

City Council Retreat 2-9-12

CITY COUNCIL VISION – Venn diagram

Redevelopment Commission

Internal
Communities
Neighborhoods
Regional
National

Marketing

Retention
Expansion
Entrepreneurial
Attraction

Economic Development Commission

Tourism as a catalyst

ECONOMIC DEVELOPMENT

1. Can we measure where we are in economic development activities?
2. Do we know the return on investment?
3. How do we use our plan? How do we market ourselves to promote economic development?
4. How do we create demand? - More jobs, better jobs, small business
5. Are we leveraging our costs? - Economic gardening
6. Identify, inventory our assets
7. Marketing to draw new businesses:
 - Tourism
 - Culture
 - History
 - Natural Resources
 - Education
 - Wellness
 - Find a new tool to market Beaufort
 - Partners / Their resources
 - Military
 - Hospital
 - Schools
 - County
 - USCB
 - TCL
 - Wellness as a destination
 - Build on current relationships
8. Already in the Comprehensive Plan – **IMPLEMENTATION IS MISSING**
9. Form of target market
 - Reverse marketing
10. Misperception that we don't welcome clean industry

ECONOMIC DEVELOPMENT

Current partners / Toolbox

- Main Street Beaufort → Performance Metrics
- Chamber of Commerce → ROI
- Alliance →
- (Unknown) ___? →

Economic development in supply chain for Air Base

- Box stores
- Aeronautics

Marketing / Economic Development

Residential: Infill

- 1) Barriers / Advantages
- 2) Policy
- 3) Coordinated Activities

We are **CITY BUILDING.**

We are **BEAUFORT BUILDING.**

City council is building Beaufort.

- Define successes
- What is private sector doing for itself?
- Where / What catalyst?
- Focus on what we do know
- Build our “building” plan
- Taking the information to the neighborhoods
- Facilitate private sector
- Public / private partnership
- Reuse assets
- Our reuses are upgrades

Reed Armstrong: “In 2006, the economic and growth models were based on growth models of the city annexing, i.e., the Clarendon and McCloud models, and the cities were being evacuated, leading to growth on the fringes. Now that the focus is on a regional approach, growth is *going back into the city*. Though it’s taken awhile for people to take to this, the form-based code and charettes have been the perfect ways to use that.”

Council ideas for what they’d like to accomplish

Define moving projects in the works

- Rail To Trail
- Southside Park
- Boundary Street

- Neighborhood clean-up Round 2?

Code Enforcement – Next Steps?

- Rentals
- Inspections
- Identifications

Reuse of assets

Private Sector Game changers

- Hospital
- McDonalds

Core commercial – Bay Street

- Parking

Directives on going forward

- Civic Master Plan

Tourism as driver for growth

Visions / successes in marketing

- Disconnect?
 - Neighbors / Partners/Residents

Macro: Marketing to engage the partners in implementation – How to integrate:

- Main Street Beaufort
- Economic Alliance
- Schools
- Chamber of Commerce
- Hospital

OUR SUCCESS STORIES AND HOW WE SELL THAT

MARKETING the FUTURE

- Outlining opportunities
- Capitalizing and realizing opportunities

Friday's Agenda

9:00-10:00 Where are we?

10:00-11:00 Where do we want to go? Possibilities / expectations

11:00-12:00 Tools and partners we have – missing tools and partners

12:00-2:00 LUNCH and Strategies for engaging partners – Demand, reach

2:00-5:00 Action items; timelines; assignments, budget, reporting and accountability; metrics

City Council Retreat 2-10-12

Accomplishments:

- More sophisticated financial understanding
- More neighborhood connection – so better understanding of needs
- Courage to look at the past and reinvent
- Better alignment
- Higher level of trust
- Communication within council and between staff
- Higher level of civility

Basic services: Are we happy / satisfied? / Where are we going? Can we improve?

- Fire service – central location a good idea - ISO 2 Certification
- Parks
- Police
- Public Works
- Safety
- Codes and inspections
- Building services
- EMS → fire station as county or central location
- Intergovernmental

Hold annual workshops with divisions

1. Council round table on each of these issues
2. Employee survey by department to see where there may need to be additional attention
3. Planning workshops in 2012 – on particular areas
4. Needs by growth – if building strategy is successful, there will be new needs

Survey citizens' satisfaction

Neighborhoods

Redevelopment Commission

Demolition

PART OF BRAND:
State of the city
Annual report card
Web

Where do we want to go? Possibilities and expectations

- Focus on brand as 1) a city; 2) Beaufort as a place; 3) unique quality of life
- Focus on our marketing
 - Why we're having success
 - Why you want to and will live here
 - Internal: neighborhoods
 - People and families
 - Businesses
- Making it easier for people to come here and establish a business
- Focus efforts on Commerce Park
 - Alliance survey
 - Health care
 - Logistics
 - Air / Aerospace supply chain
 - Medical niche
- Educated workforce –skilled workers for specific jobs – supply and demand

The city as a facilitator:

PHILOSOPHY AND POLICY

- Business creation
- Location
- Appropriate enforcement of design code – no subjectivity

** Educate boards and commissions on board with Beaufort building**

- Collaborate, partner, calibrate
- Current code / Regulatory
- Staff
- Realtors
- Developers

** Midtown Square a good example of managing process**

Necessary, but not sufficient – HAVE TO REMOVE THESE OBSTACLES →WORKSHOPS

- Rethinking annexation policies
- Tax base– minimize impact of non-taxable
- Taking back our streets - maximize parking around churches
- Build / maximize the active waterfront

Well-organized, well-run city with a plan for the future

“The Tipping Point”: What do we collect?

- Get into the board rooms

TOOLS WE HAVE

- Natural resources / environment
- Funding mechanisms / TIF
- Involved, forward-moving
- Higher education: USCB, TCL
- Progressive council and staff
- Civic plan
- Good contract labor
- Growing collaborative intergovernmental relationships

TOOLS WE NEED

- Tap into citizenry – BRAIN TRUST
- Means to grow stronger tax base
- Incentives
- Local options sales tax
- Receivership: Political will
- Ownership and/or control of roads and the funding that accompanies
- Influence of utility companies for placement
- Clear, concise, broadcast-able vision statement

PARTNERS WE HAVE

- Military
- TCL
- USCB
- Alliance
- Main Street Beaufort
- Chamber of Commerce
- Silent partners: Lowes, Beaufort-Jasper
- Community Foundation
- Beaufort Fund
- Cultural and arts organizations

**How do we engage them in building Beaufort?

PARTNERS WE NEED

- Tap into civic organizations
- Maximize engagement with significant Beaufort institutions: TCL, USCB, Beaufort Memorial Hospital, etc.
- County
- Regional partners
 - Lowcountry Council of Governments
 - How do we influence / shape / define its direction?
- Partners with money
- Housing consortium

STRATEGIES

1) Engaging current partners / Maximize

- Military & civic organizations

MILITARY

- Parris Island
- MCAS
- National Guard
- Naval Hospital
 - Offices / clubs
 - Civic engagement:
 - Family services
 - Rental inspections
 - Haven't identified ourselves as a military community
 - We support our troops!
 - A cultural asset
 - Education: Them to us and us to them
 - Present city build to them
 - Get their activities on our radar

CIVIC ORGANIZATIONS

- Rotary
- Kiwanis Club
- Lions
- Junior League
 - Get emblems up – fit with way-finding signs group – COMMUNITY PRIDE
 - Educate them
 - Need a “pony show”

REGIONAL PARTNERS

- Lowcountry Council of Governments
- County
- Housing consortium

INTERNAL ISSUES:

- Be more mindful about communicating incremental steps
- Mayors and chairs → Transform into a larger group, meet monthly, update
 - CO'S, civic / organization / group leaders
- Need adequate civic meeting space
 - Conduit financing meeting space for groups, weddings
 - Get folks to table to make this happen – MAYOR'S ROUNDTABLE

INTERGOVERNMENTAL:

- Ongoing: mayor and city manager
- Outreach to county
- Council of governments

TCL / USCB / CULTURAL & ARTS ORGANIZATIONS

- Engage them and have them engage us
- Identify and build relationships
- Link to Commerce Park
- TCL: Elevated to technical college
 - We need to be better partners
- USCB: what incentives to offer
 - Showcase local artists
 - Partner public and private art scenes: We should champion: Brain Trust
- Cultural aspect of military: Bring history and culture of the military to forefront
 - Invite military
 - Navy and Marine birthdays
 - Veteran's Day
 - Concert in the park
- Leverage this relationship
- Partner with local artists, USCB

1. City staff outline:
 - Fast approaching city-wide projects
 - Boundary Street breaks ground in 12 months
 - Funding
 - Traffic control
 - Scenario planning
 - Hurricane season
 - Bladen Street

VISION

ISOLATE TARGET AUDIENCES

- 1) Internal: Selves
 - Communication

- 2) Community partners (military, civic organizations, etc.)

- 3) External
 - Tourism
 - Potential residents
 - Investments, residents, jobs
 - Targeted businesses

Energize and manage tools

Measurables

CREATE THE TOOLS TO TAKE TO OUR TARGETS

Meet: Council, Chamber of Commerce, Main Street Beaufort, Alliance

- Clarify Beaufort's position
- "Here are the services we need to help us reach our goals."

"CITY BUILDING"

Marketing / selling to whom and selling what with what

Implementation by:

Office of Civic Investment

Redevelopment Commission

Planning staff

CAPITAL PLAN

1. More detailed project plans for the next 12 months – STAFF
 - Boundary Street and Bladen
 2. Presentation package put together for council to use – STAFF (Modify Redevelopment Commission Power Point?)
 - Power Point for partners – How is a project being paid for?
 3. Calendar established – COUNCIL
 - Meetings with neighborhoods, identified partners, and potential partners to do relationship building
- ECONOMIC GARDENING
4. TBD – Brand, marketing strategy

PRIORITIES

- Build and strengthen relationships
- Quarterly Dashboard (first to come 2/14/2012)
 - Measurables
 - Budget
- In order to achieve our vision of “city building,” we realize we must continue to strengthen our local and regional relationships and develop new ones. – Mike Sutton
- Jobs: creating opportunities for the next generation to live and thrive in Beaufort
- Marketing Program
 - A concise plan for where we need to go and what we need to do to build Beaufort
 - Ask our partners what THEY are marketing

Metric: when kids in the neighborhood go to school in the neighborhood

OUR VISION: CITY BUILDING

What would we tell a marketing firm we are?

- We are the center of energy.
- We are the leaders of city building.
- We are a vibrant city with vision and a future.
- Come be a part of history / Come live in history.

{Include: Identify our partners so they would include our partners in the materials, e.g., hospital}