



THE
JANUS
FORUM
JOURNAL

Spring 2014



CONWAY DATA INC.

INTEGRATED SERVICES



LEAD GENERATION • SITE CONSULTING • EVENTS
PUBLISHING • TRAINING • PUBLIC RELATIONS • MARKETING



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The Janus Forum Journal

February 16-19th, 2014
Santa Rosa Beach, FL

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Letter From the Founder



**Robert
Pittman**
Executive
Director,
Janus Institute

The Janus Institute and partner Conway Data, Inc. are delighted to present the Janus Journal covering the Forum held February 16-19 at The Watercolor Inn & Resort in Santa Rosa Beach, Florida. Thirty invited attendees spent four days working together identifying, discussing and debating key issues currently affecting economic development, and ultimately narrowed the focus down to two topics for in-depth coverage in breakout sessions:

- ▶ Economic development “under attack” from some elected officials, media outlets and citizens who may not understand the economic development process and how competition is an inherent part of it.
- ▶ The importance of regional economic development partnerships, how public/private partnerships can constitute the best approach in many situations and how to educate elected officials and other stakeholders on their advantages.

The participant discussions were lively and educational, but they gained even more value from our guests: site consultants Andreas Dressler with Terrain Consulting and Courtney Dunbar with Olsson Associates; and corporate real estate directors Rick Little with Weyerhaeuser and Howard Horowitz with Equinix. The exchange of information and best practices from both “sides” of the investment location equation was something to behold.

Gray Swoope, CEO and President of Enterprise Florida and Secretary of Commerce for the State of Florida, added another dimension to the Forum with a discussion of how communities and state departments of economic development can work together better to win more projects.

This Journal contains our write-ups of these sessions. We hope you enjoy it and we know you will learn from it. This is not the end result, but rather the beginning of on-going discussions of the topics. Our sincere thanks to the attendees who worked so hard to assess these key issues and prescribe ways to address them.

Best wishes for success and personal growth in this wonderful profession of economic development.



Social Media

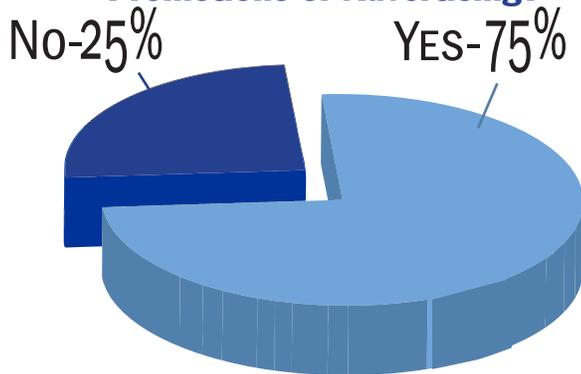
Janus Institute teamed up with Site Selection to conduct a comprehensive survey of economic development professionals to determine how EDOs are using social networks to market communities and organizations.

By Ron Starner

Executive Vice President of Conway Data Inc.

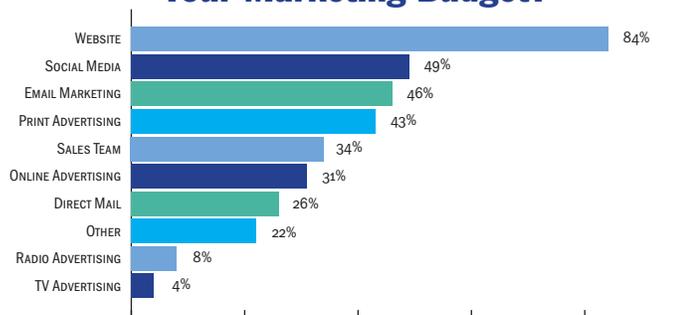
How Economic Developers Are Using Social Media

Are You Currently Using Social Media as a Part of Your Economic Development Promotions or Advertising?



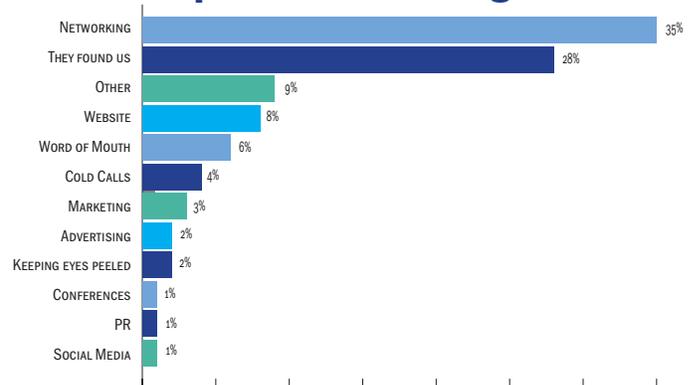
Social media may be a relatively new tool at the disposal of marketers, but that isn't stopping economic development organizations from spending big bucks on this tool in an attempt to sway opinion.

Where are You Investing Your Marketing Budget?



In fact, investment in social media is second only to spending on websites in total marketing budget expenditures these days for economic development groups, according to a comprehensive survey conducted in early 2014 by the Janus Institute and Site Selection magazine publisher Conway Data.

Where did Your Biggest Economic Development Success Originate?



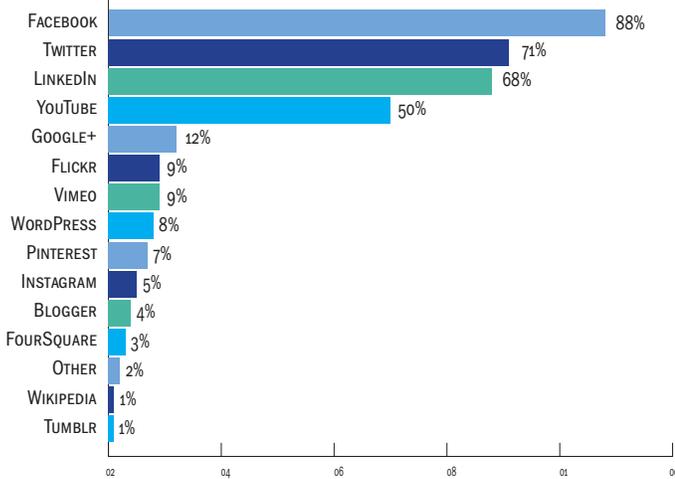
While 84 percent of the 101 survey respondents said they are investing marketing dollars into their websites, 49 percent said they are spending marketing money on social media – topping email marketing (46 percent), print advertising (43 percent) and online advertising (31 percent).

However, just 1 percent of all respondents said that their “biggest economic development success” came from social media. Thirty-five percent said their largest success came from networking; 28 percent said “they found us,” and 8 percent said that their biggest success came through their website.

The survey yields some broad implications for chief marketing officers of EDOs. Among the most significant findings:

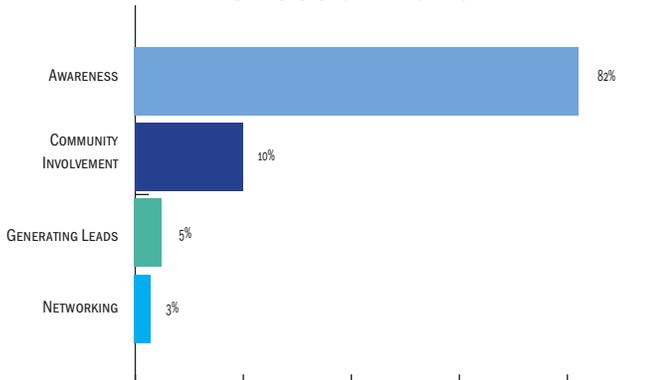
- ▶ 75 percent of all EDOs are using social media as a regular part of their promotions.
- ▶ Facebook (88 percent), Twitter (71 percent), LinkedIn (68 percent) and YouTube (50 percent) are the four most-used platforms for social media marketing by EDOs.

Which Social Media Platforms Do You Use To Promote Economic Development?



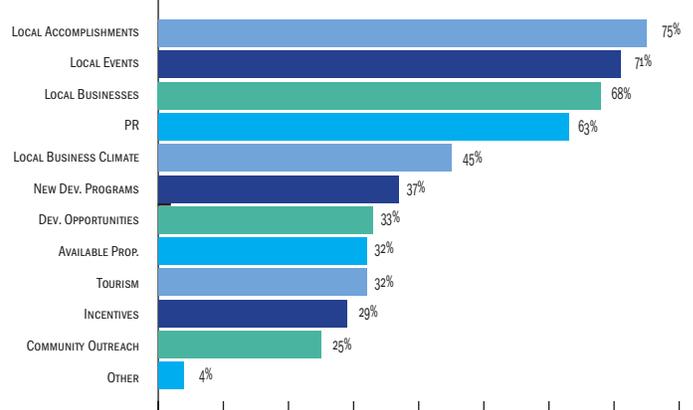
- ▶ Building awareness is the primary objective for using social media, according to 82 percent of the survey respondents.

What is Your Primary Objective With Social Media?



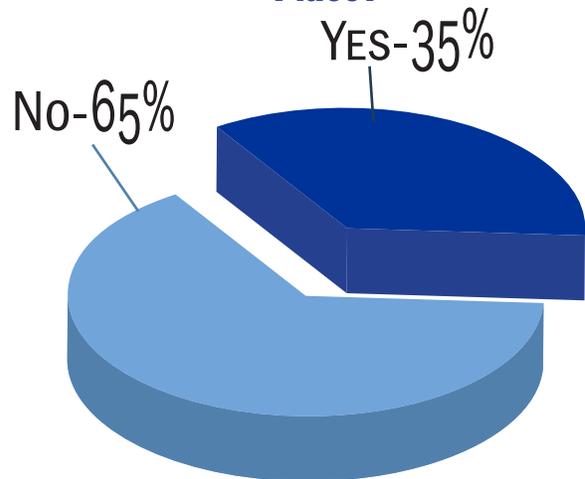
- ▶ Most EDOs use social media to promote local accomplishments (75 percent), local events (71 percent) and local businesses (68 percent).

Which of the Following do You Market via Social Media?



- ▶ Only 35 percent of all EDOs have any kind of social media policy in place.

Do You Have a Social Media Policy in Place?



The survey, conducted in early February by Conway Data, targeted a global audience of economic development professionals and grew out of an in-depth discussion on social media at the Lake Rabun, Ga., meeting of the Janus Forum in August 2013.

That discussion was facilitated by Amanda Sutt of Rock Paper Scissors in Lawrenceville, Ga., and Jessica Hayslett of The Hayslett Group in Atlanta – two noted social media experts who regularly advise marketers for EDOs.

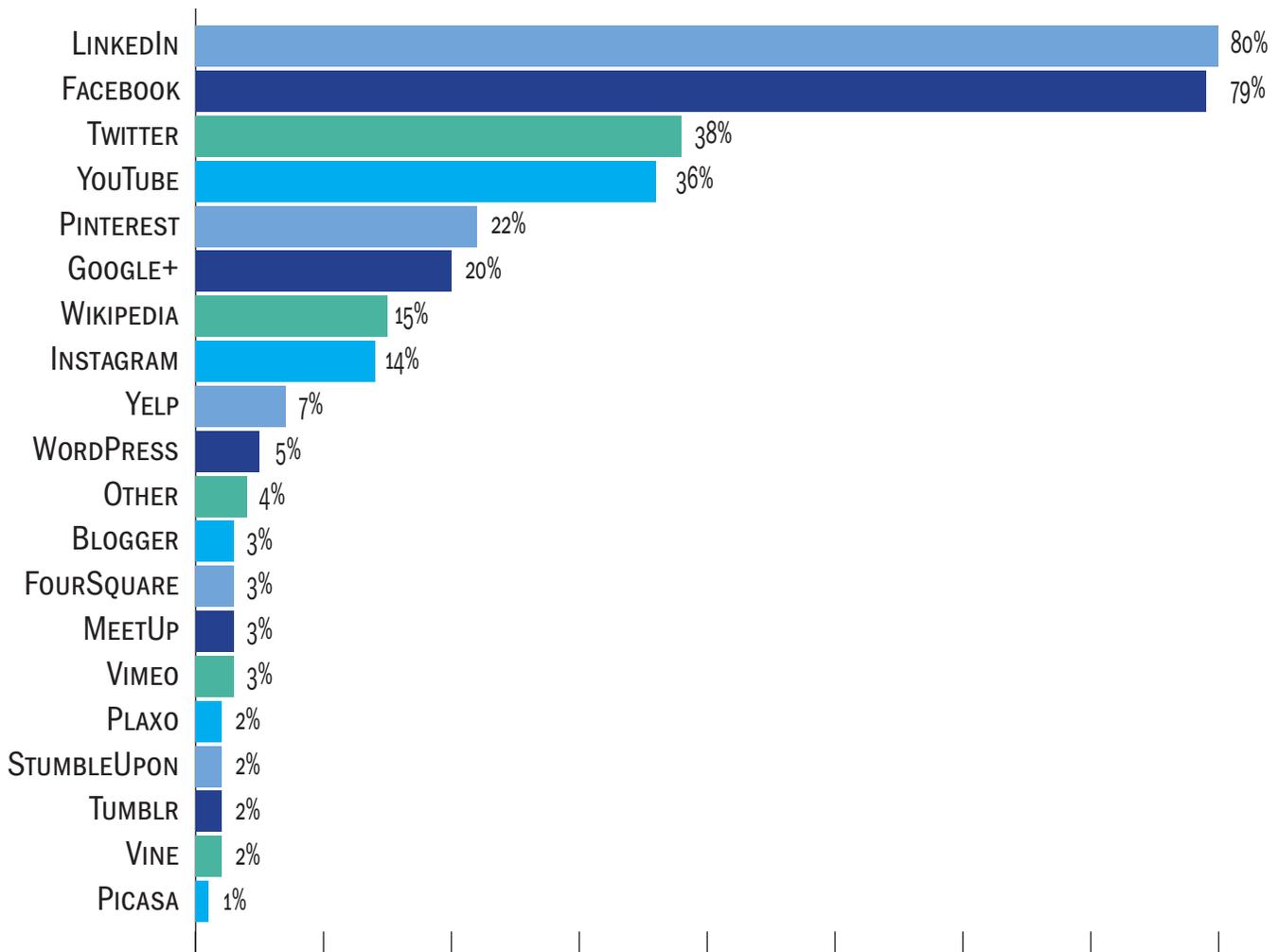
They strongly encouraged all EDOs to get more aggressive in using social media as a marketing tool and to adopt metrics to measure those tools’

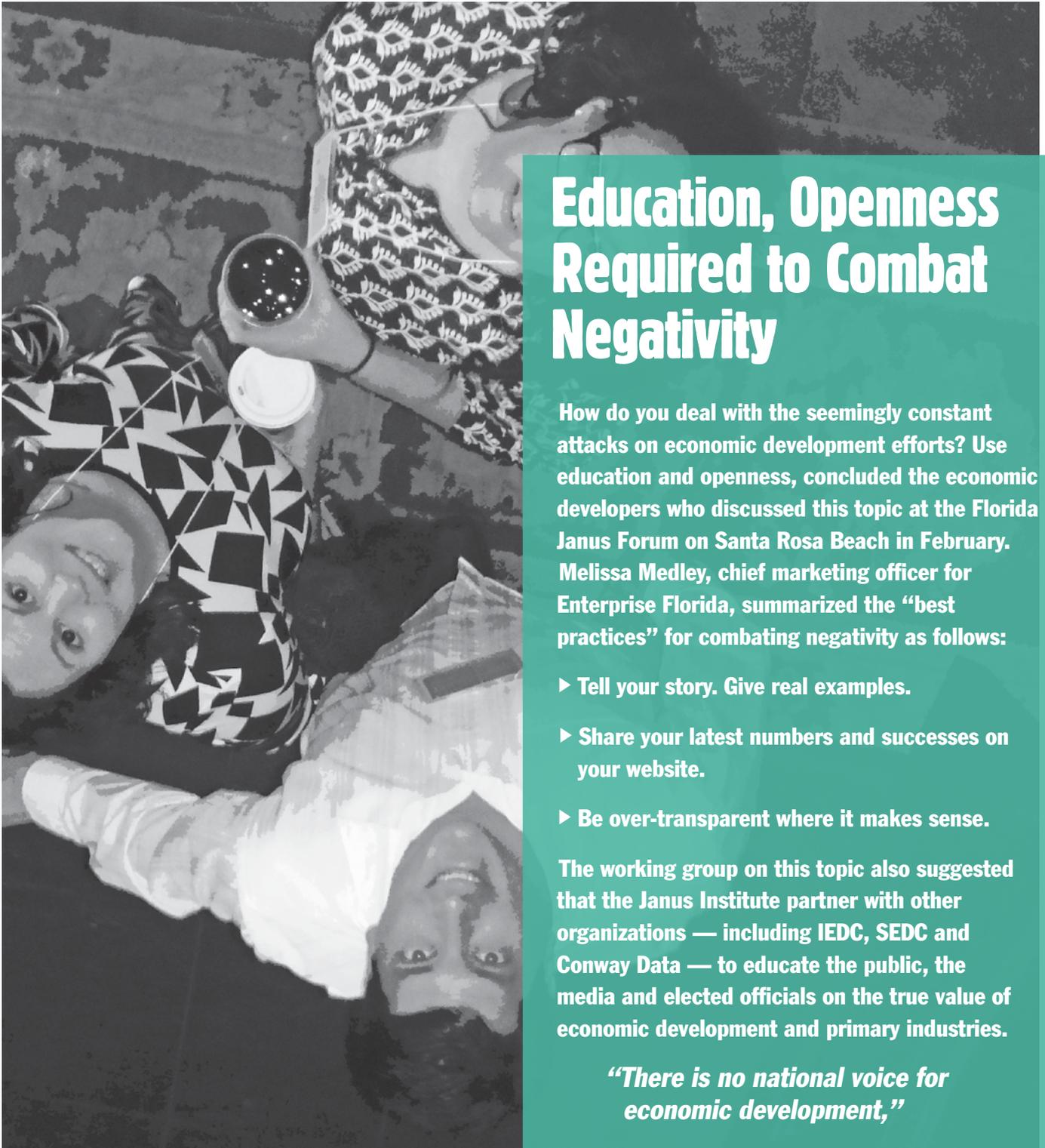
effectiveness. They also advised EDOs to adopt a social media policy as a way to prevent abuse or misuse of various social media platforms.

Along those lines, about 19 percent of the survey respondents said that they had already had a “negative social media experience.”

Platforms to watch going forward, say Sutt and Hayslett, are up-and-coming tools like MeetUp, Vimeo, StumbleUpon, Tumblr and Vine. While none of these are widely adopted just yet, they soon will be, the experts say.

Which Social Media Platforms Do You Use Personally?





Education, Openness Required to Combat Negativity

How do you deal with the seemingly constant attacks on economic development efforts? Use education and openness, concluded the economic developers who discussed this topic at the Florida Janus Forum on Santa Rosa Beach in February. Melissa Medley, chief marketing officer for Enterprise Florida, summarized the “best practices” for combating negativity as follows:

- ▶ Tell your story. Give real examples.
- ▶ Share your latest numbers and successes on your website.
- ▶ Be over-transparent where it makes sense.

The working group on this topic also suggested that the Janus Institute partner with other organizations — including IEDC, SEDC and Conway Data — to educate the public, the media and elected officials on the true value of economic development and primary industries.

“There is no national voice for economic development,”

Said Greg Wathen, president of the Economic Development Coalition of Southwest Indiana. “There is a void that needs to be filled there.” Medley said the key to combatting attacks is to humanize economic development. “People will attack groups and concepts,” she said. “They will seldom attack their neighbor.”



Economic Development Under Attack

Who is Attacking?

- ▶ Existing businesses – they want what the new companies get with regard to incentives, etc.
- ▶ Social media
- ▶ Newspapers, TV, radio, bloggers
- ▶ Extreme groups
- ▶ Candidates with agendas
- ▶ Tea party
- ▶ Anti-establishment
- ▶ Environmental
- ▶ Watchdog groups
- ▶ Citizens who may not want growth
- ▶ Special interests, self-promoting groups, political
- ▶ Land use advocates
- ▶ Elected officials with agendas
- ▶ Board members – anti tax/funding
- ▶ Community perception can be negative about economic development groups (public & private)

Why are They Attacking?

- ▶ Lack of understanding
- ▶ Different ideas of how economic development should work
- ▶ Pressure from politicians – their constituents

- ▶ Previous negative experience
- ▶ Information is fast – people searching for negative news – negativity sells
- ▶ Self interests
- ▶ Incentives
- ▶ Funding
- ▶ Limited resources
- ▶ Anti-growth
- ▶ Different goals
- ▶ Competition
- ▶ Jealousy/ignorance
 - ◆ Community jealousy
 - ◆ Lack of understanding of regional economic development
 - ◆ Inaccurate perceptions

How are They Attacking?

- ▶ Social media
- ▶ Special interests
- ▶ Special meetings/protests
- ▶ Public comments/bashing
- ▶ Cutting budgets
- ▶ Enacting ineffective laws
- ▶ Open meeting laws
- ▶ Council meetings on tv/tweeting
- ▶ Retirees stirring the pot
- ▶ False/inaccurate statements
- ▶ Well funded groups
- ▶ Bringing it on ourselves
- ▶ Attacking capitalism

"A great event and great experience. It was well worth the opportunity to participate, learn and grow."

Dan Motley
Immediate Past Chairman at Southern Economic Development Council



What is the Impact of Attacks?

- ▶ Time consuming
- ▶ Impacts resources – funding, staff
- ▶ Credibility
- ▶ Impacts our jobs as economic developers
 - ◆ Makes jobs harder
- ▶ Proactive with companies/reactive
- ▶ Can't be private with company – confidentiality
- ▶ Negative impact on economic development
- ▶ Competitiveness
- ▶ Added regulations
- ▶ Slows down projects
- ▶ It gives everyone a voice

How to Combat Attacks?

- ▶ Companies pick communities – grassroots important
- ▶ Get a champion to assist – build a network
- ▶ Training seminars – economic development not in politics
- ▶ Never turn down speaking engagements

- ▶ Put editor on board
- ▶ Good offense
 - ◆ Use same tactics
 - ◆ Limit what you say
 - ◆ Speak and attend meetings to educate – tell your stories
 - ◆ Put safeguards in place
 - ◆ Have everything on your website
- ▶ Internal/external marketing
- ▶ Do not use public funds
- ▶ Integrate public officials in process – help them defend
- ▶ Long-term involvement
- ▶ Know what's confidential and what's not
- ▶ Share info when you can
- ▶ Build relationships with editors – build trust – write for the newspaper
- ▶ Leadership programs
 - ◆ Ask media to attend
 - ◆ Share leadership
- ▶ Use local, state, national groups (IEDC, SEDC, etc.)



- ▶ Increase communication, education and train
- ▶ Make it an opportunity
- ▶ Refocus attention
- ▶ Influence power
- ▶ Utilize positive messages
- ▶ Create transparency
- ▶ Impact analysis of project and how it helps

Who are Partners in Combating Attacks?

Local Level

- ▶ Elected Officials
- ▶ Community Leaders

State Level

- ▶ State chambers
- ▶ State economic development
- ▶ Ambassadors

National level

- ▶ IEDC
- ▶ US Chamber
- ▶ Regional group
- ▶ American Chamber of Commerce Executives
- ▶ Integrity FL
- ▶ Progress Ohio
- ▶ SEDC
- ▶ Speakers Bureau

Advice From the Group:

- ▶ Don't give up – There is always a solution
- ▶ Be on the same page and find common ground
- ▶ Create wealth not taxes
- ▶ Bring the group together to find solutions
- ▶ Think outside the box
- ▶ Each situation is unique and needs to be considered as such



Building Strong Public-Private Partnerships

What are the characteristics of a strong public-private partnership, and how do you build one?

These were the two pivotal questions asked – and answered – during the breakout sessions devoted to the topic of Public-Private Partnerships at the Florida Janus Forum at Watercolor on Santa Rosa Beach in February.

The economic development professionals in attendance agreed that the following 12 characteristics were critical to enable a strong public-private partnership to thrive:

- Strong relationships with communities and utilities.
- Good communications.
- Transparency and trust.
- Education of elected officials.
- Sustainable fund-raising.
- Metrics and accountability.
- Development of alliances with community partners.
- Common goals.
- Well-defined objectives.
- Partners that complement each other.
- Meeting of community needs.
- Protection of confidentiality.

The following is a summary of other thoughts shared during this breakout session at the Florida Janus Forum

In order to help other organizations achieve these goals, the following action steps were recommended:

- ▶ Develop a Best Practices Guide.
- ▶ Prepare a visual presentation that can be shared.
- ▶ Examine leadership training and development for EDO directors.
- ▶ Conduct specialized leadership sessions for economic development professionals at future Janus Forums.
- ▶ Invite elected officials to future Janus Forums.





An informal PPP can work.

- ▶ Recruit media partners to disarm the political backlash.
- ▶ Define the rules for players involved.
- ▶ Project perspective: look at what utilities, assets are required to close the deal.

How do you organize PPPs? Is it legal?

- ▶ Start with county funding, and then involve the private sector. Using capital fundraising campaigns is expensive.
- ▶ Use developers as exclusive private investors into PPP. Politics are tough to manage.

- ▶ You need to plan a PPP
- ▶ Form an executive committee.
- ▶ Keep it transparent.
- ▶ PPP participants need to be in it for the right reasons.
- ▶ Define objectives.
- ▶ Adopt metrics.
- ▶ Be mutually supportive.
- ▶ Even if 100% privately funded, you still have to keep the public involved.
- ▶ Show value proposition in planning process.
- ▶ Invite the banks and utilities involved.
- ▶ Keep banks involved in the process — even if it means several.
- ▶ Use the brain power of potential investors.
- ▶ Hospitals can get involved.

"I am always pleasantly surprised by how creative economic development practitioners can be when you take them away from their daily activities and place them in a casual relaxed environment. I learn something new every time."

Tucson Roberts
President, Tucson Atlantic Consulting

"A privilege to be part of such a valuable program with bright, forward thinking professionals!"

Beth Kirkland, CEcD
Economic & Business Developer, Beth Kirkland Consulting, LLC

- ▶ Performance-based incentives are needed.
- ▶ Education of the community.
- ▶ Need something definitive: What to look out for? How to manage it?
- ▶ The industry needs a resource to refer to — collaborations.
- ▶ Have Janus develop Best Practices Guidelines.
- ▶ Manage client's expectations regarding incentives.
- ▶ Pay to play to be a board member.
- ▶ Put people in the field to manage relationships.
- ▶ Companies invest because it's the right thing to do.
- ▶ RDP excellent fund-raiser.
- ▶ Put information plan in front of political leadership. Do it every year because new politicians are coming in.

Recommendations for Successful Public/Private Partnerships

- ▶ Have a plan. Must have accountability. Return on investment must be in the plan. ED can have a bad name.
- ▶ Recruiting investors, avoid favoritism.
 - ◆ Get 5-year commitment.
 - ◆ Single point of contact is important.
- ▶ Be budget sensitive. Need disclosure with investors.
- ▶ Be aware of Sunshine Laws.
- ▶ Complete disclosure.
- ▶ Be prepared to look at transparencies between groups.
- ▶ Avoid picking winners and losers.
- ▶ Some companies don't want to be transparent.
- ▶ Set policy and transparency laws, part of developing the plan.
- ▶ Code name ordinance vs. tax exemptions.
- ▶ Use industrial revenue bonds as incentives to close deals.
- ▶ Over-communicate to investors.
- ▶ Impact studies support justification for investment.
- ▶ Interview people who got a job as a result of investment.
- ▶ Read the Policom book "The Flow of Money" at Policom.com.
- ▶ Source economists for data support.
- ▶ Go to state level organizations for research and data.
- ▶ States have data and people at no costs.
- ▶ Use metrics to justify ROI on PPP, pay attention to things you measure.
- ▶ PPPs should be mutually supportive.
- ▶ Communicate to your public.
- ▶ Maintain relationships with community.
- ▶ Need public AND private funding.
- ▶ PPPs can be driven by private \$\$.
- ▶ Get all players in the game.
- ▶ PPPs can be project specific.
- ▶ Articulate the value proposition to public and investors.
- ▶ Manage relationships and stakeholders.
- ▶ Anticipate barriers and pushback from political figures.



CRE PANEL 'Time to Market' is King, Say CRE Execs

Incentives are not the most important factor in a deal, say corporate real estate executives. They are trumped by time and relationships.

"Time to market is the most important thing to us. It is not incentives," said Howard Horowitz, global real estate director for Equinix Inc., the world's largest data center colocation facility company. **"We will spend \$600 million on our expansion projects this year, and incentives won't be the driver."**

Rick Little, global real estate director for Weyerhaeuser, concurs. **"We are not really opening any new plants these days, but we are closing a number of them,"** he said. **"For us, the relationships that we have with folks in the local community are the most important thing. That's why I encourage investing time into building relationships. They pay off more than incentives."**

When it comes to marketing surplus properties, Little says it is critical that all infrastructure be in place. **"These facilities can be marketed,"** he said. **"We want those things off the books quickly. We will work with you to market these properties."**

Horowitz seconded that notion: **"We focus on working through the entitlement process. It's all about the relationships for us."**

Little and Horowitz shared these and other thoughts during the Corporate Real Estate Executives Panel with economic development professionals at the Janus Forum at Watercolor on Santa Rosa Beach in Northwest Florida.



The following report highlights the main topics they covered:

Rick Little of Weyerhaeuser REIT

Summary of Focus Areas

- ▶ Lots of wood pellets and European knowledge
- ▶ Closing and selling surplus properties and disposing of business lines
- ▶ Biomass (no longer makes paper)
- ▶ Bio-plastics
- ▶ Food ingredients, medical products based on wood
- ▶ Specialty fibers — wood fibers replacing dashboard in Ford high-end cars
- ▶ JV with feds and universities on jet fuel made from trees

Howard Horowitz of Equinix

Company Summary

- ▶ \$2.2B annual revenue
- ▶ Only 15 years old
- ▶ In the process of converting to a REIT
- ▶ US publicly trade company
- ▶ Asia is firm's fastest growing market
- ▶ 31 markets
- ▶ 65% of portfolio in US
- ▶ Retail data center company — put in their own capital to build it, manage it, lease out to likeminded users
- ▶ Wholesale leases to one or two tenants with no relationship
- ▶ Enterprise centers — companies are building and occupying their own.

QUESTIONS:

How do you use consultants and how much of your corporate real estate services do you outsource?

Rick: We don't use just one; we go market by market and use relationships. We used a broker in Atlanta to do work in Arkansas in a straw-man fashion. We handle lease admin in house. We have two transactional people, of which I am one. We have an internal title division. We also have an internal engineering division who work on their major industrial projects, and internal transportation, purchasing and environmental pull from each division to form a project team.

Howard: We use best in class real estate brokers in each of their markets; JLL lease admin work, data integrity work, 180 leases worldwide — all data centers total 10.5 million sq. ft., of which 500,000 is office.

Why put a data center in a hot place or in an urban area where real estate is priced high?

Howard: Equinix is in Ashburn, Virginia, at Tyson's Corner near DC. Power and fiber are the drivers. We have a data center at O'Hare and at Dulles. Located along rail lines but have to watch for vibrations. Downtown carrier hotels of local and long-distance carriers. Newark, N.J., in a former dept. store, Philly, Chicago. Geothermal centers. Las Vegas because cheaper than Southern California and out of seismic zone.

How do you dispose of surplus facilities with environmental issues?

Rick: We clean it up before selling. Something with a 20-year monitoring requirement — we will keep it and monitor it ourselves; deed restricted to keep parks and residential out. Facilities in rural locations — will sell it with everything in it because metal inside is valuable; also have carefully sold off equipment, metal, clean building or scrap — all over the map.

"The Santa Rosa Beach forum was my first direct exposure to the Janus model. The intimacy of the gathering clearly allowed for and even encouraged open, frank discussion and differing points of view. I was impressed with the both the quality of the programming and the enthusiasm of the attendees. While all experts in their fields, participants were obviously there to actively contribute and learn. Two key themes emerged from the sessions I was involved with:

1. Economic development agencies should use a much more targeted approach when recruiting potential customers. The shotgun approach is simply not effective and wastes both time and money. The communities are better served to develop a clear, realistic strategy of what they want to be and then target specific companies to share that vision with.

2. Economic developers need to understand that speed to market is probably the top site selection driver for corporations these days. Labor pools, incentives and other site criteria have their place, but a shovel-ready site meeting the basic infrastructure needs of the company or one with a very clear path as to how long it will take to get there will typically win out every time. Worse, if that information is not readily and reliably available, it is unlikely that a site (even a good one) will ever find its way onto the corporation's shortlist.

- Rick Little

Director Real Estate and Land Title at Weyerhaeuser

Visited one in Valdosta that they cleaned out and is rail served; continue to reduce price point.

How do you both negotiate energy contracts?

Howard: 5 people plus consultant; do hedging; specific about locations so they can't pit one provider against another; in NC Duke has low rates to attract data centers; LEED type buildings to earn large rebates.

Time to market is the most important thing. Want to know the community will do what it says. Have never asked for an incentive but have received them. Average wage at Equinix in Northern Virginia is \$125,000.

Rick: Weyerhaeuser negotiates energy contracts; five people on staff; creates an issue when trying to dispose of surplus property; use the power that they generate and put back on the grid.

Also very site specific — have to go where the trees are and within the boundaries of their REIT. If putting in a new boiler, yes, we will take applicable incentives; have not done any greenfield projects; have \$300M in upgrades budgeted for this year.

What about green data centers powered by renewable energy? Are your customers asking for that?

Howard: Yes, 25% of formal RFPs we respond to include specific questions about the facility and Equinix as a company; going to LEED certification on newer facilities.

Rick: Europe — for every one plant opened, 10 get closed. Do EDs in US assist with plant disposal? Can't always backfill with a manufacturing plant because facilities are so specially purposed for Weyerhaeuser.



SITE CONSULTANTS SESSION

How Consultants View Data and Incentives

The site selectors' workshop sessions at the Florida Janus Forum gave great insight into how site selection consultants these days view data and incentives.

The bar has been raised for both, and response times are critical, said Courtney Dunbar of Olsson Associates and Andreas Dressler of Terrain.

“Response time is now expected to be two to three days,” said Dunbar of requests for data from economic development organizations. “We prefer to see an industrial map showing all due diligence, as well as a complete master plan of the site, especially on larger tracts.”

Dressler said that in Europe, where he is based, “we like to collect the data ourselves. I tend not to use the information from websites. However, I do like to see basic costs information, as well as data on utilities and infrastructure.” He also cited the state of Virginia as having especially good and timely data on properties, sites and communities.

When it comes to incentives, both consultants agreed that a fully prepared and equipped site was the best incentive. “For us, infrastructure is the best incentive,” said Dunbar, who is based in Omaha. “But before you offer any incentive, you have to know your ROI first.”

Dressler noted that “you should always target the company first. That is more effective than dealing with an intermediary. Remember — in the site selection process, we always look for ways to eliminate a site.”

The following outline covers the main points discussed by Dunbar and Dressler during their interactive sessions with professional economic developers at Watercolor on Santa Rosa Beach in February.



Site Consultants Breakout Discussions

Courtney Dunbar – Olsson Associates

Andreas Dressler – Terrain

Information that Site Consultants Want from Economic Developers:

- ▶ What information do you want to see from an economic development organization?
 - Specific case studies – who, what, where how & why
 - Announcements – who and why
 - Unique industry assets
 - Your value proposition
- ▶ What NOT to send
 - Newsletters
 - General marketing materials – or anything general

What Site Selectors Want to Know About Sites:

- ▶ Should be master-planned for optimization of property
- ▶ Accessibility
- ▶ Have all information available
- ▶ Know site capacity
- ▶ Permitting process and timeframes
- ▶ Potential environmental requirements – air quality, emissions, etc.

- ▶ Brownfields
 - If you think that there is a problem, find out and then mitigate
- ▶ Site Certification
 - The process is more important than the certification
 - Usually are not backed by engineering
 - Is usually the ‘first chapter, not the story’
 - Know existing industries needs
 - Understand and know your assets
 - Consider your markets

Incentives:

- ▶ Understand what the project is before making any commitments
- ▶ Rate concessions may be more important because they impact long-term operating costs
- ▶ Should mitigate risk
- ▶ Permitting assistance/expediting
- ▶ Infrastructure more important — when company leaves, community still has the infrastructure
- ▶ Mitigates risk to production
- ▶ Understand your ROI
- ▶ Should not lead the discussion
- ▶ Should be a tie-breaker
- ▶ More sophisticated in US
- ▶ EDOs offer up front before knowing what the project is
- ▶ Creates expectation

"I truly enjoyed the location, people and open discussions. You and your team did an excellent job and I am so glad I could be a part of it!"

Mary Cierebiej
Director, Business Attraction, Team NEO, Cleveland, Ohio



Other Advice to Economic Developers:

- ▶ Business Retention and Expansion Surveys very important.
- ▶ Be proactive.
- ▶ Identify what your community needs and go after it.

How Consultants Can Help You:

- ▶ Can provide 'actionable' advice on how to improve your business climate
- ▶ Sometimes look for 'red flags' to eliminate a site (know your issues and fix them, or have a plan to do so)
- ▶ Ask for a debrief if you lose a project

FDI:

- ▶ United States is #1 target
 - Economy
 - Financial markets have opened up
 - Shale gas – new technology, inexpensive

- Competitors' economies have stopped growing: Russia, China, India and Brazil

- ▶ Pool resources with state to be more effective
- ▶ Focus on specific industries and sectors
- ▶ How to get their attention:
 - Don't go where everyone else goes
 - Have a clear local strategy
 - ◆ Markets
 - ◆ Industry focus
 - ◆ 2-3 year plan
- ▶ Understand project drivers
- ▶ Demonstrate your process from past projects
 - Real case studies — what you've done and how
- ▶ If there are issues, admit them and have a plan to mitigate

Trends:

- ▶ Collect data
- ▶ More domestic and FDI projects

"I learned a lot, met new friends, and relaxed all at the same time."

Aaron Bowman

Senior Vice President, Business Development, JAXUSA Partnership

- ▶ Requirements are more detailed

WebSite Information Needed:

- ▶ Diligence information
- ▶ Maps – PDF
- ▶ Master Plan for large tracts
- ▶ Workforce – current information from reputable sources, i.e. Census data

Consultant Questions:

- ▶ Source of Projects
 - Larger projects from the State and usually have a consultant involved
 - Existing industries – suppliers

Data:

- ▶ Reputable source
- ▶ Up-to-date
- ▶ Reliable
- ▶ Comparable

Consultants usually contact the state economic development organization first because:

- ▶ Know prepared sites
- ▶ Have all the information
- ▶ Focused on winning project for the state
- ▶ Can mitigate risk to production
- ▶ Contacts local EDOs

Local EDOs:

- ▶ Have a good working relationship with your state, 'best friends'
- ▶ Make sure that they know your information
- ▶ Be proactive

Marketing:

- ▶ Regional efforts can be more effective — aerospace industry marketing – FL, AL, MS and LA
- ▶ Provides unified voice
- ▶ Refreshing

Topics for Future Consideration

The following topics were also considered for discussion at the Florida Janus Forum:

- ▶ Energy
- ▶ Workforce development
- ▶ Succession planning
- ▶ Incentives

POST-FORUM SURVEY RECAP

Florida Janus Forum Receives High Marks

Attendees of the February Janus Forum in Northwest Florida — supported by host sponsor Enterprise Florida — gave very high marks to the event in a post-Forum survey.

More than 30 economic development professionals participated in the four-day event held at The Watercolor Inn & Resort on Santa Rosa Beach, and the vast majority left with very high impressions.

Among the findings:

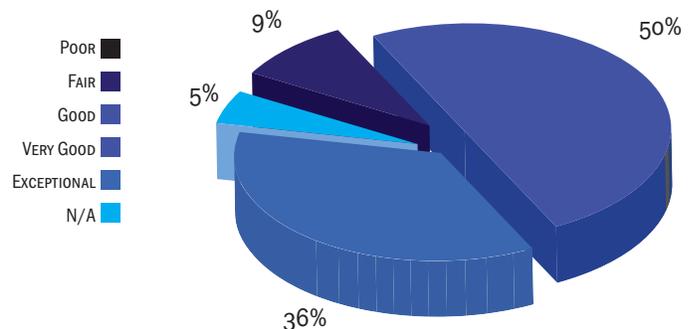
- ▶ 95 percent rated the Site Consultant Session with Courtney Dunbar of Olsson Associates and Andreas Dressler of Terrain as either “very good” or “exceptional.”
- ▶ 95 percent rated the Economic Development Under Attack sessions facilitated by Robert Ingram as either “very good” or “exceptional.”
- ▶ 91 percent rated the Public-Private Partnerships sessions facilitated by Tucson Roberts as either “very good” or “exceptional.”
- ▶ 100 percent rated the Corporate Real Estate Executives Panel with Rick Little of Weyerhaeuser and Howard Horowitz of Equinix as either “very good” or “exceptional.”

When asked to name what they found as “most beneficial about the Forum,” respondents said:

- ▶ “I found most beneficial the opportunity to connect with like-minded professionals to discuss issues impacting the profession.”
- ▶ “Getting to know people very well. The small group was beneficial.”

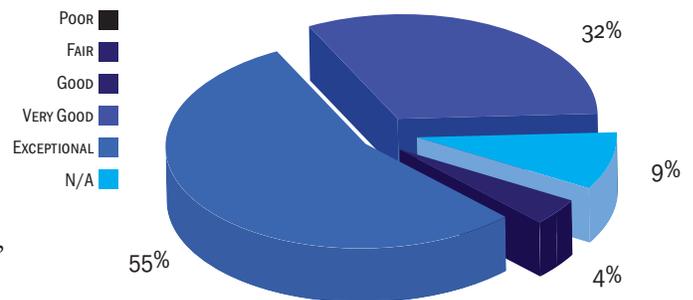


Public/Private Partnership - Facilitated by Tucson Roberts

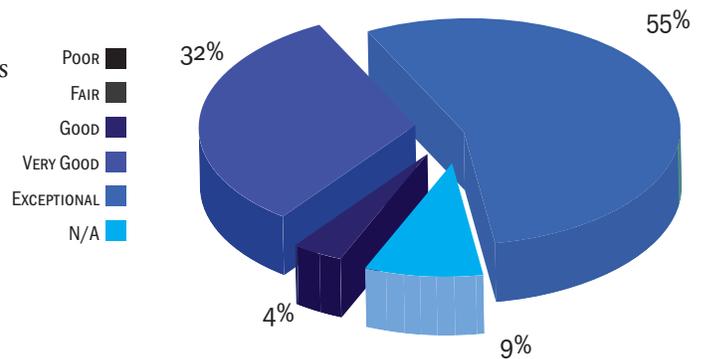


- ▶ “Exchange of ideas.”
- ▶ “The opportunity to interact with corporate real estate executives and site consultants.”
- ▶ “Networking and personal growth.”
- ▶ “Interaction with other professionals from different states.”
- ▶ “Networking sessions with problem-identification and problem-solving exercises.”
- ▶ “The small crowds, pace and casual environment.”
- ▶ “The Forum was one of the best economic development conferences I’ve attended yet! The intimate feel allowed open exchange of information and close relationship building.”
- ▶ “Great free-flowing information and advice.”
- ▶ “The trusting nature of people willing to share some of their greatest challenges, and the openness of people willing to share their successes.”
- ▶ “When the site selection consultants asked each other questions, it gave me insight into their mindset and the needs of their clients.”

Site Consultant Session with Courtney Dunbar and Andreas Dressler



ED Under Attack - Facilitated by Robert Ingram



Summing up the experience for many, one respondent noted:

“I was honored to be invited, and thoroughly enjoyed the Forum. It was very rewarding both professionally and personally. I really enjoyed the group discussions and collaboration involved in identifying the most important issues that needed to be addressed. The Forum staff and resort accommodations were fabulous!”

Janus Alumni

Arnold, Lyn 2010
Bainbridge, Connie 2011
Basinger, Eric 2012
Beasley, Bill 2013
Blackwell, Richard 2013
Blankenship, Wiley 2010
Bowman, Aaron 2014
Brackemyre, Bryan 2013
Brister, Bryan 2013
Brockwell, Kay 2011
Chancellor, Chad 2010
Chapman, Tara 2012
Cierebiej, Mary 2014
Clifton, Rick 2012
Cochran, Elyse 2012
Collins, Angie 2010
Coulombe, Ray 2012
Diaz, Pablo 2011
Doney, Brett 2014
Durham, Debi 2009
Evans, Mike 2012
Fenn, Josh 2014
Fram, Jim 2014
Freeland, George 2014
Fryer, Jane 2013
Fullerton, Pete 2011
Garcia, Tracy 2014
Grisham, Joey 2012
Hamilton, Scott 2010
Hardin, Becca 2014
Hester, Alan 2010
Hinton, Chris 2010
Hirschberg, Victoria 2010
Howell, Frank 2013
Huguley, Lori* 2011
Inglis, David 2010
Ingram, Robert** 2009
Ingram, Michael 2010
Jenkins, Tommy 2013
Johnson, Hal 2011
Jolley, Peggy* 2011
Karlson, Cary 2013
Kirkland, Beth 2014
Knighton, Greg 2013
Kucharski, Tom 2014
Lumpkin, Kristi 2013
Lurkins, Scott* 2012
Luth, Scott 2014
Mallot, Jerry 2014
Marks, Susie 2009

Martin, Tim** 2010
Martinez, Scott 2012
Mays, Mitch 2013
McDonald Eric* 2011
McGowan, Sue 2012
Medley, Melissa 2014
Metzger, Alex 2013
Moffett, Peggy 2012
Morey, Steve 2014
Motley, Dan 2011
Nave, Andrew 2010
Nelson, Edward Jr. 2014
Philpot, Mike 2010
Pierson, Rachel 2014
Pipkin, Jeff 2010
Piscopo, Edward 2014
Quillen, Jesse 2013
Richardson, Sam 2011
Roberts, Rope 2010
Roberts, Tucson** 2009
Russ, Chandler 2009
Scearce, Stephanie 2013
Simpson, Larkin 2010
Smart, Skip** 2009
Smith, Don 2013
Smith, Jesse 2012
Smith, William 2013
Snyder, Mallie 2011
Sparks, Nathan* 2012
Stennett, Mitch 2010
Stiles, Crystal 2014
Stinson, Gene 2009
Subbaraya, Chitra 2013
Swoope, Gray 2014
Taylor, Courtney 2010
Teague, Ben 2014
Thomas, Kirkley 2009
Thompson, Benjy 2012
Topping, Patrick 2014
Tucker, Ross 2009
Wagoner, Jeff 2009
Ward, Nathan 2010
Wathen, James Gregory 2014
Wayman, Troy 2010
Williams, Taylor 2011
Wright, Greg 2013
Zimmermann, Claudia 2011

* Janus Institute Board Members

** Janus Forum Fellow and Board Member

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*June 2013 BPA **Publisher's own data



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*Upcoming Janus Forum
June 8-11
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Based upon the proven model of best-practice-sharing developed over 5 years at the Lake Rabun, Georgia home of Robert and Anita Pittman, the Janus Forum is simply the best economic development learning event – period.

For more information, contact Amanda Lilla at the Janus Institute at 706.244.1078 or by email at alilla@janusinstitute.org.

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