



REGION OF QUEENS MUNICIPALITY Attraction Strategy Final Report

February 13, 2013



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The Drivers

We started with...

...a helping hand to attract new ventures



We discovered...

- ▶ A community already engaged in a thorough mobilization exercise;
- ▶ Lots of new development ideas;
- ▶ Several successful initiatives (Hospital expansion – Queens Place, a myriad of community festivals and County-wide initiatives).

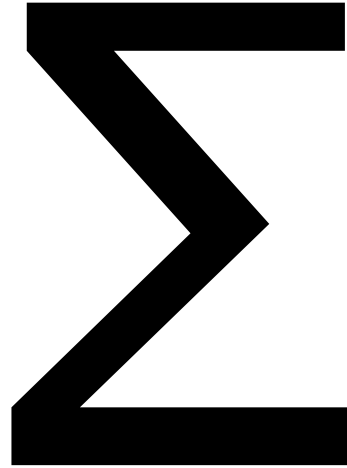


We felt there was a need for...

- ▶ Enhanced process for economic development ideas and project organization;
- ▶ A consistent, proven approach;
- ▶ A clear project tracking and evaluation method;



Our driver

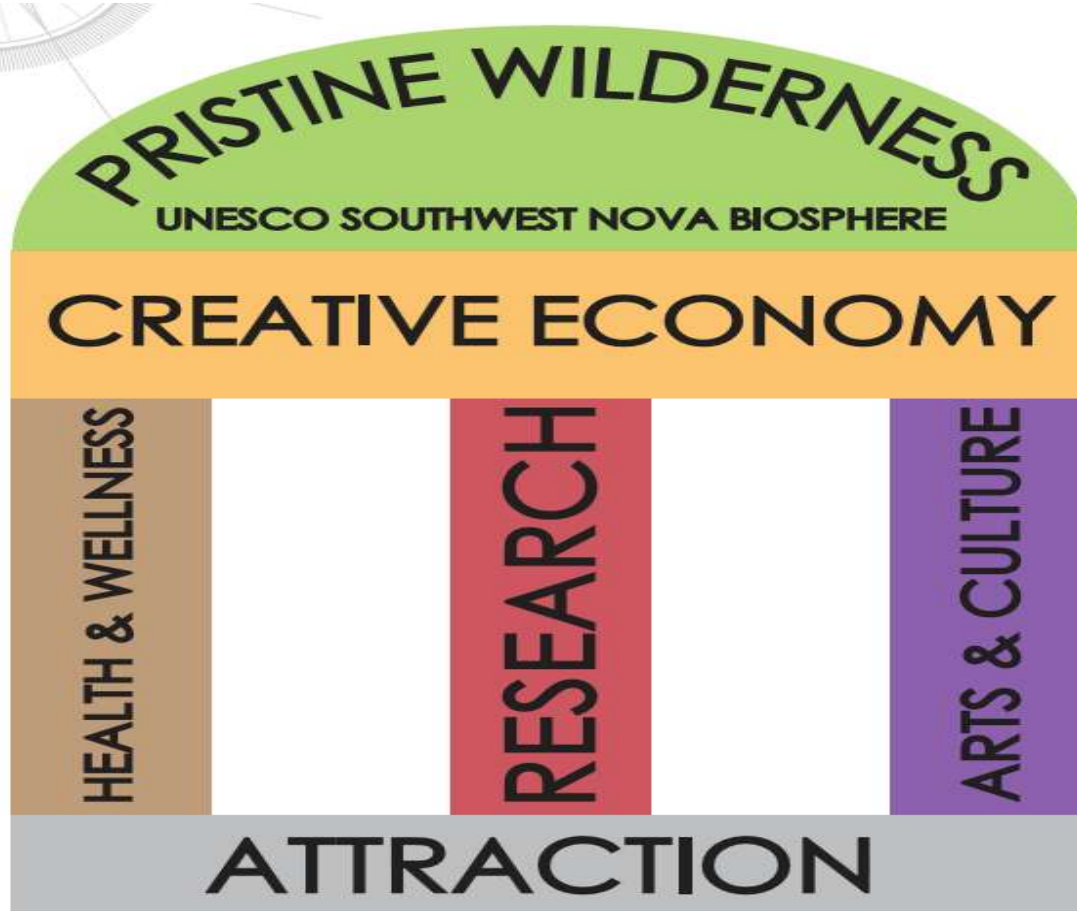


The sum of all initiatives
Shall be greater than
Individual initiatives put together



The Pillars

The Three Pillars



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The Engine

Success is Driven by Investment

- ▶ Investors and entrepreneurs (promoters) are the “engine” for success;
 - How do we find them?
 - How do we entice them?



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Assembling the parts

Step 1: Propose an Action

- ▶ An “Action “ is a project, idea, or initiative that might / will lead to investment and the creation of wealth.
- ▶ Actions implement the objectives that have been identified by the community
- ▶ Actions must answer *Who, When, How and How Much?*
- ▶ Actions are measurable.



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Step 2: Identify a Champion

- ▶ A “Champion” is a person/organization from the Community that introduces a promoter to potential investors, and helps navigate local government, agencies, or organizations.
- ▶ The champion is a non-risk taking person or organization that follows up on a given project or action put forward by the Community.



Step 3: Attract a Promoter

- ▶ A “promoter” is the person or organization that takes a risk articulating, defining, and/or advocating for his/her/their project or initiative, bringing it from an idea to fruition or reality. *Synonym: Entrepreneur*
- ▶ The promoter may be local or may come from outside the area.



Step 4: Attract an Investor

- ▶ An “Investor” is a risk-taking person or organization that finances a promoter, partially or totally. He can provide *equity*, a pre-negotiated participation in the profit generated by a project or an initiative, to bring said project or initiative from an idea to fruition or reality.
- ▶ The term "investor" thus excludes institutional financing.



Step 5: Monitor and Assist the Process

(upstream and downstream)

- ▶ This is the job of the Steering Committee or the organization that will be identified to replace it.



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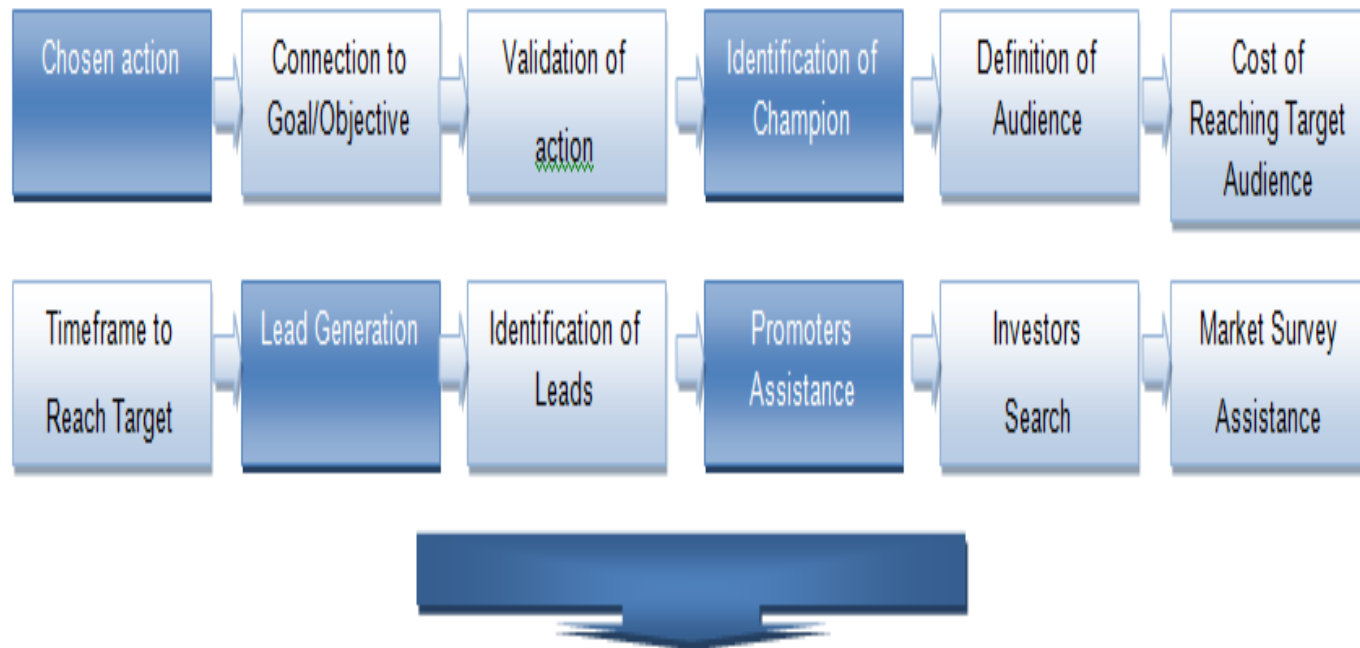
An illustration

The process



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The process for Attracting Investors



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The role of the Steering Committee

The Role

- ▶ **MONITOR** the process (profile champions and promoters through targeted audiences, manage leads);
- ▶ **ASSIST** Champions, Promoters, Investors when possible and needed;
- ▶ **TRACK** Actions;
- ▶ **GENERATE** a marketing buzz around the process.



Other definitions

- ▶ **AUDIENCE** – A group of individuals or organizations within which promoters and, sometimes investors, are sought.
- ▶ Audiences are NOT markets. The term “market” is clearly reserved for products or initiatives intended for the end-users (consumers).
- ▶ **LEADS** – Throughout the strategy the terms “lead”, “lead generation” and “lead management” refer solely to promoters and/or investors.
- ▶ In other words, the process is aimed at finding a steady stream of promoter leads and qualifying them.



Recommendations

First Set of Actions

Chosen actions

Action 1: Extend the collaborative care model that has been used to attract physicians.

Action 2: Conduct a facility feasibility study, which will include a needs assessment, identification of a champion, preliminary costing and site recommendations for an assisted living project to be developed as part of an aging-in-place campus.

Action 3: Build Queens County's capacity to promote Health and Wellness.

Action 4: Define and document the scope, sites, locations, natural assets, facilities and research projects associated with the Biosphere.

Action 5: Undertake research into commercialization opportunities associated, for example, with haskap berries. Budget allocation is for one year only.

Action 6: Promote the North Queens Innovation Centre to potential tenants and partners.

Action 7: Consider all options to expand and promote Queens County's niche arts festivals.

Action 8: Build, promote and animate a joint virtual presence.

Action 9: Promote the use of the Liverpool waterfront for festivals and events.



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Recommendations to the Steering Committee

- ▶ Implement a registry;
- ▶ Implement a lead management system;
- ▶ Develop a social media communication strategy;
 - Choose the monitoring organization;
 - Participate in finding a Unique Selling Point;
 - Provide regular status reports;
 - Use a common « signature »;
 - Have a « one-pager » to describe the advantages to live, play and work in Queens.



Attraction Strategy Marketing Plan

- ▶ DETERMINE a Unique Selling Point (USP);
- ▶ LAUNCH a social media campaign;
- ▶ PROFILE AND RESEARCH markets for mainstream products.

This has to be conducted in a more global overall marketing strategy for the region.



Conclusion

A Message

WE invite the community to be more

Entrepreneurial

Everyone can play a part...what will yours be?



Q & A

Louis Grenier



David Harrison



David W. Harrison Ltd.