AGENDIZED ITEMS – The public is entitled to address the Committee on items appearing on the agenda before or during the Committee’s consideration of that item. Each speaker will be limited to approximately three minutes.

1. ROLL CALL

2. PUBLIC COMMENT PERIOD

3. REPORTS
   a. Review of the Strategic Evaluation of Marketing & Communications Report for the City of Concord’s Economic Development Program Prepared by Former FUSE Fellow Slater Matzke in Relation to the City’s Economic Vitality Strategy Goals and Objectives

4. ADJOURNMENT

ADA NOTICE AND HEARING IMPAIRED PROVISIONS -

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Distribution:
City Council
Valerie Barone, City Manager
Susanne Brown, City Attorney
Kathleen Trepka, Assistant City Manager
Joelle Fockler, City Clerk
Memorandum

Date: 9/11/2019

To: Council Committee on Housing & Economic Development

From: Valerie J. Barone, City Manager

Reviewed by: John Montagh, Economic Development Director

Prepared by: Brian Nunnally, Business Development Manager
brian.nunnally@cityofconcord.org
(925) 671-3018

Subject: Review of the *Strategic Evaluation of Marketing & Communications Report for the City of Concord’s Economic Development Program Prepared by Former FUSE Fellow Slater Matzke in Relation to the City’s Economic Vitality Strategy Goals and Objectives*

Based on the Committee members’ direction at the Housing & Economic Development Committee’s special meeting on August 26, 2019, staff was asked to return at a later date to present the findings from the *Strategic Evaluation of Marketing & Communications for Economic Development* report (Attachment 1). Staff is seeking Committee feedback and comments on the report. Consultant and author of the report, former FUSE Fellow, Slater Matzke, will be present to provide an overview of the report, answer questions and provide additional context. Staff has also attached the City’s current Economic Vitality Strategy (Attachment 2) for the Committee’s reference.

Attachment 1: Strategic Evaluation of Marketing & Communications for Economic Development
Attachment 2: Economic Vitality Strategy
Strategic Evaluation of Marketing & Communications for Economic Development

CONCORD, CA
# Table of Contents

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- Introduction & Methodology
- Research Approach
- Strategic Priorities Summarized
- Key Strategic Recommendations
- SWOT Analysis
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- Website Design & Online Tools
- Media Relations
- Strategic Priorities in Action
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Executive Summary

The objective of this project is to assess current marketing initiatives and identify key strategies and courses of action that will guide the City of Concord in developing a repositioning strategy and a long-term economic development marketing program focused on enhancing current business expansion, attraction and retention initiatives and supporting the city’s economic growth. This strategic document will help Concord communicate more effectively and solidify its value to the City’s business and industry segments. Toward this end, the marketing plan will include both external marketing towards business prospects outside the region, and internal marketing to reach existing businesses, stakeholders and allies within the region.

One of the greatest challenges that the City of Concord will encounter is marshalling limited resources in order to effectively manage a robust and sustained omni-channel marketing program. Prior to fully implementing the recommendations outlined in this marketing plan, the City should take into great consideration how the function of marketing should operate and be managed. A dedicated and centralized effort to controlling the accuracy, consistency and frequency of the City’s marketing program will be most effective in maximizing tangible returns of the various initiatives.

This marketing plan includes an overview of the research, an analysis of Concord’s current environment, illuminates strategic priorities for the city, and delves into a plan of action that the City can realistically implement given its limited budget and resources in order to maximize return on investment. The recommendations focus on a marketing and communications strategy that support and enhance existing business expansion, attraction and retention initiatives and include broader recommendations to help the City of Concord.

This marketing strategy aims to answer the following questions:

1. **Market Segmentation**: What are the target segments for the City of Concord and what are the key messages that should be delivered to each segment?
2. **Market Awareness**: How can the City of Concord drive awareness to each segment and what channels can be used?
3. **Key Activities**: What key economic development marketing activities should the City of Concord be engaged in to maximize time in market and return on investment?
4. **Implementation Playbook**: How can the City of Concord enact the marketing activities over the coming twelve months and beyond?

The strategies and recommendations captured in this report will lay the foundation for a rich marketing program to expand and mature. By implementing these recommendations and committing to an ongoing and agile marketing and branding effort, the City of Concord will be well positioned to realize its long-term vision.
Introduction & Methodology

One theme that continually emerged throughout our research was the need for the City to invest in growing its network and building stronger partnerships with a wider variety of stakeholders. Adopting a collaborative approach with these public and private organizations will enable Concord to achieve these marketing goals on a much larger scale by providing the city access to resources, funding, and expertise that it does not currently have. This will be explored in greater detail throughout the plan.

- SMART objectives
- Refining logic model
- Assessing best practices from public and private sectors
- Lean methodology to maximize return on investment
- Building the playbook

Research Approach

Our work focused primarily on marketing and positioning strategies and activities along a 12 month time horizon through 2020 and beyond. A fundamental aspect of the project was to analyze, assess and synthesize marketing best practices from both the public and private sectors with an emphasis on agility and adaptability with the capacity to perform rapid testing of initiatives in order to pivot and allocate resources in areas that maximize return on investment.

Successful implementation of this plan will lay a solid marketing foundation that can be applied to the Concord brand and support its future growth and be utilized in other areas of citywide promotion and public relations outside of the economic development lens.

To understand the existing conditions, a brand and marketing audit was performed, along with a situational analysis and a SWOT analysis (strengths, weaknesses, opportunities, and threats). Case studies, proposals, public-private best practices, assessments, and interviews with stakeholders were conducted. Using the findings from these activities, a comprehensive marketing and communications plan for the City of Concord was developed to use as a guide for implementing economic development marketing campaigns.

Due to the comprehensiveness of the plan, a tiered implementation playbook has been designed to help in prioritizing the key activities that can take be undertaken by the City immediately and that should provide the City with the greatest impact given its limited resources and staff capacity. Budget and staffing estimates are included when possible.
Key Strategic Recommendations

The following key recommendations are focused on supporting the Mission, Vision and Values of the City of Concord. Additionally, the implementation of these recommendations will serve to develop a positioning strategy and an innovative and agile marketing program to enhance business expansion/attraction/retention initiatives and promote the Economic Vitality Strategy and the City of Concord’s positive and sustained economic growth.

- Transition to a more agile marketing strategy that allows for greater transparency, tracking, reporting and focus.
- Incorporate adaptive private-sector marketing and public relations tools and activities that enhance targeting, outcomes and impact of initiatives.
- Implement tiered marketing initiatives to maximize time in market, transparency and return on investment.
- Dedicate staff and resources to actively manage and oversee marketing initiatives.

Strategic Priorities Summarized

Economic Vitality Strategy Goals:

- **Enhance** Concord’s quality of life
- **Facilitate** a stable, healthy business environment
- **Retain, attract, and expand** businesses in strategic industries
- **Expand** the City’s tax base to ensure long-term fiscal stability
- **Provide efficient, effective** government services to Concord businesses
- **Promote** high-quality job opportunities
- **Maintain** a highly-skilled, competitive workforce
- **Support** entrepreneurship and small business opportunities
- **Revitalize** Downtown and other business districts
SWOT Analysis

A SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis was conducted to better understand how the City can align its capabilities and resources with the competitive environment. The goal of the SWOT analysis is to uncover areas where the City can develop a competitive advantage and exploit new opportunities to attract new businesses. This analysis is based on interviews with City staff, regional businesses & organizations, third-party sources, and economic and demographic data. A detailed SWOT analysis matrix can be found in the Appendix.

• Strong leadership and committed staff
• Solid marketing foundation
• Highly marketable assets: Affordable, accessible development sites
• High-traffic corridors
• Ample, diverse & skilled laborshed and workforce
• Centrally located in key transportation corridor (BART, 680 Corridor, N/S/E/W Bay, I.S. 5, Napa, Sacramento)

• Resource and staff bandwidth/skill limitations
• Metrics not defined nor measured with current marketing
• Stagnant content
• Traditional marketing approaches lack innovation and agility
• Lack of media synergy
• Inability to drive the narrative
• Low ROI of current marketing initiatives
• Current media proposal has limited time in market (5 months = $72K)

• Position Concord at the forefront of ED marketing
Establish competitive advantage over other Bay cities as key development location
Grow and cultivate partnership network regionally, nationally, internationally
Attract anchor employers and businesses
Adopt an agile and adaptive marketing strategy
Test and pivot ED marketing initiatives to maximize ROI
Implement aspects of ED marketing to other City initiatives
Support supply chain of existing business ecosystem
Enhanced Smart City initiatives (IOT)

• Economic downturn
• Business attrition
• Other cities gaining competitive advantage
• Losing the “Zero Sum Game”
• Bad publicity or increased negative perception

This analysis is based on interviews with City staff, regional businesses & organizations, third-party sources, and economic and demographic data.
Real Estate Professionals
Brokers and Developers, specifically those with expertise in tech such as Alexandria Real Estate, play a highly active role in forming clusters. The kind of space required by tech firms is highly specialized and technologically complex. It’s rare that small firms and start-ups have sufficient capital to build their own space. Because of their investment in both cities and firms, brokers & developers function as key partners in attracting new businesses and maintaining industry growth.

Entrepreneurs, Startups, SMEs and Large Businesses
The economic landscape of the greater Bay Area is contending with serious issues related to congestion, affordability, labor shortages, and rapidly increasing operating costs that are creating opportunity and growth constraints for entrepreneurs, startups and small, medium and large businesses. Concord is well positioned to promote itself as a prime location for regional and national development due to its ample transportation corridor, affordable residential and commercial real estate markets, ample laborshed and relative operational costs being well below that of San Francisco and Silicon Valley.

Regional & Intermediary Organizations
Regional and intermediary organizations serve as catalysts and neutral meeting grounds to connect universities, the private sector, and the public sector. Given the City’s limited resources and emerging market awareness, these organizations will be key partners and can provide the City access to a network on a much larger scale.

Target Market Segments
Identifying the marketing opportunities starts with first defining the target market segments with differentiated needs. There are many diverse individuals and groups who may be considered “clients” of the City, from residents to the City Council, community leaders, local businesses, potential businesses, developers. To ensure adequate focus on moving the city closer to its economic development vision of building a business cluster, marketing key opportunities and assets, and attracting new businesses, our research identified 4 key audiences: Site Selectors & Location Advisors, Real Estate Professionals, Businesses, and regional organizations.

Site Selectors & Location Advisors
Location advisors, also known as site selectors, are the executives within an organization who are responsible for deciding where to locate next. Case studies on successful business clusters indicate that this group is at the core of the target segment. For example, Research Triangle Park in North Carolina has received over 70% of their projects through connecting with location advisors.
Target Market Messaging

Each market segment has significantly different needs when it comes to new business and new development in the City of Concord. These differing segments can be best reached through a combination of “high touch” person-to-person communications and targeted electronic, print, and internet media.

The table below provides an overview of customized marketing messages that will help match the city’s value with the specific needs of that individual Segment.

Market Awareness

Identifying the right channels to deliver a market awareness program plays a central role in building interest and cultivating the support for the City’s brand and development strategy among key stakeholders. Based on an audit of Concord’s current marketing and communications channels, there is an immediate opportunity in three key areas as described below. Detailed action steps and examples can be found in the Strategic Priorities in Action, Comprehensive Marketing Plan, and Appendix sections.

Website Design & Online Tools

At an International Economic Development Council (IEDC) conference a few years ago, a panel of site selectors was asked to offer their feedback on marketing tactics that are most successful in capturing their interest. All of the speakers stressed that a good website was a community’s most important business recruitment tool. Specifically, they stated 3 main things to consider for website design: speed, ease of navigation and useful data.

In addition, 331 location advisors cited in a survey conducted by the Development Counsellors International (DCI) in 2017 that information on available incentives and workforce statistics were the most useful features of an economic development organizations website. The City’s current economic development website, ConcordFirst.com does an excellent job of presenting readily available data and information yet could benefit greatly from better optimization, enhanced content, and more robust staff support.

Media Relations

A proactive approach to generating positive media about Concord is necessary to raise awareness and enhance its economic development profile. By focusing on establishing relationships with regional media, Concord can generate favorable news exposure about its development potential, increase coverage around new, progressive city programs or services, or tout the regional benefits to potential businesses and residents that are considering relocation opportunities.

Conferences & Events

An essential component of a robust marketing strategy for economic development is engagement with key conferences and events that target industries and sectors of interest. This engagement can consist of paneling, boothng, staff attendance, and targeted advertising. Additionally, bringing in the business community from outside of the immediate region is an effective way to promote and showcase Concord strengths.
Winning Strategies

Since 1996, Development Counsellors International (DCI) has provided economic development professionals with a unique opportunity – to hear directly from their “customers” through a comprehensive survey of corporate executives and their advisors. Through the Winning Strategies survey and analysis, DCI has provided insights into current best practices in marketing places and how these practices have changed over time.

The outlook for the U.S. economy is strong. The economy is approaching full employment, long-term inflation expectations remain low and gross domestic product (GDP) is projected to continue growing at a moderate rate in 2017 and 2018. However, uncertainty remains regarding the new U.S. administration’s policies and how they affect the U.S. economy and the worldwide economy. The interest in how executives make location decisions has never been higher, given this current political and economic climate.

Winning Strategies continues to deliver new insights into the minds of key influencers and their decision-making process by asking them questions about the impact of the current administration on location decisions.

With the election of President Trump, DCI was interested in the new administration’s impact on location decisions. Respondents were presented with the following statement and question: “President Trump was elected into office several months ago. Please indicate how this has affected your investment plans.” and “What is the most important thing President Trump/the federal government could do to encourage U.S. companies to expand in the United States?” Key findings are as follows:

- The majority of respondents (57 percent) reported that the Trump administration hasn’t affected their investment plans.
Only 10 percent of respondents reported that they are more likely to explore international locations, 33 percent are more likely to explore growth locations in the United States.

About 38 percent of respondents reported that reducing corporate tax rates/reforming corporate tax policies should be a priority to encourage U.S. companies to expand in the United States.

Beyond the administration-related questions, the survey queried executives on factors related to best practices in attracting corporate investment (which has been the focus of the survey since 1996). Key 2017 findings, based on the aggregate responses, are:

- Dialogue with industry peers, as it has been since 1996, continues to be the top source of information about an area, followed by business travel and articles in newspapers and magazines.
- Having an internet/website presence is rated as the most-effective marketing technique, followed by planned visits to corporate executives.
- Sixty-five percent of respondents used the internet during their last site-selection search, and 65 percent reported a Strong likelihood that they would visit an economic development organization’s website during the next site search.
- As has been the case since 2008, incentive information (57 percent), demographic information (48 percent) and a searchable database of available buildings and sites (44 percent) rank as the most-useful features of an economic development organization’s website.

- Location advisors said staff contact information and incentive information are the most-useful features of an economic development organization’s website.
- For the third time, LinkedIn (77 percent) is the top-used social media outlet for business.
- The percentage of respondents who do not use social media for business purposes continues to decline — 11 percent of respondents in 2017 vs. 21 percent in 2014 and 38 percent in 2011.
- Top executives within a company (49 percent), such as the chairman/CEO/president, are most likely to lead location decisions, followed by the COO (27 percent). In addition, a notable difference exists between midsize (less than $100 million in revenue) and large companies (more than $100 million in revenue). Among midsize companies, the chairman/CEO/president is the primary decision maker; in large companies, the chairman/CEO/president, the COO and the CFO location are typically included in the location decisions.
- Texas has the most-favorable business climate, followed by Florida, Georgia, South Carolina and North Carolina.
- North America outside of the United States (52 percent) and Asia/Pacific locations (29 percent) represent the best opportunities for international expansion.

This survey and all preceding Winning Strategies surveys are studies of perceptions. A perception is an attitude, belief or impression and not necessarily a reflection of reality. Business executives have certain identifiable opinions and beliefs about doing business in the United States and throughout the world. Some of these perceptions might be accurate; some might be genuine misperceptions.

In 1996 and subsequently every three years, DCI has conducted a comprehensive survey of corporate executives with site-selection responsibilities to determine the “customer’s perspective” on the most-effective strategies and techniques in economic development marketing. Now in its eighth iteration, Winning Strategies continues to document changes in the perceptions of corporate decision makers in the United States. The survey has been conducted online since 2008, and participants are incented for their participation via an Amazon or Starbucks gift card.

The survey audience consists of executives at a random selection of U.S.-based companies with direct site-selection responsibilities and is heavily weighted toward the following titles: CEO, president, CFO and vice president. The distribution list was augmented with the addition of more than 300 location advisors/consultants, a similarly influential group providing guidance and counsel to corporate executives nationwide.

DCI received 331 responses. The survey—which includes multiple-choice, close-ended and open-ended questions—contains a series of classification questions to categorize responses into large-company executives (more than $100 million in revenue), midsize-company executives (less than $100 million in revenue) and location advisors, as well as into select demographic categories. The report contains data presented by the various classification categories (in Appendix D) or as trend data over time. The responses to open-ended questions were edited for completeness and coded into thematic groupings.
As shown in Table A, the leading sources of information have remained relatively constant since the survey was first conducted. Results from 2017 saw business travel displace articles in newspapers and magazines as the second-most-influential source of information. For the first time since the category was included as a response in 2011, social media garnered more than 10 percent of responses and has become a more influential source of information. Consistent with previous years, the fewest number of executives chose direct mail.

### Chart A: Leading Sources of Information – 2017

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<td>Business travel</td>
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<td>46%</td>
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<td>Direct Mail</td>
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### Table A: Leading Sources of Information Influencing Executive Perceptions of Business Climate Comparisons (Responses over Time)

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<tr>
<td>Other</td>
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INFLUENCING EXECUTIVE PERCEPTIONS: LEADING SOURCES OF INFORMATION

How are perceptions of a location's business climate formed? More importantly, how can an economic development organization promote a favorable perception of its community among corporate decision makers?

Although many factors influence awareness of a location for investment purposes, dialogue with industry peers, as it has been since 1996, continues to be the top influencer on perceptions of an area, followed by business travel and articles in newspapers and magazines.

Since the inaugural survey in 1996, Winning Strategies has asked corporate decision makers who possess selection responsibilities a series of questions to determine the leading sources of information influencing executive perceptions of an area’s business climate. Respondents can choose up to three of the 13 provided responses. Over time, to reflect changing trends, responses have been added or slightly altered, such as advertising (which had previously consisted of two separate categories – print advertising and TV/radio advertising), rankings/surveys (previously called national surveys), online sources (added in 1999) and social media (added in 2011).
LEADING SOURCES OF INFORMATION: CORPORATE EXECUTIVES VS. LOCATION ADVISORS

Subgroups within the survey audience collect information differently. The following chart illustrates the differences between corporate executives and location advisors and what each audience perceives to be its leading sources of information.

As Chart B shows, corporate executives rely heavily on first-hand experience — business travel and dialogue with industry peers — as leading sources of information. Although location advisors also rely heavily on dialogue with industry peers, this information source is valued equally with information gleaned from meetings with economic development groups (each being selected by 55 percent of respondents). Corporate executives value meetings with economic development groups significantly less than location advisors (23 percent vs. 55 percent).

WHERE DO EXECUTIVES GET THEIR NEWS?

When designing a comprehensive marketing program, economic development organizations must know how and where decision makers consume their news.

For respondents who selected articles in newspapers and magazines, online sources, rankings/surveys and/or TV/radio newscasts/shows as influential sources of information, DCI asked follow-up questions to determine the specific media consumed in these categories.

As has been the case for several years, The Wall Street Journal ranks first in the list of most-read print publications in the newspapers and magazines category.

However, the percentage of respondents choosing the outlet fell from 82 percent in 2011 to 62 percent in 2017.

Respondents who selected online sources first turn to general internet searches via Google to obtain information about an area’s business climate. In 2014, WSJ.com was the most-used online source, unlike this year when it failed to place in the top four sources.

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When designing a comprehensive marketing program, economic development organizations must know how and where decision makers consume their news.

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BEST MARKETING TECHNIQUES FROM THE CUSTOMER’S PERSPECTIVE

DCI asked respondents to gauge the effectiveness of eight conventional marketing techniques used by economic development groups. Since 1996, respondents have rated each technique (advertising, direct mail, internet/website, media relations/publicity, hosting special events, planned visits to corporate executives, and telemarketing) on a scale from 1 (poor) to 5 (excellent). Chart C shows the percentage of respondents who rated each technique as a 4 or a 5.

Having an internet/website presence rates as the most-effective marketing technique, followed by planned visits to corporate executives. Media relations/publicity and hosting special events tied for third.

The perceived value of having a well-designed internet/website presence has increased steadily. Also, a consistent, perceived value exists in face-to-face contact, evidenced by the placement of planned visits to corporate executives as one of the top-two-rated techniques since the first edition of the survey.

Considering responses by company size and type (midsize company, large company and location advisors), midsize- and large-company executives (77 percent and 64 percent, respectively) said, in order, a location’s internet/ website presence, planned visits to corporate executives and media relations/ publicity are the top-three most-effective marketing techniques for economic development groups. Location advisors’ top-three choices for best form of marketing are, in order, planned visits to corporate executives (79 percent), hosting special events and internet/website.

**Chart C: Most Effective Marketing Techniques (% Rating 4 or 5 on a 5-Point Scale)**

<table>
<thead>
<tr>
<th></th>
<th></th>
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<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Internet/Website</td>
<td>74%</td>
<td>67%</td>
<td>55%</td>
<td>56%</td>
<td>53%</td>
<td>34%</td>
<td>37%</td>
<td>18%</td>
</tr>
<tr>
<td>Planned Visits to Corporate Executives</td>
<td>66%</td>
<td>64%</td>
<td>57%</td>
<td>55%</td>
<td>54%</td>
<td>53%</td>
<td>46%</td>
<td>53%</td>
</tr>
<tr>
<td>Media Relations/Publicity</td>
<td>51%</td>
<td>48%</td>
<td>33%</td>
<td>52%</td>
<td>50%</td>
<td>21%</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>Hosting Special Events</td>
<td>51%</td>
<td>46%</td>
<td>35%</td>
<td>45%</td>
<td>49%</td>
<td>37%</td>
<td>42%</td>
<td>49%</td>
</tr>
<tr>
<td>Trade Shows</td>
<td>39%</td>
<td>38%</td>
<td>35%</td>
<td>--</td>
<td>33%</td>
<td>32%</td>
<td>45%</td>
<td>39%</td>
</tr>
<tr>
<td>Advertising</td>
<td>32%</td>
<td>17%</td>
<td>16%</td>
<td>15%</td>
<td>20%</td>
<td>21%</td>
<td>19%</td>
<td>19%</td>
</tr>
<tr>
<td>Direct Mail</td>
<td>23%</td>
<td>14%</td>
<td>15%</td>
<td>19%</td>
<td>23%</td>
<td>33%</td>
<td>25%</td>
<td>25%</td>
</tr>
<tr>
<td>Telemarketing</td>
<td>17%</td>
<td>6%</td>
<td>4%</td>
<td>4%</td>
<td>6%</td>
<td>4%</td>
<td>6%</td>
<td>7%</td>
</tr>
</tbody>
</table>

*Trade shows was excluded inadvertently in the 2008 survey.*
A common theme among several of this year’s findings is the increasing value placed on the internet and other digital information during the site-selection process. When respondents were asked to rate how often they used the internet during their last location search, on a scale of 1 (not at all) to 5 (often), 65 percent of the executives reported a score of 4 or 5. As was the case in 2011 — when this question was incorporated into the survey — and in 2014, this year’s data show that location advisors use the internet in their site-selection search more than corporate executives. Overall, both groups use the internet frequently, with 71 percent of location advisors and 62 percent of corporate executives rating their usage as a 4 or 5. About 58 percent of location advisors selected a 5, whereas 44 percent of corporate executives selected a 5.

As was the case in 2011 — when this question was incorporated into the survey — and in 2014, this year’s data show that location advisors use the internet in their site-selection search more than corporate executives. Overall, both groups use the internet frequently, with 71 percent of location advisors and 62 percent of corporate executives rating their usage as a 4 or 5. About 58 percent of location advisors selected a 5, whereas 44 percent of corporate executives selected a 5.
Winning Strategies asked respondents to rate those features that are most important to the usefulness of an economic development organization’s website. Respondents could select up to five of the 14 offered features most typically included in an economic development website.

As has been the case since 2008, incentive information (57 percent) is ranked as the most-useful feature of an economic development organization’s website, followed by demographic information (48 percent), a searchable database of available buildings and sites (44 percent) and workforce statistics (43 percent).

Decision makers place less weight on testimonials from local employers and video content, which were selected by 8 percent and 3 percent of the respondents, respectively.

Often, an economic development organization’s website is the first introduction to a location being considered for investment. When asked the likelihood of visiting an economic development organization’s website during their next site-location search, 65 percent of respondents reported a rating of 4 or 5 on a five-point scale, in which 1 is low and 5 is high.

As seen in Chart H, this percentage of respondents reporting a rating of 4 or 5 has rebounded after falling to a low of 47 percent in 2011 and then rising again to 63 percent in 2014.

The percentage of corporate executives in 2017 who are likely to visit an economic development organization’s website has held steady from 2014 (54 percent in 2017 vs. 53 percent in 2014) and is significantly lower than the percentage of location advisors (87 percent) that will turn to an economic development organization’s website.

Corporate Executives Distribution of Responses on a 1-5 Scale (Response by Type)

| Not at all Likely | 13% |
| Highly Likely | 29% |

Location Advisors Distribution of Responses on a 1-5 Scale (Response by Type)

| Not at all Likely | 0% |
| Highly Likely | 66% |
Significant differences exist between the habits of location advisors and corporate executives. As seen in Chart K, 60 percent of corporate executives said demographic information is the most-useful feature on an economic development organization’s website, compared to 24 percent of location advisors. Location advisors chose staff contact information and incentive information (both with 69 percent) as the most-useful features of an economic development organization’s website.

**Chart L: Most Useful Features of an Economic Development Organization’s Website (Responses by Respondent Type)**

- Incentive Information: 69%
- Demographic Information: 60%
- Searchable database of available buildings and sites: 51%
- Workforce statistics: 42%
- Comparisons to competitor locations: 48%
- Major employer list: 60%
- Quality of life information: 40%
- Staff contact information: 69%
- Target Industries and related Information: 27%
- Maps of the community/region: 35%
- Current press releases/announcements: 18%
- Educational institution information: 10%
- Testimonials from local employers: 6%
- Video content: 0%

**First Contact: When and How Decision Makers Approach Economic Development Organizations**

Respondents indicated during which of the five stages of the site-selection process they are most likely to make first contact with an economic development organization. As seen in Chart L, the most-frequent response is following the development of a short list of communities to request specific information or to arrange site visits, with 42 percent of respondents selecting this option.

Since 2005, corporate decision makers and location advisors are most likely to contact an economic development organization after a short list of potential communities has been developed, to request data or arrange site visits. About 12 percent of respondents report that they would not contact an economic development organization at any stage during a site-location search, down from a peak of 17 percent in 2011 and 16 percent in 2014.
For the first time, Winning Strategies provided a list of eight executive titles and asked respondents who is most likely to lead corporate location projects. Respondents could choose more than one option. Respondents report that top executives — chairman/CEO/president (49 percent) and COO (27 percent) — were most likely to lead a location decision.

At midsize companies, the chairman/CEO/president is the primary decision maker for location decisions, whereas it’s the chairman/CEO/president, the COO and the CFO at large companies.

Location advisors continue to be more likely than corporate executives to use the services of economic development organizations.

As shown in Chart M, location advisors will always contact an economic development organization during the site-selection process and often earlier in the process than corporate executives. About 17 percent of corporate executives would not contact an economic development organization at any stage during a site-location search, and 8 percent will contact an organization only after a location has been selected, for assistance in identifying a suitable building/lot.

### Table C: First Contact with Economic Development Groups (Response over Time)

<table>
<thead>
<tr>
<th>Timing of First Contact</th>
<th>2017</th>
<th>2014</th>
<th>2011</th>
<th>2008</th>
<th>2005</th>
</tr>
</thead>
<tbody>
<tr>
<td>After we have developed a shortlist of potential communities, to request specific data or arrange site visits.</td>
<td>42%</td>
<td>41%</td>
<td>40%</td>
<td>40%</td>
<td>48%</td>
</tr>
<tr>
<td>During the initial screening of all possible locations, to request preliminary data</td>
<td>30%</td>
<td>25%</td>
<td>24%</td>
<td>29%</td>
<td>27%</td>
</tr>
<tr>
<td>We would not contact an economic development organization at any stage in a site location search</td>
<td>12%</td>
<td>16%</td>
<td>17%</td>
<td>8%</td>
<td>8%</td>
</tr>
<tr>
<td>After the field has been narrowed to a few finalists, to negotiate incentive offers</td>
<td>11%</td>
<td>15%</td>
<td>13%</td>
<td>18%</td>
<td>15%</td>
</tr>
<tr>
<td>After a location has already been selected, for assistance in identifying a suitable building/lot</td>
<td>5%</td>
<td>3%</td>
<td>6%</td>
<td>5%</td>
<td>2%</td>
</tr>
</tbody>
</table>

For the first time, Winning Strategies provided a list of eight executive titles and asked respondents who is most likely to lead corporate location projects. Respondents could choose more than one option. Respondents report that top executives — chairman/CEO/president (49 percent) and COO (27 percent) — were most likely to lead a location decision.

### Chart N: Executives Most Likely to Lead Location Decisions

- Chairman/CEO/President: 49%
- Chief Operating Officer: 27%
- Vice President/Director of Corporate Real Estate: 24%
- Chief Financial Officer: 12%
- Vice President/Manager of Strategic Planning: 9%
- Vice President of Manufacturing: 6%
- Vice President/Manager of Human Resources: 6%
- Other Vice President/Manager: 2%

### Chart M: First Contact with Economic Development Groups (Response by Respondent Type)

- Corporate Executives
- Location Advisors

- After we have developed a shortlist of potential communities, to request specific data or arrange site visits:
  - Corporate Executives: 38%
  - Location Advisors: 18%

- During the initial screening of all possible locations, to request preliminary data:
  - Corporate Executives: 29%
  - Location Advisors: 36%

- We would not contact an economic development organization at any stage in a site location search:
  - Corporate Executives: 15%
  - Location Advisors: 6%

- After the field has been narrowed to a few finalists, to negotiate incentive offers:
  - Corporate Executives: 8%
  - Location Advisors: 0%

- After a location has already been selected, for assistance in identifying a suitable building/lot:
  - Corporate Executives: 0%
  - Location Advisors: 0%
Social Media and Executive Decision Makers

Social media has become an increasingly important source of information during the site-selection process. For the third time, Winning Strategies asked location advisors and corporate executives which top social media channels they use for business purposes. Also for the third time, LinkedIn (77 percent) is the No. 1 social media outlet for business, beating out the other such options as Facebook, Twitter, Blog Forums, YouTube, Instagram, Podcasts and other social media channels. 2017 is the first year that podcasts (17 percent) and Instagram (18 percent) have been included in the options. The percentage of respondents who report they do not use social media for business purposes continues to decline — 11 percent of respondents in 2017 vs. 21 percent in 2014 and 38 percent in 2011.

Corporate executives tend to use all social media outlets — except for LinkedIn — for business purposes more often than location advisors, of which 16 percent reported they do not use social media for business purposes.

Chart P: Social Media Channels Used for Business

<table>
<thead>
<tr>
<th>Social Media Channel</th>
<th>Corporate Executives</th>
<th>Location Advisors</th>
</tr>
</thead>
<tbody>
<tr>
<td>LinkedIn</td>
<td>77%</td>
<td>42%</td>
</tr>
<tr>
<td>Facebook</td>
<td>43%</td>
<td>16%</td>
</tr>
<tr>
<td>Twitter</td>
<td>42%</td>
<td>15%</td>
</tr>
<tr>
<td>Blog forums</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>YouTube</td>
<td>7%</td>
<td>5%</td>
</tr>
<tr>
<td>Instagram</td>
<td>18%</td>
<td>14%</td>
</tr>
<tr>
<td>Podcasts</td>
<td>9%</td>
<td>9%</td>
</tr>
<tr>
<td>I do NOT use social media for business purposes</td>
<td>11%</td>
<td>11%</td>
</tr>
<tr>
<td>Other</td>
<td>2%</td>
<td>2%</td>
</tr>
</tbody>
</table>
Strategic Priorities In Action

Dedication of resources and staff to sustain marketing initiatives

It is important to prepare for the challenges and barriers that the City will be up against as it continues to develop and implement its marketing initiatives. In order to assure the accuracy, consistency and frequency of its marketing program, Concord must proactively be managing and evolving its strategy and tactics. Additionally, it is imperative that the City allocate staff to oversee and manage the economic development marketing initiatives.

Examples of Proposed Actions

1. Ensure accuracy, consistency, and frequency in all internal and external communication efforts
   - Centralize all internal marketing activities
   - Include marketing objectives and strategies in city planning and documentation
   - Develop a marketing communication process

2. Implement an agile omnichannel marketing plan that maximizes return on investment and time in market
   - Maximize and leverage website and online tools
   - Use print and digital advertising tools to target key individuals, sectors and geographies
   - Develop media relations capacity of staff

3. Increase awareness of Concord’s position to develop credibility and trust
   - Create wish list of publications to target and gather key contacts within each publication for direct outreach and media relations
   - Develop tailored pitches and ED press releases and distribute to targeted media
   - Story Lines: Determining 3-5 key theme lines that would resonate most strongly with the industry trade and national media. Interviews with private sector business leaders and the immersion tours would play a pivotal role in developing these story ideas.
   - Ad Targets: Based on findings from the research, strategy would be to target a media contact list with traditional national and international, targeted trade and select online media.
   - National Spokespeople: After follow up discussions, selection of industry and city leaders for best national media will be decided

4. Create City Communications task force to focus on specific initiatives
   - Regularly meet with task force and initiate conversation around the City’s vision to ensure alignment and cooperation between departments and divisions
   - Identify areas of focus and prioritize actions such as “Concord Vibe”

5. Apply for and capture awards and accolades
   - Determine selection criteria for awards such as Forbes Magazine’s ‘America’s 10 Fastest Growing Cities’ and develop plan to compete

6. City to participate in regional and national events to serve as a central resource for spurring growth, foster industry credibility, and take an active role in the industry dialogues
   - Potential task force initiatives: recruit businesses, host industry events, improve and develop education programs
Make Concord Part of the Dialogue

Concord’s market segments are already working together today and discussing relevant business events, trends, and investments. Yet the City of Concord should seek to position itself as the driver of these conversations. To capture the market awareness, the City must become more relevant to these segments by taking an active role in the industry dialogues. Develop a consistent brand message about the City of Concord as a destination for business and use that across all communication platforms: public relations, marketing & advertising, website.

- Create an awareness campaign that was disruptive, and unexpected
- Control the narrative within the media with a robust public relations program

Examples of Proposed Actions

1. Recruit successful Concord businesses to develop as brand ambassadors
   - Educate them on Concord’s position and vision
   - Target businesses across multiple industries and sectors to develop testimonials to publish on Concord’s website
   - Identify joint activities that can be promoted via the media

2. Educate regional leaders and industry partners on the City’s positioning and messaging
   - Develop list of key contacts for regular newsletters and build CRM database
   - Host group briefings, 1-on-1 meetings, or tours of special sites and development areas
   - Attend major industry conferences, events and mixers and set up meetings with targeted executives (e.g. SFBT “Deals of the Year”, SXSW, BIO)

3. Facilitate collaboration among partners to pool external expertise and resources
   - Host workshops, roundtables and mixers with developers, businesses, or neighboring cities

4. Leverage partner network as an efficient channel of information distribution
   - Develop articles to distribute in organizational and internal newsletters

5. Draw larger industry events and conferences
   - Develop wish list of events to target
   - Identify key partner(s) to lead recruitment efforts

6. Explore ongoing targeted mass communication programs
   - Establish public relations cadence
   - Highlight success stories of Concord Business Owners
   - Showcase Concord as a live/work community by emphasizing VIBE

Invest in Tools with Greatest Impact

Specific marketing techniques and tools can be very effective in delivering a message that resonates with a target market. The City is not currently utilizing these potential tools to its advantage and implementing these would position Concord more competitively.

Examples of Proposed Actions

1. Update current assets and tools to better draw and engage with potential partners
   - Redesign website layout and update content with customized messaging and better business information
   - Implement online tools that make the business process easier and faster
   - Display workforce data and demographic statistics more prominently
   - Develop city collateral with strong brand consistency throughout

2. Develop standalone economic development website

3. Ongoing upgrade and maintenance of assets and tools

4. Launch online surveys to capture feedback

Evaluate and implement traditional mass media ad strategies and implement where appropriate

As appropriate, advertising campaigns should be delivered on radio, Cable, and other broadcast media should be selected based on their cost-effective ability to reach the demographic and geographic audience that Concord desires to target for attracting potential new businesses.
Targeted Goals

To maximize development efforts, we target specific facets of community metrics.

**ECONOMIC DEVELOPMENT LEADS**
- Increase Digital Traffic & Analytics
- Diversify Lead Sources
- Build a More Robust Lead Pipeline

**ENHANCED ECONOMIC RESILIENCY**
- Increase Interest in Development Opportunities
- Strengthen Local Business Ecosystem
- Promote Job Growth & Workforce Development

**BUSINESS DEVELOPMENT**
- Attract New Businesses
- Expand Existing Businesses
- Retain Current Business

**EFFICIENCY**
- Improve internal Communications
- Optimize and Multiply Staff Efforts
- Streamline Economic Development Interactions

**PROFILE ELEVATION & AWARENESS**
- Control Profile Awareness
- Grow Digital Presence
- Enhance Perception Locally, Nationally, and Internationally
Concord's Playbook

Summary of Activity Tiers

Tier 1
Essential Marketing
$9,000 / month
($110,000 / year)

Tier 2
Amplified Marketing
$15,000 / month
($180,000 / year)

Tier 3
Comprehensive Marketing
$21,000 / month
($250,000 / year)
Based on the research performed, several areas of opportunity have been identified to help Concord achieve its goals listed above and lead it to economic growth for the city. These services have been broken down into three tiers that are customizable based on needs and expectations. As the tiers progress, the services will increase and provide a broader impact on growth and achievement of goals.

The goal is for all of these services to aid in Concord’s economic and marketing efforts. The services listed are intended to be done with a mindset of being agile, adaptive, and interactive, as opposed to being traditional and fixed. The services are meant to be results driven and not static over time. With this being said, it is critical to find the approach that will ensure Concord’s marketing budget is being utilized most effectively. Each service should consistently be evaluated based on its success. Should there be an area that is not performing as desired, efforts can easily be made to focus on other services which can have a greater impact. This provides some flexibility within the tiers to help make sure that Concord is being provided with the most effective, all-encompassing service package possible.

**TIER 1**

**Essential Marketing:**

$9,000 / month ($110,000 / year)

The Tier 1 Essential Marketing Package (T1) focuses on providing a quick and effective action plan for Concord that can be implemented relatively quickly. Services include elements of traditional and non-traditional marketing to focus on achieving results and accomplishing goals set forth by Concord.

### Comprehensive Website Optimization of ConcordFirst

- Update Plugins
- Update WordPress
- Improve Page Speed
- Fix Mobile Optimization
- Clean up the DataBase
- Correct the SSL certs
- Set up proper 404 pages
- SEO Tagging
- Search Engine SiteMap

### Email List Management

- 1 Key person LinkedIn Outreach Campaign
- LinkedIn & Facebook Ad Campaigns
- Geo-Fencing advertisements
- Multimedia Library
- SF Chronicle Special Section
**TIER 2
Amplified Marketing:**
$15,000 / month ($180,000 / year)

The Tier 2 Amplified Marketing Package (T2) is geared towards providing multiple avenues of success at achieve Concord's desired goals. Building off the T1 package, T2 offers additional services that would be exciting for any city to be able to offer. Annual baseline polls and 3rd party visitor tracking will help Concord better understand its current online and offline strengths and weaknesses. A Concord App opens the door for the city to interact and engage with its residents and has potential media leveraging impact as well. With the T1 plus T2 set of services, ConcordFirst.com and its Economic Development team will have amplified marketing coverage during 2018 and beyond.

- **All Items Listed in Tier 1 +**
- **Extended Website Enhancements of ConcordFirst**
  - Create a Content Strategy (Blog, etc.)
  - Increase the quantity of pages
  - Add various Call To Action buttons
  - Implement bot chat on key pages
  - Add a schedule a meeting link
- **Enhanced Website Tracking**
  - Google Tag Manager
  - LinkedIn & Facebook Pixels
  - Add 3rd party tools to track companies and leads

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**TIER 3
Comprehensive Marketing:**
$21,000 / month ($250,000 / year)

The Tier 3 Comprehensive Marketing Package (T3) is the most all encompassing marketing package of the three. All elements and services offered in both the T1 and T2 package are included in the T3 package. The T3 package offers an impressive array of additional services that can further impact the objectives and goals of Concord. Services like email nurture campaigns, and deployment of project management software should put Concord in a good position to grow its business relations with targeted leads. The addition of website A/B testing and heat mapping tools provides key insights to assist Concord in maximizing its online assets. Further advertising services such as Google Remarketing, SF Business Times, and additional Story Studios, will help put Concord in the focus of local residents and businesses. Furthermore, the T3 package offers the development and inclusion of a unique and engaging App Based City-Wide game which is entertaining for users, welcomed by businesses, and newsworthy for Concord. With the T3 package, Concord will have comprehensive marketing coverage positioning it as a leader for new opportunities in 2018.

- **All Items Listed in Tier 1 & 2 +**
- **Project Management Software Onboarding**
- **Further website enhancement development**
  - Website A/B Tests and Testing Tools
  - Quarterly Animations to be used on Social Media and in Ads.
  - Inclusions of a Heat Map tool

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1 Additional Key person
LinkedIn Outreach Campaign
App Based City-wide Game (Included in App Above)
Web Based Calendaring System
Email Automation Management
Google Remarketing Campaign
SF Business Times Special Section
Additional Story Studios * 4
1/2 Earned Media/Month
Outside the services listed above, there are others recommended that Concord may consider utilizing. These services aren’t connected to any specific tiers above, and can be appropriated as needed at any time. To be successful in marketing it is important to remain agile and stay open to new and trending strategies that are proving successful. New services can be researched and included in the same fashion as the a la carte options here. Any system or package adopted for Concord as stated before, will have the flexibility to be agile and swap in or out similar services upon request. It is noted that success is not just a one sided achievement, but it’s a full team accomplishment. The main focus and driving factor of executing any marketing on behalf of Concord must be for its success and in so everyone involved is also successful. The ALC services below are great additions which can be easily used and are available for Concord at any time.

**A La Carte [ALC] SERVICES**

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- **RadNet TV services**
  - $4000 for 1M Impressions
- **Discovering Concord Video Miniseries**
  - $5000 per episode
- **Concord Vibe Podcast**
  - $1000 per episode
- **Staff Training and Speaking Events**
  - $150/hour per session
- **Collateral Creation**
  - $85/hour for design work
- **Implement Live Chat on Key Pages**
  - $10 per significant chat engagement

**Breakdown of Services**

**Published Articles [Tier1] [Tier2] [Tier3]**

- **Control Profile Awareness**
- **Enhance Perception Locally, Nationally, and Internationally**

One of the most powerful ways of highlighting the business assets of a community is through articles published in national / international newspapers and magazines. Statistics have shown this method to be one of the top influencers of a corporate executive’s perception of a place.

To implement that, the goal is to determine storylines, spokespeople, companies and themes that well position the City as a great place in which to work, live and do business. In conjunction with designing the marketing strategy, another necessary item is establishing a media relations strategy and cadence.

**San Francisco Chronicle Special Section [Tier1]**

- **Control Profile Awareness**
- **Enhance Perception Locally, Nationally, and Internationally**

The SF Chronicle Special section is a 20 page featured section that runs in a Sunday edition and is an opportunity to highlight key aspects of Concord including: Concord Vibe, community events, commercial and residential real estate, etc. This feature is embedded as an evergreen section on the SFGate website and includes overrun copies to be

>>“Visitors to websites these days are custom to websites and webpages that load fast and reports show that having slower load times has an impact on conversions and user satisfaction.”
used as ongoing collateral for economic development and city communications. The readership of the SF Chronicle is ideally suited to work/live/play interests and development opportunities. Running the Chronicle and Business Times Special sections in a complimentary cycle will allow for the City of Concord to have a sustained and high-visibility presence in market over a calendar year.

StoryStudio [Tier1] [Tier2]

**WHY?**
- Enhance Perception Locally, Nationally, and Internationally
- Grow Digital Presence

This is an evergreen digital marketing article that is directed by the City of Concord and is produced by an outside media agency and remains embedded on the SFGate website in perpetuity. These produced pieces can serve to highlight specific economic development initiatives, opportunities, real estate projects, sectors, etc. and are ideal for elevating the profile of the City of Concord.

Update WordPress Plugins [Tier1]

**WHY?**
- Grow Digital Presence
- Increase Digital Traffic & Analytics

WordPress is the leading open source CMS system used on the internet today. It’s estimated that WordPress is used by over 25% of the worlds websites. WordPress has been a stellar solution for ConcordFirst.com. It offers easy integrations, allowing it to expand as needed to provide more marketing, content and tracking capabilities. That being said, it is critical that all plugins and modules on the website stay updated to diminish the odds of any vulnerability on the website. The reason for this is that after scripts and plugins are published, hackers and other groups find ways to breach the security of the website via these plugins. Another reason to update modules and plugins is that often times the owners of these plugins want to introduce additional features. For these reasons it is recommended that ConcordFirst updates all its active plugins. Currently, ConcordFirst.com has 12 plugins that need to be updated. It is highly recommend these plugins be updated and continuous coverage of all plugins be implemented so that the website is constantly up to date.

Cleaning up unneeded Plugins and Themes [Tier1]

**WHY?**
- Grow Digital Presence
- Increase Digital Traffic & Analytics

Of the 19 plugins currently installed on the website, some are not being used and others are no longer being supported by WordPress’s repository. In order to maintain the required level of security the unsupported plugins should be removed from the website entirely, and all the outdated plugins should be updated to the latest versions. It is suggested that ConcordFirst.com removes the unused and unneeded plugins from the current WordPress installation as well as the two unused themes.

Update WordPress [Tier1]

**WHY?**
- Improve Internal Communications
- Optimize and Multiply Staff Efforts
- Grow Digital Presence

Wordpress Core Files should be updated monthly in order to maintain stability as well as security for the site. Around 87% of automated bot attacks / malicious code injection can be prevented through regular Wordpress core updates. Keeping WordPress up to date with this and future updates is highly recommended.

Improve Page Speed [Tier1]

**WHY?**
- Grow Digital Presence
- Increase Digital Traffic & Analytics
- Build a More Robust Lead Pipeline

Installing a browser caching plugin is crucial to site loading speed. This allows a user to load the website once, and the following visit, images that are already used on other pages or if they navigate back to the same page, will be loaded from the users local device rather than downloading from the internet again. This has a big impact on page loading times.

Installing a performance optimization plugin is also important. Performance optimization plugins take care of a multiple page speed issues. The list includes leveraging browser caching, caching of database objects, caching, minification and compression of CSS and JavaScript code: non-blocking JavaScript embedding; minification of inline, embedded or 3rd party JavaScript and CSS, and so on. Properly configured performance optimization plugin can improve overall site performance up to 10 times and save up to 80% of server bandwidth.

Browser and Caching plugins [Tier1]

**WHY?**
- Increase Digital Traffic & Analytics
- Grow Digital Presence

Installing a browser caching plugin is crucial to site loading speed. This allows a user to load the website once, and the following visit, images that are already used on other pages or if they navigate back to the same page, will be loaded from the users local device rather than downloading from the internet again. This has a big impact on page loading times.

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Optimizing Images [Tier1]

**WHY?**
- Increase Digital Traffic & Analytics
- Grow Digital Presence

Another included service is to test and optimize all images so that they are sized and compressed perfectly for the website’s needs. Optimizing 71 images on the homepage would reduce the overall download size of the home page.
The website ConcordFirst.com has been operational for over 3 years now and it appears the database has not been cleaned during this time. WordPress is an amazing CMS, which has the perfect solution for this issue. One of its features is to always save all edits made to each page. That being said, the database over time can get larger than needed and in the end this can impact the website’s performance primarily when managing the website.

**SSL Certificate** [Tier1]

- **WHY?**
  - Grow Digital Presence
  - Increase Digital Traffic & Analytics
  - Diversify Lead Sources

SSL certificate installation on ConcordFirst.com. ConcordFirst right now uses http (unencrypted) protocol for loading it’s website. During 2018, in a push to get more websites to use encrypted communications, Google made its browser label all websites that do not use the https encryption as unsecure. Although in practice, this won’t impact the website’s performance, it is a good measure to keep this up to the current standards. Also utilizing fully the https protocol, ConcordFirst.com will be well positioned to implement more user forms and other lead generations mechanisms. Additionally, search results favor secure sites.

**SEO Tagging and Audit** [Tier1]

- **WHY?**
  - Grow Digital Presence
  - Increase Digital Traffic & Analytics
  - Diversify Lead Sources

In order to have the best chance to rise in the search engine listings, it is imperative that all pages on the website are using proper SEO tags that have been optimized based on desired keywords and web page content. Besides the main title tag, description tags and keywords should also be used. In order to drive new search traffic to the website, it’s important that proper keywords (i.e “Concord Business”, “News in Concord”, “Selling business Concord”, etc) should be used in title and headings; in addition, all images should be clearly labeled.

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**Ongoing Website Speed Optimization Services** [Tier1]

- **WHY?**
  - Grow Digital Presence
  - Increase Digital Traffic & Analytics
  - Optimize and Multiply Staff Efforts

In addition to the aforementioned services, a thorough speed optimization service will check dozens of other factors to ensure the page is loading as fast as it can. Page speed reports before and after these services will be delivered. Ongoing new content should also be optimized for high page speed standards.

**Fix Mobile Layout** [Tier1]

- **WHY?**
  - Control Profile Awareness
  - Enhance Perception Locally, Nationally, and Internationally
  - Grow Digital Presence

The website ConcordFirst.com has great design and flow to it and does reflect well on Concord. In our tests, it was identified that some pages didn’t render as well on mobile devices. A website overhaul would carefully inspect the areas of the website that aren’t rendering well on mobile devices and adjustments to HTML/CSS would be made as needed to ensure the desired viewability be achieved on all devices.

**Website Database Ongoing Clean Up** [Tier1]

- **WHY?**
  - Grow Digital Presence
  - Increase Digital Traffic & Analytics
  - Optimize and Multiply Staff Efforts

The website ConcordFirst.com has been operational for over 3 years now and it appears the database has not been cleaned during this time. WordPress is an amazing CMS, which has the perfect solution for this issue. One of its features is to always save all edits made to each page. That being said, the database over time can get larger than needed and in the end this can impact the website’s performance primarily when managing the website.

**Set up proper 404 pages** [Tier1]

- **WHY?**
  - Build a More Robust Lead Pipeline
  - Increase Digital Traffic & Analytics
  - Diversify Lead Sources

One of the most common errors you can come across while browsing the Internet is a 404 or Page Not Found error. This error often occurs when you follow a broken link or if you type in a website address that doesn’t exist. A 404 page error appears when a website is active, but the specific page within it doesn’t exist. This can happen if someone incorrectly types or links to a page that has changed names or simply does not exist.

In designing a well thought 404 page with links to key pages as well as letting the user know politely that the page they were looking for does not exist, ConcordFirst.com will have an opportunity to turn what could have been a negative user experience into a positive one.
Create a Search Engine Sitemap [Tier1]

WHY?
• Increase Digital Traffic & Analytics
• Build a More Robust Lead Pipeline
• Grow Digital Presence

Having XML sitemaps allows search engines to find, crawl and index every page on a website sufficiently, as well as allows them to understand a website's structure. In order for search engines to be notified of the site map, a link to it should be inserted into the robots.txt file. Sitemaps enhance the ranking of a website in search engine results, thus boosting the SEO efforts.

Email List Management [Tier1]

WHY?
• Increase Digital Traffic & Analytics
• Build a More Robust Lead Pipeline
• Diversify Lead Sources

Collecting users emails who wish to receive updates about Concord’s economic development news is a great way to continue to promote Concord even after someone has left the website the Concord’s social media pages. Having a managed monthly newsletter with economic development updates will assist Concord being on the mind of key businesses and individuals who could have an impact on the economy of Concord.

Key person LinkedIn Outreach Campaign [Tier1] [Tier3]

WHY?
• Build a More Robust Lead Pipeline
• Diversify Lead Sources
• Increase Interest in Development Opportunities
• Attract New Businesses

LinkedIn’s network provides a key space to reach out and connect and begin a conversation with strategic decision makers and key individuals. The LinkedIn Outreach Campaign is a managed solution for helping utilize the LinkedIn profile of one or two key persons in the economic development department. On behalf of this person, searches would performed and targeted profiles would be viewed daily, causing these persons to see this action and also reciprocate this and in return request to connect. The profiles of these key persons would also be updated to make them as enticing as possible so that connection requests would be maximized. Outgoing connection requests with a personalized note would also be sent to approximated 20 people a day. Follow up messages would also be created for those that did connect on LinkedIn. Using these methods, it can be expected that 100’s of new connections be made every month and possibly dozens of engaging conversations be started which in turn could open the door to new opportunities that otherwise would not have surfaced.

Multimedia Library [Tier1]

WHY?
• Enhance Perception Locally, Nationally, and Internationally
• Optimize and Multiply Staff Efforts
• Improve internal Communications

In order to have quality images and photos to use for Concord’s various social networks, for the website with its blog pages, content pages and possibly its newsletter, it is recommended that each month Concord bring in a photographer to take new and updated photos of the city and designated areas in the surroundings. These picture would all be uploaded to a shared library and would be at the disposal for all those inside the department to use as best fit for advertising or content. This will help promote a fresh view of Concord and help spark new current conversations about what's going on and what Concord has to offer. For the Tier 1 outreach campaign, all service photos will be taken, and processed and delivered monthly for Concord to use.

Geo-Fencing Advertisements [Tier1]

WHY?
• Diversify Lead Sources
• Build a More Robust Lead Pipeline
• Attract New Businesses

Using latitude and longitude data is a dramatically more accurate method of targeting than traditional GEO-IP targeting which in turn results in more efficient and higher performing campaigns. The ad units can be served on any mobile application or website that is a part of the mobile ad network, and can even target desktop users through social media platforms such as Facebook. Additionally, users can be retargeted after they have left the fenced area and continue serving impressions to them.

Create a Content Strategy (Blog etc) [Tier2]

WHY?
• Increase Interest in Development Opportunities
• Control Profile Awareness

Content updates and blogging are playing an ever increasing role in B2B. Some studies have shown that when comparing business with blogs vs without, ones with blogs get a higher percentage of leads, they appear higher in organic searches, and they are more effective at achieving long term ROI vs traditional marketing efforts.

It is recommended that ConcordFirstcom creates an ongoing content and blog strategy. 3 to 4 new articles a month are recommended in order to have a positive impact on several key aspects of SEO and continuously show the website as having fresh content. Articles published in the blog should also be promoted on social media channels as an additional way to get more traffic and be first in the minds of internet users in our area.
Increase the quantity of pages [Tier2]

- Increase Digital Traffic & Analytics
- Optimize and Multiply Staff Efforts
- Grow Digital Presence

ConcordFirst.com has 100 pages listed on google. The CityOfConcord.org has over 7,700 pages. In order to compete with other cities and other sites aiming to gain attention in the space, it is recommended that ConcordFirst.com develops a semi-automated content strategy to increase its indexed pages to upwards of 1000 pages. Sites with larger content are prioritized by google and other search algorithms.

Add various Call To Action buttons [Tier2]

- Build a More Robust Lead Pipeline
- Diversify Lead Sources

Visitors on ConcordFirst.com aren’t converting over into leads nearly enough in part due to a lack of CTA and lead forms. Adding several CTA’s on the website will increase website conversions and generate more actionable leads.

Lead Forms and Landing Pages [Tier2]

- Diversify Lead Sources
- Build a More Robust Lead Pipeline
- Grow Digital Presence

In order to maximize the value of the website, pages specifically designed to capture the information from targeted visitors should be created. It is recommended that at least 3 new pages are created for various audience types giving these users a reason to reach out to ConcordFirst and allowing our Economic Development Department further opportunities to contact these leads.

Implement Chat Bot on Key Pages [Tier2]

- Optimize and Multiply Staff Efforts
- Grow Digital Presence
- Attract New Businesses

Chatbots are being made to ease the pain that the industries are facing today. The purpose of chat bots is to support and scale business teams in their relations with partners without the need to increase your staff. The advantages of using chatbots are various such as: being able to give people quick answers to common questions in a conversational style; Chatbots are available 24/7; Chatbots have been shown to increase conversion rates at generating leads; Chatbots produce measurable data that can be analyzed to see it’s efficiency. It is recommended that chatbot be developed and implemented on key pages of ConcordFirst.com. Provided these chatbots are proven successful, it is possible they could be implemented on other concord specific websites as well.

San Francisco Business Times Special Section [Tier2]

- Control Profile Awareness
- Enhance Perception Locally, Nationally, and Internationally

The SFBT Special Section is 20-30 page featured section that can be included in high-profile editions of the Business Times (e.g. Deals of the Year, Structures, etc.). This feature is also embedded as an evergreen section on the SFBT website and includes overrun copies to be used as ongoing economic development collateral. The readership demographics for the SFBT are aligned with the targeting goals for the City of Concord and its economic development initiatives (age, occupation, geographic location, etc.).

Add a Schedule a Meeting link [Tier2]

- Build a More Robust Lead Pipeline
- Diversify Lead Sources

Having a Schedule a Meeting links gives visitors a chance to immediately schedule a phone call with key persons from the economic development department. Keeping the scheduled times short ensures that leads can be screened and those that are qualified can have engaging communications with Concord’s staff. Avoid risking drop-offs and capture prospects at the height of their interest. The advantages of having a meeting scheduled, is that the user is reminded about the meeting via an email or text both

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24 hours before the meeting as well as one hour before the event. Meeting times are fully customizable based on the open time slots of attendees and participants. Because these meetings are also added to users calendars odds of no-shows decrease and it allows for a satisfactory partner experience being that they are able to reach out at an expected time.

**Link Search Engine Console to Google Analytics [Tier2]**

**WHY?**
- Increase Digital Traffic & Analytics
- Optimize and Multiply Staff Efforts

Google Search console is almost a must use tool in the business of better understanding a websites SEO status and potential. Unlike analytic trackers that are able to count and track exactly how many people are visiting your website and what they are doing. Search Console gives you a birds eye view of all the traffic that is searching for related terms regarding your website whether or not they visit your website. It’s the difference of a store just knowing how many consumers walk in their doors, vs how many drive past their store or how many people are even in the area who are looking for what their store has to offer. Using this information provides key elements in knowing the best next steps for content creation and on site SEO tagging. Google allows for the data between their Search Console and their Analytics tool to communicate seamlessly providing valuable data for decision making. It is recommended that the Search Console be set up properly and connected to Analytics and used in ongoing SEO efforts for ConcordFirst.com.

**Google Tag Manager [Tier2]**

**WHY?**
- Optimize and Multiply Staff Efforts
- Increase Digital Traffic & Analytics

Google Tag Manager is an industry leading solution to organizing much of the extra scripts needed to help with marketing and tracking on a website. In the past, in order to add or change a tracking javascript on a website, you’d need to ask a coder with the correct permissions and knowledge to make the change or add the code in the correct place throughout all the desired pages. Depending on the complexity of the website, this could take hours of time and up to weeks even for deployment on a live website. With Google Tag Manager, all users with proper permissions can use the Tag Manager tool to know exactly what tracking and marketing codes are being loaded on a website and changes can happen within Google’s easy to use interface vs the previous more tedious methods. Utilizing Google’s Tag Manager will allow teams to deploy and update marketing and tracking codes quickly.

**LinkedIn & Facebook Pixels [Tier2]**

**WHY?**
- Retain Current Business
- Attract New Businesses
- Expand Existing Businesses
- Increase Digital Traffic & Analytics

Today all major relevant networks have their own tools to help track users. LinkedIn and Facebook have risen to the top of the list as social networks utilized by upwards of 75% of Californians. Both Facebook and LinkedIn have tracking pixels which provide key insights as to the visitors interactions on our websites. They allow to see the flow of users and much more details about them that previously known. Age, sex, and even financial demographics of users can be seen using these tools. Also, having these pixels active puts ConcordFirst in a great position in regards to ad buys on these networks. Having the pixels properly set up will allow ConcordFirst to see the exact ROI and impact of it’s ad buys through these networks and allow campaigns to be tweaked and adjusted to target the best audience based on the desired outcomes.

**Pre-Lead Tracking [Tier2]**

**WHY?**
- Increase Digital Traffic & Analytics
- Diversify Lead Sources

Even the best built websites overall convert less than 10% of their visitors into actionable leads. That means that more than 90% of the visitors on websites will browse and leave without giving the site owner any information as to who they are. Due to the nature of the value of strategic leads for Concord, it is recommended that software be added to add an additional layer of tracking that would enable more information to be gathered about the bulk of visitors who don’t fill out forms or leave any identifiable actionable information. With a pre-lead tracking software, monthly reports can be generated that show case which companies visitors are associated with when visiting the website helping Concord be proactive in reaching out to businesses that may be interested in partnering with Concord.

**Add Alerts, Events and Goals to Google Analytics [Tier2]**

**WHY?**
- Build a More Robust Lead Pipeline
- Control Profile Awareness
- Optimize and Multiply Staff Efforts

Having backlinks from other websites that point back to a website is one of the biggest components of getting traffic to a website and increasing search rankings. Each backlink adds value to the overall search score for the website. Using a 3rd party tool to track and monitor backlinks from other websites to ConcordFirst.com enables real time monitoring for any new link that is created or any existing link that is deleted. With information about all new links and the health of older links, Concord’s economic development team can be quick reach out to any website that points back to itself. Whether the reason for the backlink is a praise or a complaint, being quick to respond to these backlinks is of huge value in encouraging further backlinks keeping on top of any negative issues that might pop up.
Google Analytics is considered by most as the best robust free analytics tool on the market. It is by far the most comprehensive and widely used analytics tool on the web. A powerful set of features that Google Analytics has to offer is adding alerts and event tracking. With alerts, ConcordFirst.com can set specific criteria to immediately notify via email when triggered. For example, at any given moment, ConcordFirst.com may average 1-5 real time visitors browsing on the website. An alert might get set to notify key persons if the website ever has more than 50 real time visitors signifying most likely that some mention of the website must have just happened. Event tracking allows a further look into the behavior of website visitors, and tracks further actions beyond just how many pages were looked at. Actions such as starting to fill out a form, downloading a PDF, or hovering over key areas of the website can trigger events which can be scored as well. Tracking scoring trends of users will help ConcordFirst.com identify which traffic sources are the most valuable and allow further effort to increase traffic from the higher quality sources.

One of the biggest benefits of having a mobile app is that all the information you’d like to provide to your audience – including special events and promotions – is right at their fingertips. A well-designed, well-executed app helps you build relationships with your partner base on a totally different level from social media and interaction on your website. Mobile app development aimed at increasing partner engagement allows you to send notifications directly to the app and reach your audience essentially 24/7. An app can be downloaded easily and allows opportunities to deeply engage with modern users. The App can feature many core aspects of Concord such as things to do, things to see, places to eat, places to stay, relevant local news among other things.

**Best of Concord Contest [Tier2]**

**WHY?**
- Strengthen Local Business Ecosystem
- Retain Current Business
- Expand Existing Businesses

The ‘Best of Concord Contest’ would involve regular polling and then a digital award process for the local businesses which would be featured on the Concord Connect App. This would allow residents and local visitors to find out about new places to visit in Concord.

**Concord App [Tier2]**

**WHY?**
- Strengthen Local Business Ecosystem
- Expand Existing Businesses
- Retain Current Business

Statistics show that the average American spends more than two hours a day on his or her mobile device. With that being said, having a mobile app can greatly contribute to your brand awareness.

**CRM Implementation and Onboarding [Tier2]**

**WHY?**
- Build a More Robust Lead Pipeline
- Diversify Lead Sources
- Optimize and Multiply Staff Efforts
- Streamline Economic Development Interactions
- Improve Internal Communications

As Concord’s team begins to collect more leads from it’s website, social media pages, and from traditional engagements. It is vital that the data collected from these areas be organized in a central CRM system. Most business organizations today lean heavily the entire process flow on the structure and system of a Client Relations Management system. Strategizing with Concord’s Economic Development team about the specific needs and data and use cases will help narrow down the best available systems. Once decided, a CRM could be tied into all the current opt in funnels both digitally and also via traditional methods. Using a lightweight, easy-to-use platform will help track the status of leads and create reminders for current leads to be followed up with as needed.

**Social Media Representation [Tier2]**

**WHY?**
- Control Profile Awareness
- Enhance Perception Locally, Nationally, and Internationally
- Grow Digital Presence

Marketing through social media is one of the most versatile and cost-effective strategies that an organization can use to reach their target audience and boost recognition over time. Users are active on social media platforms because these channels offer a fun and easy way to network, keep in touch with friends and family, and stay connected with what’s going on in the world. Using social media and having a social media calendar for regular posts with relevant information provides an important chance to connect with partners and engage new leads.

**Quarterly Animated Ads [Tier2]**

**WHY?**
- Control Profile Awareness
- Optimize and Multiply Staff Efforts
- Attract New Businesses

Studies indicate user engagement more than doubles when presented information in an animated / motion centric delivery. Quarterly 30 Second Animated Spots will be used to highlight key information about Concord in an interesting and fun way, and will also be heavily shared via Social Media.

**Extended Multimedia Library [Tier2]**

**WHY?**
- Optimize and Multiply Staff Efforts
- Strengthen Local Business Ecosystem
- Increase Interest in Development Opportunities
- Streamline Economic Development Interactions

For the extended multimedia services Concord will receive all the services in the

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**WHY?**
- Nationally, and Internationally
- Development Interactions
- Control Profile Awareness
- Optimize and Multiply Staff Efforts
- Strengthen Local Business
- Streamline Economic Development Interactions
- Diversify Lead Sources
- Grow Digital Presence
- Connect App [Tier2]
- Retain Current Business
- Expand Existing Businesses
- Strengthen Local Business Ecosystem
- Enhance Perception Locally, Nationally, and Internationally
- Control Profile Awareness
- Diversify Lead Sources
- Optimize and Multiply Staff Efforts
- Streamline Economic Development Interactions
- Improve Internal Communications
- Build a More Robust Lead Pipeline
- Best of Concord Contest [Tier2]
Heat Map tool [Tier3]

- Increase Digital Traffic & Analytics
- Optimize and Multiply Staff Efforts
- Streamline Economic Development Interactions

A heat mapping tool is an easy way to identify which areas of the website are generating the highest engagements and seem most interesting to users. General analytics is very important, but also offering a heat mapping report of the data can help as it visually depicts key areas of the website to focus on for development and design improvements as well as strategizing for upcoming key content pushes.

Annual Concord Poll to establish baseline metrics [Tier3]

- Streamline Economic Development Interactions
- Increase interest in Development Opportunities

Having a baseline metrics is critical to track the overall success and impact and changes in perception of a subset of the population. Although traditional polling can be expensive, using the internet to perform a basic survey styled poll is much more cost effective and can give us some valuable quick feedback. It is recommended that a 5-10 question strategic survey be created and placed on social media and on concords websites. Every 12 months Concord can repeat the same or a slightly modified survey to compare the results with the previous year and use that data to help shift the messaging or make other needed changes based on that data.

Email Automation Management [Tier3]

- Optimize and Multiply Staff Efforts
- Grow Digital Presence
- Increase Digital Traffic & Analytics

Email marketing continues to reign as the highest performing marketing channel for return on investment, according to the 2018 Email Marketing Industry Census and the most effective way to engage email marketing is email automation. Email automation allows to send out targeted messages at designated times or based on specific actions, to build personalized relationships with past, current and future leads.

Another useful tool pertaining to email automation is that the data from each of the email campaigns can be used to measure their effectiveness and to plan future campaigns.

Google Remarketing [Tier3]

- Build a More Robust Lead Pipeline
- Diversify Lead Sources
- Increase Digital Traffic & Analytics

Google Remarketing is a clever way to connect with visitors to your website who may not have made an immediate enquiry. It allows you to position targeted
ads in front of a defined audience that had previously visited your website. Using remarketing, Google ads can be shown to your previous site visitors while they browse the vast number of Google partner sites in the Google Display Network and in US this includes many of the most popular local websites like sfgate.com, bayareaparent.com, sfchronicle.com and others.

Web Based Calendaring System [Tier3]

WHY?

- Improve Internal Communications
- Optimize and Multiply Staff Efforts

While most organizations have a centralized content management system that can offer the ability to share and spread information easily and consistently, many overlook the benefits of having a centralized calendar beyond it serving as the main location for all event details. A centralized calendar should not just be a central location, but also allow for events to be curated and selectively shared across multiple landing pages on your organization’s website.

An event calendar - embedded into your website - can help you turn your site into a hub for all the events happening in your city; engage your community members beyond it serving as the main location for all event details. A centralized calendar

City-Wide Game [Tier3]

WHY?

- Expand Existing Businesses
- Retain Current Business
- Optimize and Multiply Staff Efforts

The game is a type of scavenger hunt branded to play off of something Concord-centric or some fun name like Caboodle (as in the whole kit and caboodle). The game would be designed to get residents or visitors out and about (think Pokemon GO), discovering local businesses and public spaces. Checking on social media at sponsored retailers or locations will earn them discounts at those retailers as well as enter them to win local prizes. Retailers get traffic and exposure to all the app users, and the participants get value from retailer and possible prize. This type of game can also tie into local reviews such as Tripadvisor and Yelp which further enhances desirability of local hotspots.

Discovering Concord Personality Videos [ALC]

WHY?

- Retain Current Business
- Expand Existing Businesses
- Strengthen Local Business Ecosystem

Discovering Concord would be a series of short videos with engaging personalities touring through Concord and discovering fun and interesting things about the city. Designed for easy consumption and sharing, each episode would be 2-3 minutes long highlighting different aspects of Concord’s present and past. The series would be Documentary quality, and able to be screened as needed for public events.

Concord Vibe Podcast [ALC]

WHY?

- Control Profile Awareness
- Enhance Perception Locally, Nationally, and Internationally
- Grow Digital Presence

Podcasting is an Alternative to Video. According to recent study conducted by Edison Research podcasting continues to show strong growth over the past 7 years. Podcasts can help increase audience awareness of what Concord has to offer, while branding Concord as a key place to do business in the Bay Area. Podcast have shown to help build better relationships with their audiences and have proven to be highly engaging and easier than traditional videos to produce. Giving Concord a voice will help establish it’s the brand vision desired for the city.

Staff Training and Speaking Events [ALC]

WHY?

- Improve Internal Communications
- Optimize and Multiply Staff Efforts
- Streamline Economic Development Interactions

In order to build internal management capacity for City marketing and communications initiatives, trainings for staff can be facilitated. These targeted sessions allow staff to gain specific knowledge or skills to improve performance in their current roles and can incorporate elements industry leader certifications, innovation lab style practical training and executive education tie-ins.

Implement Live Chat on Key Pages [ALC]

WHY?

- Optimize and Multiply Staff Efforts
- Build a More Robust Lead Pipeline
- Retain Current Business

A natural progression of a chatbot is being able to chat with a real person via a live chat. The importance of live chat cannot be overstated as witnessed by the results of a study by Zendesk, which revealed 92% partners feel satisfied when they use the live chat feature, compared to other communication options like voice (88%), email (85%), web form (85%), and social media (Facebook 84%, Twitter 77%).

Surprisingly, a large chunk of business websites still do not have this feature available. Most are under the belief that live chat is merely a way to connect with the seller, and since there are other alternatives available, there is no need to have a live chat feature. This is nothing more than a myth since live chat does more than just allow partners to get in touch with the seller. It helps increase partner satisfaction by making partners feel important while also providing additional benefits.
RadNet Television is a Digital Out Of Home network that delivers premium programming and advertising to all patients, family members, friends and guests who visit our offices. As leaders in the medical community, Radnet attracts patients that are seeking out ad quality care in the largest markets in the US. Our sales and technical teams will ensure that your ads are delivered timely properly to make sure that all campaigns are successful.

**Marketing Collateral [ALC]**

**WHY?**
- Control Profile Awareness
- Enhance Perception Locally, Nationally, and Internationally
- Build a More Robust Lead Pipeline
- Diversify Lead Sources

Marketing collateral helps to quickly communicate the key benefits of your business to prospective partners in a visually compelling manner.

In this digital age, it's easy to think that printed marketing materials no longer hold any weight. But in fact, when compared to email, direct mail wins. A study by the USPS showed that 67% of people find physical mail to be more personal than the internet.

It is possible that your brochure, business card or letterhead is the first point of contact they have with your brand. Well-designed marketing materials make a good first impression and speak volumes about your business.

**RadNet.tv - Captive Audience Geo Targeted Video Ads: [ALC]**

**WHY?**
- Enhance Perception Locally, Nationally, and Internationally
- Build a More Robust Lead Pipeline
- Diversify Lead Sources

RadNet is the national leader in providing high quality, cost-effective, diagnostic imaging services through a network of over 300 imaging centers that spans across 6 states. RadNet has more industry resources and talent under one umbrella than any other imaging enterprise in the world.
### Ads can be run as needed
- Geo-Fencing Advertisements / $20,000
- Geo Fencing ads will be turned on as needed

### Multimedia Library
- Team is selected & trained for this activity
- Monthly Multimedia Library items will be delivered to Concord

### SF Chronicle Special Section
- Stories will be featured

### Story Studios
- Stories will be featured

### SF Business Times Special Section
- Increase the Quantity of Pages
  - Plan is put into place for automated content
  - 100 approximately pages per month will be listed on Google

### Website Enhancement

#### Create a Content Strategy
- Strategy outline submitted
- Strategy outlined implemented

#### Increase the Quantity of Pages
- Implementation of content creation strategies
  - Goal: By month 12 to have over 1,000 pages indexed on Google

#### Consider More CTA Pages
- Focus will be on adding and testing CTA buttons
  - Lead Gen Pages
    - Landing page strategy described and approved
  - New landing pages created for each target market
  - Implement Bot Chat on key pages
    - Build the archetype of a chatbot logic
    - Go live with the chatbot on key pages
    - Adjust the logic as needed for ideal results

#### Implement Live Chat on Key Pages
- Develop a key plan for a Live Chat system based on data from the Chat Bot
- Implement basic training around live chat
- Implement Live Chat on key pages of the website.

*Note* Staffing for chat can either be done in house or be outsourced at an additional cost.
### Launching and Maintaining a strategic event calendar system

**ADD A SCHEDULE A MEETING**
- First Person set up with a calendar system
- Second Person set up with a calendar system

**ADD A CALL ME NOW BUTTON ON THE WEBSITE**
- Information would be gathered about best desired times and people for calls
- Key pages would have an instant call me now option set up on them

**ADD A CALENDAR TO THE WEBSITE THAT TIES INTO LOCAL BUSINESS**
- Information would be gathered about the best methods for collecting important calendar data
- Launching and Maintaining a strategic event calendar system

**ADD A/B TESTING TOOLS**
- Research as to the best A/B strategy approach for all key website activities
- Each month would a new set of A/B test would be tested
- Successful A/B test results would be placed into action

**QUARTERLY ANIMATIONS TO BE USED ON SOCIAL MEDIA AND IN ADS.**
- Would gather key info, scripts and storyboards for creating the desired animations.
- Would have the creation of a Concord Connect animation to be used in social media.

**Website Tracking**
- **LINK UP SEARCH CONSOLE**
  - Search Console would be properly integrated with Google Analytics

**GOOGLE TAG MANAGER**
- Launch Google Tag Manager for the website

**LINKEDIN & FACEBOOK PIXELS**
- Inclusion of LinkedIn and Facebook Pixels

**ADD 3RD PARTY TOOLS TO TRACK COMPANIES AND LEADS**
- Installment of website visitor company lead tracking and reporting
- Installing of Website SEO ongoing strategy plan and reporting
- Installing of Website BackLink Monitoring service

### Website Tracking

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Welcome Home.
MISSION:

The City of Concord is an integral part of the business community. The City fosters a premier business location by creating and implementing innovative and flexible strategies that foster business growth and profitability.

VISION:

Concord is a financially stable City that strives to preserve and enhance its strong business climate and the community’s high quality of life.

VALUES:

The City of Concord is committed to promoting partnerships among all interests and solving problems creatively. The City anticipates its customers’ needs, communicates clearly and consistently, and delivers prompt service.

For more information:

Call the Economic Development Division at (925) 671-3355
or visit www.ConcordFirst.com

EV Strategy adopted: July 1997
Updated: July 2002
Revised: July 2009
Updated: April 2017
City of Concord

Economic Vitality Strategy

INTRODUCTION

The Economic Vitality Strategy (EVS) sets the vision, goals, and priorities for all City efforts related to economic development. The EVS is updated every five years.

By taking a long-term, comprehensive approach to economic development, the City of Concord seeks to:

- Enhance Concord’s quality of life;
- Facilitate a stable, healthy business environment;
- Retain, attract, and expand businesses in strategic industries;
- Expand the City’s tax base to ensure long-term fiscal stability;
- Provide efficient, effective government services to Concord businesses;
- Promote high-quality job opportunities;
- Maintain a highly-skilled, competitive workforce;
- Support entrepreneurship and small business opportunities; and
- Revitalize Downtown and other business districts.

This 2017 EVS update was completed with the help of many local business leaders, residents, property owners, and other stakeholders who participated in a series of public meetings. The EVS also incorporates data and analysis from a host of other regional sources.

CONCORD’S POSITION IN THE EAST BAY MARKET

Concord is the largest business center in Contra Costa County and is a destination for innovative and entrepreneurial businesses that require highly-skilled labor. Concord offers the infrastructure and amenities that businesses need for success. Its vibrant business environment has attracted successful firms and created ideal conditions for local businesses to expand. The City’s commitment to families and to the business community fosters a high quality of life with attractive residential neighborhoods, excellent public safety and services, convenient mass transit, abundant recreation and entertainment for all ages. Concord is a community of safe and friendly neighborhoods.
with an excellent park system, world-class medical center, convenient shopping, diverse dining opportunities and large preserves of scenic open space.

Concord is located in a highly-competitive area where there are many high-quality locations businesses can choose. However, Concord has distinguished itself as a premier business destination due to several key advantages:

- A central, convenient location
- Best value for office/industrial space
- Access to a skilled workforce
- An efficient, responsive, business-friendly government
- Transit-oriented commercial space

This 2017 update of the Economic Vitality Strategy comes at a time when Concord faces several critical challenges and opportunities. On one hand, Concord has achieved some key successes in economic development since 2009, when the Economic Vitality Strategy was last updated. These successes place Concord in an ideal position to significantly expand and upgrade existing businesses and to attract new business. Some of the City’s most notable achievements include:

- More than 800 downtown, high-end multifamily units in the pipeline
- The Veranda, a 30-acre, 375,000-square foot lifestyle retail center
- Multi-office Wells Fargo relocation of 1,800 employees to Swift Plaza
- The Concord VIBE marketing initiative that aims to attract young professionals to Concord to increase the local talent pool as a business attraction strategy
- Attraction of major regional retail tenants to Sunvalley Shopping Center, The Willows, The Veranda and the Park & Shop Center
- Attraction of key shops and restaurants to the downtown
- Increasing attendance of concerts and events at Todos Santos Plaza to more than 100,000 visitors per year, including the Spring Brews Festival
- Attracting key retailers and restaurants, including: Whole Foods 365, Veranda Luxe Cinema, Super Duper Burger, Blaze Pizza, Daiso, Golden State Lumber, Round 1, The Habit and others

Despite these successes, Concord currently faces an array of challenges and opportunities for its economy, including:

- Building Concord’s image/identity
- Planning the Concord Community Reuse Project (former Concord Naval Weapons Station)
- Attracting emerging industries (e.g., advanced manufacturing, life sciences, etc.)
- Redevelopment of the area surrounding Downtown/Concord BART Station
- Changes in the retail environment
- Large development-ready pads in North Concord, Downtown and elsewhere
- Closing or consolidation of retail, financial services and other employment sectors

The Veranda
KEY INDUSTRY CLUSTERS

Over the past 20 years, several industries have driven job growth in Concord (and Contra Costa County in general), such as manufacturing, construction and information technology. These industries will continue to be important sources of jobs, but in some cases they are not expected to continue the rapid growth that was experienced previously. As a result, the City is identifying additional industries that offer the potential for job growth in the future.

Looking forward to the next 5 - 20 years, several new industries are becoming increasingly important to Concord’s economy and have the potential to become major drivers in employment. These industries include:

- Advanced Manufacturing
- Life Sciences/Biotechnology
- Engineering
- Start-Up Technology Companies
- Health Care
- Financial Services
- Professional and Business Services
- Applied Sciences

*UFCW & Employers Plaza*

*Swift Plaza*
These emerging industries may have special needs with respect to infrastructure, workforce development, Zoning and General Plan issues, and business services. The City will incorporate the needs of these key industries as it works to continuously improve its delivery of efficient, effective business services, and as it continues to update other City policies. The City’s Economic Development Program will also develop targeted marketing strategies and other initiatives, all in a coordinated effort to facilitate the growth of these industries in Concord. The following section describes the strategic initiatives to be undertaken as part of the Economic Vitality Strategy.
STRATEGIC INITIATIVES

Goal #1: Implement a comprehensive, integrated Economic Development Marketing Strategy to strengthen Concord’s image and brand identity among Bay Area businesses and within key target industries

Objective 1.1: Carry out an integrated Marketing and Public Information Campaign targeted to prospective new businesses that are seeking office, research and development or retail locations, based on well-defined branding strategies.

A. City’s Economic Development Website and Internet Marketing. Economic Development staff will comprehensively update, reorganize, re-brand and promote the City’s Economic Development website. The City’s Economic Development Program will carry out Internet advertising campaigns as appropriate. Websites will be selected based on their ability to reach key groups that the City targets for business attraction. In addition, the City’s Economic Development Program will consider initiatives to communicate the City’s message using well-established community websites, blogs, webzines, developer/real estate-oriented media and other websites and social media platforms such as Instagram, Facebook, Twitter and Vimeo.

B. Broadcast & Mass-Media Strategies. As appropriate, Economic Development staff will carry out advertising campaigns on radio, Cable television, and other broadcast media that are selected based on their cost-effective ability to reach the geographic and demographic groups that Concord wishes to target for attracting potential new businesses.
C. **Press & Publicity.** The City’s Economic Development Program will work with its PR and Marketing consultant to develop a 12-month press calendar, which will allow staff to plan in advance to issue press releases and/or media advisories. The goal would be to place positive economic development coverage of Concord in the press at least once per month each year. This would keep Concord “front of mind” with the general public and business community for a sustained period. Economic Development staff will work with its PR and Marketing consultant to develop proactive relationships with journalists and editors of key publications and websites in order to cultivate and pitch favorable story ideas. Public relations efforts would coordinate with the editorial calendars of key weekly/monthly publications, such as *Via, Sunset, Southwest’s in-flight magazine (“Spirit”), Forbes, Wired, the San Francisco Business Times, Bisnow, The Registry, Diablo Magazine* and other key publications.

*Example of an ad placed in San Francisco Business Times, BART stations, etc.*

D. **Brochures & Trade Shows.** The City’s Economic Development Program will redesign its line of brochures, maps and other collateral materials that are intended for prospective businesses so the content will be consistent with the City’s branding strategy. Economic Development staff could also reach existing local businesses using the annual mailings of business license renewals that are mailed to all 7,000+ local business license holders. In partnership with economic development organizations and other support agencies, Economic Development staff will attend key trade shows, conferences and business events, and will plan meetings in advance in order to maximize the effectiveness of the attendance.

**Objective 1.2:** Develop and expand partnerships with businesses, other government agencies and economic development organizations to help promote the region, to leverage the City’s Economic Development marketing funds and to advocate for initiatives and policies that benefit the region in general, and Concord in particular.
A. **Partnerships with Regional Retailers and Hotels.** The City’s Economic Development Program will partner with regional shopping centers such as Sunvalley Shopping Center, The Willows, Park & Shop, Veranda, the Concord auto dealership community, other major sales tax generators and the Visit Concord Tourism Business Improvement District to further promote Concord as a shopping, hospitality and entertainment destination.

B. **Partnerships with Other Government Agencies and Economic Development Organizations to Leverage Relationships to Attract New Investments to Concord.** The City’s Economic Development Program will partner with ProMexico, East Bay Leadership Council, Concord Chamber of Commerce, Contra Costa County’s Northern Waterfront Economic Development Initiative, Governor’s Office of Economic Development, Bay Area Council, International Council of Shopping Centers and the California Association for Local Economic Development to pursue initiatives and programs that promote the region’s and Concord’s business attraction, retention and expansion efforts.

**Objective 1.3: Leverage existing City programs, resources and amenities to strengthen the City’s economic development strategies.**

A. **Special Events.** The City will continue to sponsor downtown promotions and cultural events at Todos Santos Plaza including the year-round Tuesday Farmers’ Market, annual Music & Market Series, weekly Off the Grid food trucks, annual Brews Festival, Fourth of July parade, holiday events and other special events.

B. **Concord Vibe Marketing Initiative.** The City will promote activities and opportunities that appeal to Millennials in an effort to attract this generation to Concord to both live and work. Millennials are a sought-after generation for companies seeking employees to join their workforce, so the increased presence of Millennials can contribute to the City’s business attraction efforts. 

*Thursday Night Music & Market in Todos Santos Plaza*
Goal #2: Develop long-term, integrated strategies to target key emerging industries in Concord

Objective 2.1: Develop strategies to facilitate and encourage the development of modern, high-quality office, advanced manufacturing, research and development, engineering and industrial space that can attract and serve the needs of key industry clusters.

A. Facilitating Development Planning & Development Approval Process. The City’s Economic Development Program will work with industry contacts to determine the site requirements, building requirements, infrastructure requirements, and other development standards that are needed in order to attract and foster the development of key industrial tenants in Concord. Using this data, Economic Development staff will work internally with Planning, Building, Engineering, Finance, Public Works, and other city divisions as well as developers and brokers to incorporate the needs of key industry clusters into the development planning and to streamline development entitlements, including the Design Review process.

B. Targeted Marketing Efforts. As part of the marketing efforts described in Objective 1.1 above, the City’s Economic Development Program will retain a commercial real estate brokerage firm to identify and conduct outreach to prominent industry leaders, trade organizations, brokers, developers, and other influential representatives for each of the key industry clusters mentioned above.

C. Planning for Life Cycle of Company Expansion. The City will pursue strategies to facilitate the business and real estate needs of emerging industries at different points in their growth. The goal will be for companies to feel confident that Concord is an excellent location to address their needs as they progress from the start-up phase to reaching maturity as a medium- to large-sized business occupying one or multiple facilities. This will require partnerships with local brokers and property owners; partnerships with the Contra Costa Small Business Development Center, East Bay Leadership Council and other organizations serving small businesses; incorporating the long-term growth needs of key industries into planning for the Concord Community Reuse Plan (CCRP), and other related efforts.

D. Retail Attraction. The City’s Economic Development Program will seek opportunities to continue to attract retail to key commercial areas and to promote a diversified mix of retail uses, including business-to-business retail, non-traditional retail, as well as more standard consumer-based retail such as restaurants, grocery, and specialty retail.
E. **Retail Center Investment.** Develop strategies to promote reinvigoration and repositioning of retail centers throughout the City by seeking best practices in incentivizing improvements and utilizing land use and code enforcement tools to facilitate basic property upgrades.

**Objective 2.2: Enhance Educational and Workforce Development Opportunities**

A. **Program Assessment and Facilitation.** The City’s Economic Development Program will continue to support the Greater Concord Chamber of Commerce, the Mt. Diablo Unified School District, private school operators, EastBayWorks, along with the California Employment Development Department, California State East Bay – Concord, and other educational institutions in their efforts to link the business community to local educational resources.

B. **Community Training.** The City’s Economic Development Program will work with Local, Regional and State Agencies who are focused on building a diversified training and retraining program to meet the rapidly changing technical and professional needs of the business community. The City’s Economic Development Program will promote partnerships and support of the Mt. Diablo Unified School District, Diablo Valley College, EastBayWorks, Contra Costa Small Business Development Center, Workforce Development Board and other agencies in promoting their training programs and referral services.

**Goal #3: District Strategies**

The City’s Economic Development Program will continue to implement its downtown revitalization strategy, and will begin developing comprehensive district strategies for all business districts in Concord. The key business districts to be focused upon initially will include:

- Clayton Road
- North Concord
- Monument Boulevard/Shary Circle/Detroit Avenue
- Other districts as time and resources are available
Monument Sign in North Concord
Objective 3.1: Develop district strategies for Concord’s key Districts

The City’s Economic Development Program will develop and implement comprehensive district strategies for Clayton Road, North Concord, Monument Boulevard, and other Districts as time and resources provide. These strategies will incorporate the unique characteristics of each business area, promote the businesses currently operating in these areas and encourage reinvestment, development and redevelopment opportunities to support business attraction efforts.

Objective 3.2: Continue Downtown Revitalization Efforts

A. Downtown Management & Merchant Organization. The City’s Economic Development Program will continue to support the activities of the Todos Santos Business Association in order to strengthen relationships between the City and the business community. Where possible, the City’s Economic Development Program will develop programs to address the needs raised by this association in a proactive manner. In addition, the City will execute a comprehensive Downtown Management Program that addresses issues related to appearance, maintenance, circulation, wayfinding, safety and parking.

B. Special Events. The City will continue to sponsor promotions and cultural events at Todos Santos Plaza including the year-round Tuesday Farmers’ Market, annual Music & Market Series, weekly Off the Grid food trucks, annual Brews Festival, Fourth of July parade, holiday events and other special events. The City will review opportunities to co-sponsor and/or present new special events in the downtown area that promote the downtown businesses, community identity, the arts, and are consistent with the businesses in the downtown.

Goals:

Todos Santos Plaza

Goal #4: Retain, Expand, Develop and Attract Business

Objective 4.1: Strengthen the positive business climate that supports the growth, development and prosperity of Concord’s business community.
A. **Business Surveys.** The City’s Economic Development Program will reinstate Business Surveys to seek the input of businesses on an ongoing basis. These online surveys will gather information about existing firms, evaluate the business climate and identify business problems, business opportunities and firms with expansion or relocation plans.

B. **Customer Service.** The City of Concord will continue to seek ways to further expedite permit decisions, such as coordinating inter-jurisdictional permit reviews to speed, clarify and ease communication between applicants and permitting agencies, and will also provide employee training and support to further implement improvements to customer service.

C. **Ombudsman and Information Services.** Economic Development staff will continue to serve as an ombudsman and information resource to existing and prospective businesses, providing information, direction, advice and documents on all issues pertaining to doing business in Concord and Contra Costa County.

D. **Business Communications.** The City’s Economic Development Program will continue to regularly communicate with residents, businesses, property owners and other stakeholders and partners using electronic media, print sources, flyers, advertisements, radio, television, e-mail notifications, and other appropriate avenues to ensure information of interest is provided to Concord’s residential and business community.

E. **Business Recognition Award Program.** In cooperation with the Greater Concord Chamber of Commerce, the City will continue to honor throughout the year companies that have shown significant growth or innovation, have longevity in Concord, support Concord’s community, are major employers, or are major tax revenue generators.

F. **Welcome Letters.** The City’s Economic Development Program will continue to send welcome letters, signed by the Mayor and City Manager, to targeted new businesses in Concord in order to make them feel welcome, promote cooperation with City Hall, and provide them with a resource to contact when issues arise that affect the success of their business.

*View of Buchanan Field Airport, Downtown Concord and Mt. Diablo*
Objective 4.2: Provide assistance to attract, retain, and expand businesses in Concord

A. **Goodwill Visits.** The City’s Economic Development Program will continue to conduct goodwill visits to major employers and sales tax generators to build strong, long-term relationships, improve communication between the City and the business community, demonstrate Concord’s concern for its existing major businesses, and to encourage these businesses to remain and expand in Concord. The City will utilize proprietary subscription databases, broker consultant insights and market research to identify those Concord businesses with leases expiring in the following 12-18 months to strategically and proactively target those specific companies to determine if they’re considering relocation or expansion so that the City may take appropriate action to keep their business in Concord.

B. **Business Retention Visits.** The City’s Economic Development Program will continue to conduct business retention/expansion/welcome visits to small businesses that are expanding, new to the community, or in a growth sector in order to build a rapport with the business community, encourage communication between the public and private sectors and to encourage these businesses to remain, expand in Concord and promote the City to their business colleagues.

![Concord Gateway Center II](image)

C. **Participation in business events and community building activities.** The City’s Economic Development Program will support local business organizations’ efforts that encourage business leaders to contribute to the community by having staff serve on appropriate task forces and special committees, contribute to projects and sponsor events.

D. **Home-Based Businesses.** The City will continue to support the development of entrepreneurs in home-based businesses by providing business licenses and home-based business permits to these businesses. The City will encourage and foster the development of “executive suites” facilities and other services to promote home-based businesses in their expansion into commercial space.
E. Small Business Seminars. In order to provide new information, resources and trends on marketing, planning, management, advertising, financing and other business topics of interest to Concord’s small business community, Economic Development staff will continue to facilitate small business seminars and other appropriate programs with its partners, such as the Contra Costa Small Business Development Center, Greater Concord Chamber of Commerce, Workforce Development Board, Todos Santos Business Association and the Small Business Administration. These events will also continue to promote local business-to-business transactions.

F. Business Attraction. The City’s Economic Development Program will create more robust attraction programs to broaden Concord’s business and economic base by identifying sites and available space that would be appropriate to businesses in all sectors and their respective representatives. The City’s Economic Development Program will work aggressively with brokers, realtors, site selectors, trade associations, the East Bay Leadership Council, Concord Chamber of Commerce and the Todos Santos Business Association to evaluate and encourage opportunities for new businesses that enhance our economic base. The Economic Development Program will actively implement strategic outreach to businesses that are likely to relocate and that fit Concord’s targeted industries. The City’s Economic Development Program will continue to work with brokers and property owners on land assembly opportunities for larger development projects, and will leverage the upcoming Concord Community Reuse Plan (CCRP) to attract growing companies to Concord that will later need more space that may be provided within the CCRP.

The initiatives in this document will further develop the City’s economic vitality and ensure Concord’s position as a premier business location.
For more information:

Call the Economic Development Division at (925) 671-3355

or visit [www.ConcordFirst.com](http://www.ConcordFirst.com)