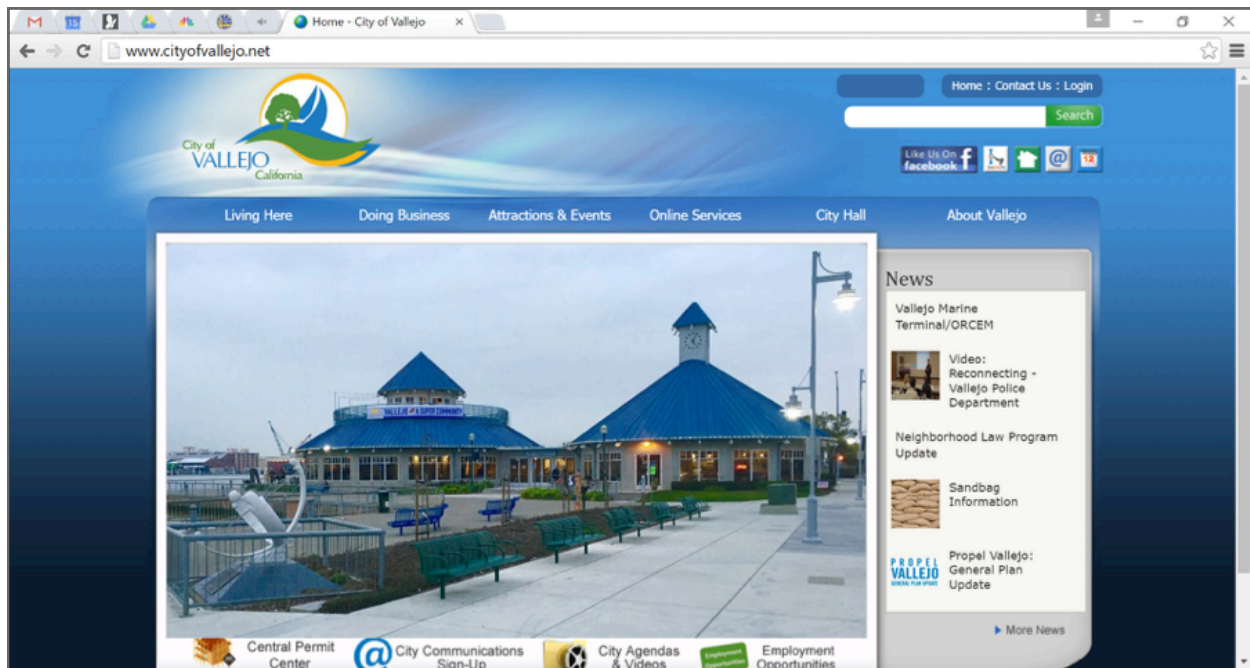
TAGLINE:
None found

Website Research CITY OF VACAVILLE



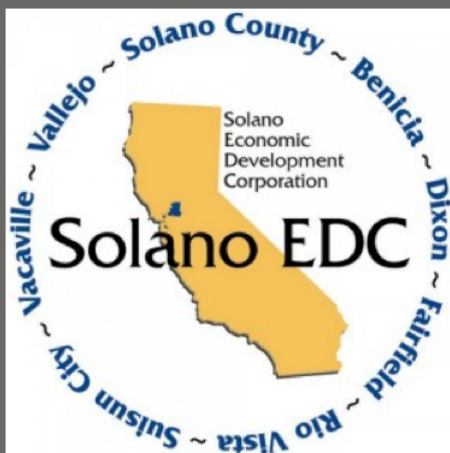
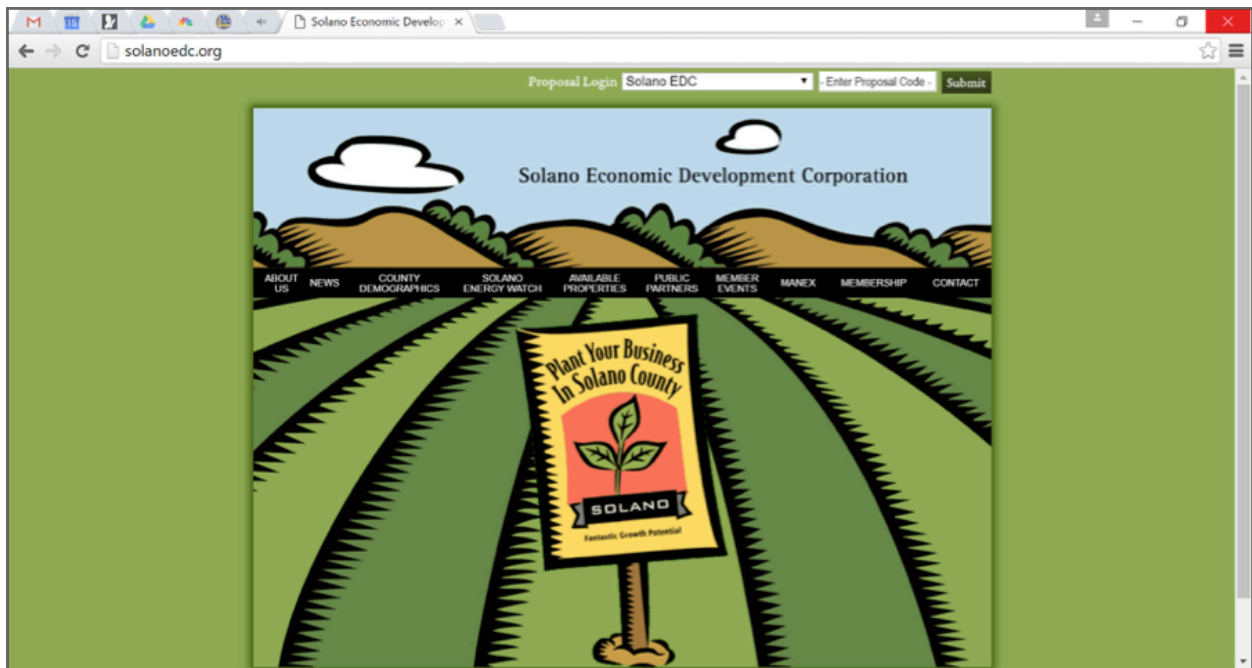
TAGLINE:
None found

Website Research CITY OF VALLEJO



TAGLINE:
None found

Website Research SOLANO EDC



TAGLINE:
Plant your business in Solano County



APPENDIX

Page 1

SOLANO COUNTY PERCEPTION SURVEY



The following survey is part of Moving Solano Forward. The purpose is to gather input to help guide brand identity, messaging and key positioning strategies. Your input is greatly appreciated in this important task of the project.

IDENTITY

1) How do you describe Solano County to a visitor when someone asks?

2) How do you describe Solano County to a business when someone asks?

3) When you tell people where you are from what is their first reaction? (What do they say to you?)

4) Are you ever asked why you located in Solano County (or one of the cities)?	
Yes	
No	
What is your answer?	

5) In your experience what are people's perception of Solano County? Please specify (such as too much traffic, cool places off the road, Tilly Billy):

6) Is there a different business perception?

SOLANO PERSONA

7) What adjectives would you use to describe Solano County?

8) What is the one word you would use to describe Solano County as a place to do business?

9) Are there any well-known icons? (ex: home to a rock star or athlete, prominent author, infamous celebrity, world-renown brewery, well-know building, etc.)?

SOLANO BUSINESS ADVANTAGE

10) What do you feel are unique assets that distinguish Solano County's cities from a business perspective?

11) In your mind, why would a business like to be located in Solano County's cities?

12) How do you think OTHERS perceive Solano County's cities as a business location?

13) What should Solano County business landscape look like in five years? In ten years?

5-year business landscape

10-year business landscape

14) How would you describe the workforce to a business looking in Solano County?

15) Is Solano County business-friendly?

Yes

No

If so, can you provide an example?

LIFESTYLE

16) How would you describe the quality of schools and colleges in Solano County?

17) What is it about the quality of life that you most enjoy?

PERSONAL QUESTIONS

18) Where do you "hang out" on weekends or during evening hours (other than home)?

19) What image would you like people (in the Bay Area) to have of Solano County?

20) If Solano County's economic development efforts are a success, what will change for Solano County's businesses?

CONFIDENTIAL CONTACT INFORMATION

21) Please provide your contact information:

Name

Email address

Phone number



Moving Solano Forward – Phase II

City Economic Development

To help us structure a regional, countywide economic development strategy that benefits each city, we would like to solicit your input. In addition to our on-site meeting to tour your sites and buildings, we also would like to better understand how and what you are doing locally in economic development so we can make some informed suggestions on the county-wide economic development role as well as recommendations of tools that can be shared to enhance everyone's economic development efforts.

Below is a background overview of the project, which you may already know. Following the overview is a series of questions that will help us.

Appreciate if you could answer the questions on this form and send back to me, or if you prefer to do a phone interview please let me know and I will schedule a call.

Appreciate your assistance,

Audrey Taylor, Chabin Concepts

Audrey@chabinconcepts.com . 530.345.0364 x27

Moving Solano Forward Phase II - Background

MSF Phase I completed in 2015 served as basis for Phase II which will focus on implementation, a six-pronged approach of independent efforts to position Solano County and seven cities, to compete for economic opportunity:

1. A better understanding of potential public sector infrastructure investments that will induce private sector investment;
2. A better understanding of Solano County's assets and how they can be showcased to define the County as a distinctive and desirable region for economic development activity;
3. An assessment of strategic catalytic projects of countywide significance and improvements along the County's transportation corridors that, if pursued, will leverage Solano County's assets to further diversify base industries;
4. The identification of real estate, labor and other key needs of the identified industry clusters, and any gaps in their needs, to be able to retain, expand or attract these clusters;
5. Develop a comprehensive database of economic and demographic information and contemporary web-based tools that will enhance the overall economic development ecosystem for all engaged in economic development; and
6. Recommendations on potential local, state and federal funding sources to fund economic development activities, workforce development or business assistance.

Economic Development Professional Survey

Please type answers in box.

1. City Represented:

2. What are your City Council's top priorities:

3. Please list your city's 3 key assets:

4. Please list what you consider as Solano County's 3 key assets:

5. Which of the following ED Tools do you use:

Property Database: <ul style="list-style-type: none">Name of System:If an annual fee, please list annual cost:How do you maintain?How would you rank as valuable tool (1-5 with 5 being the highest)Do you use any other real estate listing sites, such as, OpSites? Other comments	
Loop Net: <ul style="list-style-type: none">If an annual fee, please list annual cost:How would you rank as valuable tool (1-5 with 5 being the highest)Do you list local brokers on your website? Other comments	
CoStar: <ul style="list-style-type: none">If an annual fee, please list annual cost:How are you using?How would you rank as valuable tool (1-5 with 5 being the highest) Other comments	
Claritas: <ul style="list-style-type: none">If an annual fee, please list annual cost:How are you using?How often used?How would you rank as valuable tool (1-5 with 5 being the highest) Other comments	
Customer Relations Program: <ul style="list-style-type: none">If you use one, please provide name of system:	

<ul style="list-style-type: none"> Do you use for both Business Retention and Attraction? If an annual fee, please list annual cost: How would you rank as valuable tool (1-5 with 5 being the highest) Other comments	
Demographic Data: <ul style="list-style-type: none"> Do you have a database of data on your website or a pdf profile? Does the data show laborshed? Who maintains and updates? If an annual fee, please list annual cost: How would you rank as valuable tool (1-5 with 5 being the highest) Other comments	
Impact Model: <ul style="list-style-type: none"> Do you have an economic model to measure the impact of projects to report to boards/councils? If an annual fee, please list annual cost: How would you rank as valuable tool (1-5 with 5 being the highest) Other comments	
Other Tools: <ul style="list-style-type: none"> Please list other tools you find useful for your economic development efforts. 	

6. Key messages – what is your city’s tagline and 3 key messages to business?

--

7. Please list your target cluster, industries, sectors

--

8. Marketing – do you have a formal marketing program using any of the following:

<ul style="list-style-type: none"> Advertisement, if so what media? 	
<ul style="list-style-type: none"> Earned media? Do you use a professional team? 	
<ul style="list-style-type: none"> Direct mail? Who do you target? How often? 	
<ul style="list-style-type: none"> Newsletters? Electronic or hard copy? Who is target? 	
<ul style="list-style-type: none"> Other mediums used? 	
<ul style="list-style-type: none"> Collaborative marketing with other organizations? 	

9. Recruitment activities – Do you actively recruit new businesses through any of the following:

<ul style="list-style-type: none"> Respond to inquiries How many inquiries do you receive a month? Inquiries from State/EDC? Director inquiries? 	
<ul style="list-style-type: none"> Recruitment / Call Trips How often? Geographic targets? 	
<ul style="list-style-type: none"> Tradeshows Which shows? 	
<ul style="list-style-type: none"> Business Conference to generate leads? Which conferences? 	
<ul style="list-style-type: none"> Collaborative Recruitment Trips? Where to? With whom? 	
<ul style="list-style-type: none"> Other lead generation activities? 	

10. Business Retention activities

<ul style="list-style-type: none"> Do you have a formal retention program? 	
<ul style="list-style-type: none"> Do you have a scheduled call program? 	
<ul style="list-style-type: none"> Who do you call on? Are there priorities? 	
<ul style="list-style-type: none"> How do you manage the program? Do you use a database? 	
<ul style="list-style-type: none"> Do you invited others on your calls? 	
<ul style="list-style-type: none"> Is this handled by someone outside of the City, such as Chamber of Commerce? 	
<ul style="list-style-type: none"> Is this a core service of the City ED program? 	

11. % time allocation - what % of your time, or staff time, is spent on the following activities:

Handing existing business questions/needs	
Specific projects assigned by Council	
Involvement in Project/Development Planning	
Representing City at meetings	
Infrastructure Planning	
Economic Development Planning	
Existing Business Calls	
Marketing	
Business Attraction & Prospecting	
Downtown	
Retail	
Other	