

Jump Starting a Small Community Economy Poquoson, Virginia 2009 to 2014

J. Randall Wheeler & Angela Ward Costello

ICMA Conference Presenters



The Challenges in 2009

- The recession-revenues down, housing values declining, population level had stabilized.
- Our Image – flood prone, not interested in growth and development.
- Changing housing market.
- Lack of a comprehensive econ. dev. program.
- Ineffective economic development strategies.
- Lack of alignment between Council's E.D. priorities and budget & land use ordinances.

Our Jump Start Plan

- We sought direction & resources from Council.
- We engaged the Planning Commission to amend existing ordinances and create new ones to align with the Council's E.D. priorities.
- We re-engineered our development processes to greatly improve speed and certainty.
- We engaged existing business leaders and asked them to be our ambassadors.

Jump Start Plan Cont'd

- We developed an award winning marketing plan from scratch utilizing existing staff, appointed officials and volunteers.
- We celebrated our successes publicly.
- We used strategic planning to energize our Economic Development Authority.
- We reached out to commercial and residential realtors as indispensable partners.

Jump Start Plan Cont'd

- We aligned our tax policy to support our E.D. efforts, i.e. eliminated the boat tax.
- We established marketing coalitions with key business sectors.
- We leveraged state tourism grant resources.
- We employed break-through marketing strategies.

To Go FROM:



To.....



POQUOSON IS
THE
PLACE

www.EnjoyVa.com



"POQUOSON IS ONE OF THE
TOP TEN PERFECT SUBURBS IN AMERICA."

POQUOSON IS THE PLACE

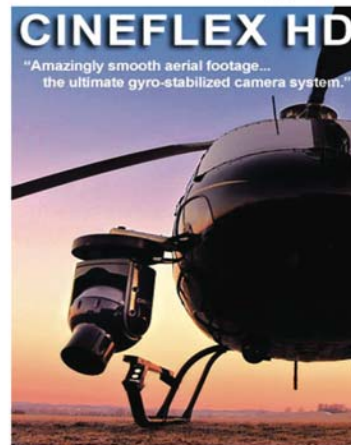
MARKETING INITIATIVE
APPENDIX 1

The images and HD video that were captured changed the course of the marketing process and refocused a region on the beauty of Poquoson. The 87 miles of coast line that was once ravaged by hurricane force winds had recovered. Now it was time to update the imagery that populated any Google search for Poquoson. The message was storm focused even though the community had recovered. It was time for a refreshing look at the beauty of this coastal community. The community rallied around the images. Requests for the presentations of images and HD video were accommodated for more than 25 community groups and civic meetings throughout Hampton Roads.

The announcement (sample below) was made on local broadcast, print announcements, civic and community group meetings and via publicly broadcast City Council presentations. The community was genuinely excited. They volunteered to line the streets with American Flags and a sense of community pride and ownership of the process emerged. A small community was recovering as a “buzz” was being successfully created to ignite and confirm the campaign mantra:

POQUOSON IS THE PLACE to Live, Work, Play & Grow.

COMING TO POQUOSON



Cineflex V14HD on the AS355 Twinstar.



We work with great clients including Disney, Discovery Channel, National Geographic, BBC, CBC, PBS/Nature, History Channel, Planet Green, Korea New Network, Red Bull, Burton Snowboards, Amazing Race, CBS/Survivor, General Dynamics, Entergy, TransCanada, Warner Brothers, NFL, ESPN and TruTV.

POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 1

By developing a “creative partnership”, Poquoson had access to images that were otherwise not in the budget for marketing development. The images created allowed for Economic Development, Tourism, Real Estate, Community and Recreational Event officials to embrace the new campaign with a compelling new vision for the beauty of Poquoson. The POQUOSON IS THE PLACE brand continued to expand.



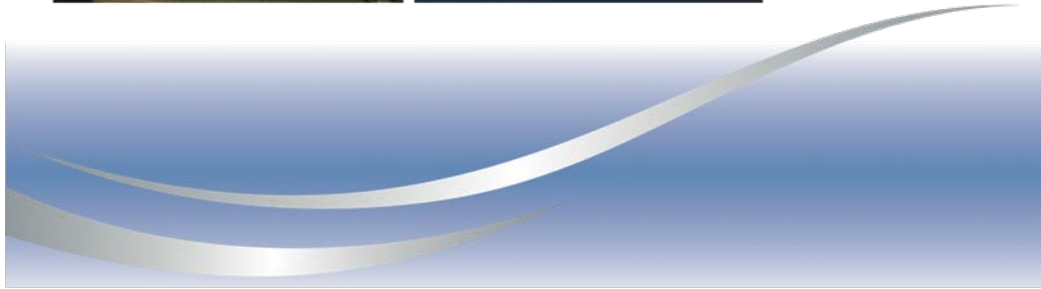
“Sailing & Waterfront Living” Featuring the Poquoson High School Sailing Team.



City Hall, “Main Street” Poquoson, Recreational Facilities and Marinas were all in need of exposure for economic, recreational and real estate development opportunities.



The POQUOSON IS THE PLACE campaign added new life and a fresh perspective of Poquoson as a thriving community that is ready for business and new residents.



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 1

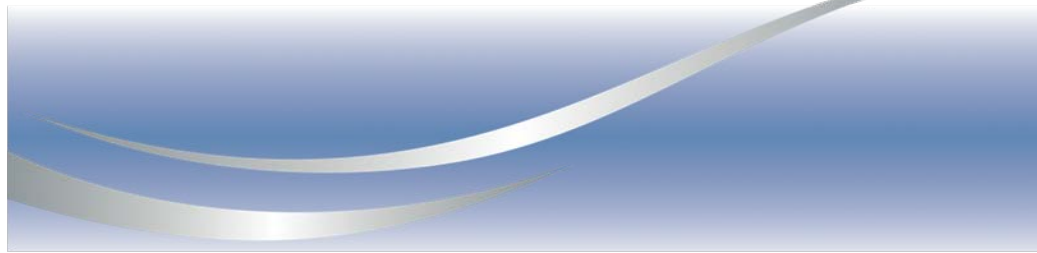
The imagery allowed the Poquoson Is The Place campaign to highlight the 87 miles of waterway surrounding our coast. For many it was their first opportunity to see the beauty of our coastline and its accessibility. POQUOSON IS THE PLACE to Play! The message: It is perfect for boating, kayaking, watersports and exploring.

"I never realized Poquoson's coast was so beautiful!"

-New Poquoson Resident



Exploring the Blueway was an important part of the Poquoson Is the Place marketing campaign. It also promoted Poquoson as the home to the largest Saltwater Marsh and Wildlife refuges in Virginia. Exploration by Kayak is encouraged!

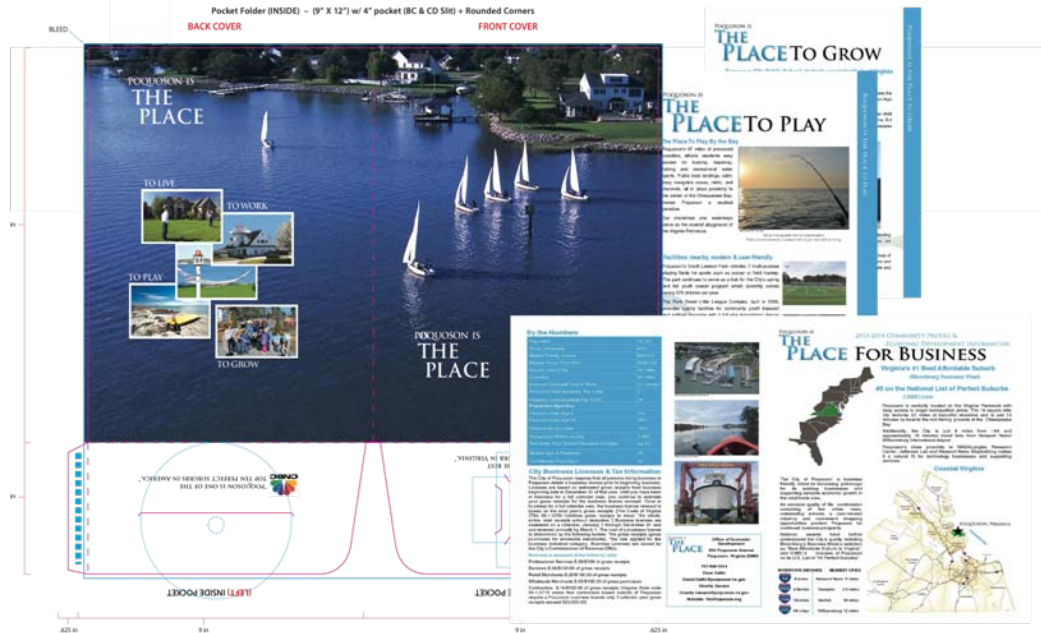


POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 2

Promotional packages were created for Realtor events and other special events to promote the message that Poquoson is the Place to Live, to Work, to Play & to Grow. The full size folders featured MSNBC's accolade as "One of the Nations Top 10 Perfect Suburbs." The folder and its contents explain to new or potential residents and businesses the opportunities that welcome them to Poquoson.

PROMOTIONAL FOLDER & INSERTS

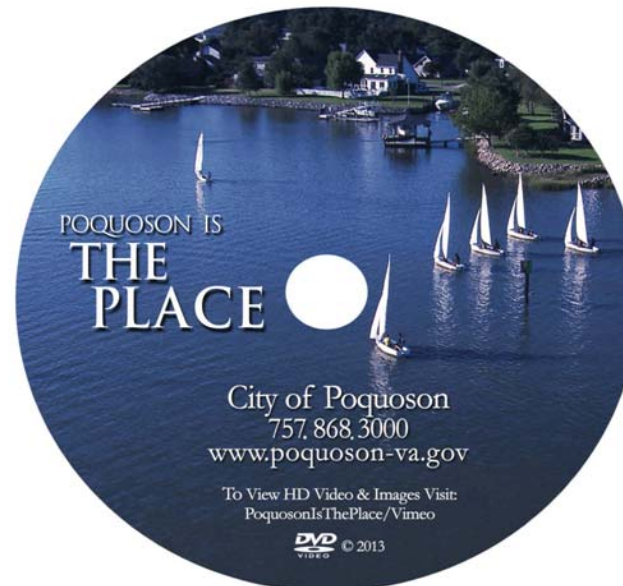


POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 2

The campaign featured a promotional video that was branded with consistent imagery and featured some of the aerial video. The goal of the video was to inform the viewer of the economic and residential benefits that Poquoson has to offer. 1000 were distributed during media, realtor and business events as well as to the general public as an informational tool regarding community statistics and information.

DVD & BLUE-RAY PROMOTIONAL VIDEO



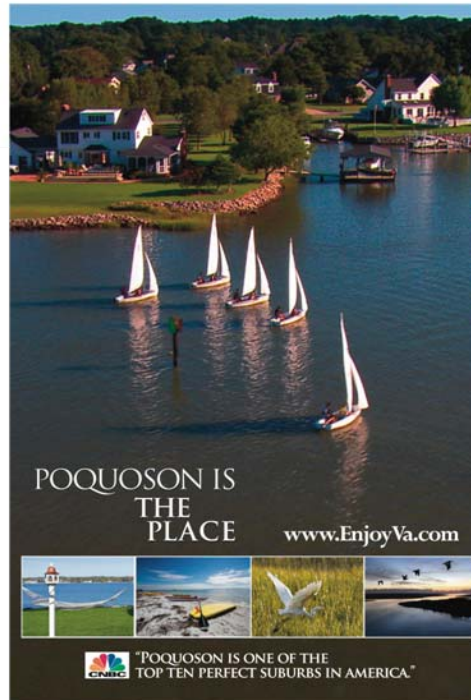
POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 3

POQUOSON IS THE PLACE included a Regional AMC & Regal theater commercial campaign. 2 alternating 30 second commercials were featured in the "Regional Featured" time slot before every feature film in theaters between Norfolk, Va and Tysons Corner, Va. Each theater also featured a lighted movie poster featuring Poquoson's message in their main lobby. In most theaters, Poquoson's poster was the only non-movie advertisement featured in the general public area. Each theater's promotional video loop and website also featured Poquoson's commercials and welcoming message.

During the summer of 2013, 3.1 million people were exposed to Poquoson's marketing message and our community businesses, websites and recreational opportunities were seeing an increase in activity.

BACK-LIT 24"x36" THEATER POSTER



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 3

SAMPLES OF THEATER LOBBY POSTER PLACEMENT



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 3

THEATER HD COMMERCIALS: "THE WATERWAY IS WAITING" :30



This commercial featured the easy access to Poquoson's waterway and recreational opportunities such as Boating, Kayaking and Jet Skiing.



"YOUR NEW HOMETOWN" :30



This commercial featured the community that is Poquoson. The welcoming message included Poquoson's award-winning schools, recreational facilities and new residential housing.



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 3

THEATER AND WEB BANNER AND AD PLACEMENT:



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 4

THE POQUOSON IS THE PLACE campaign also included the creation of an online brand that made it easier for businesses and individuals to find Poquoson and not be redirected to other sites. **EnjoyVa.com** was the answer and also assured a connection to Virginia Tourism.

ENJOYVA.COM



3861 Hits on "EnjoyVA"
from May 25 - October 21

76% were new and unique
first time visitors

Length of stay... 1:16
Average stay national average...
as a comparison is
less than 20 sec.

73% were on Apple devices
(iPad / iPhone)
25% were on Android devices
(tablets / Phones)
32% were using a screen
resolution of 768 x 1024
(larger palm devices)

31% were using the 320 x 480
very small screens for viewing

31% Used Internet Explorer
26% Used Safari
16% Chrome
10% FireFox

THE POQUOSON IS THE PLACE campaign attracted “free” press and positive media attention. Features on the campaign, the community and the film director (a Poquoson native) were included on the front page of the local and business sections of the Daily Press. The Yorktown Crier, and other regional publications. Nationally, stories about Poquoson were featured in MSNBC and WSJ stories on America’s best communities. More than 10 stories were featured on the “First Mover Advantage” of being the first City to use the medium in a strategic marketing capacity.

“Poquoson is a small town with a big media presence.”
Mike Michalowicz
Business Reporter WSJ

COMING SOON TO THEATERS NEAR YOU: POQUOSON

The screenshot shows a news article on the Daily Press website. The article is titled "Poquoson hopes to thrill on the big screen" and is dated June 03, 2013. The author is Amanda Kerr. The article text describes a promotional campaign for Poquoson, where the city has purchased 30 second advertisements that will run for 12 weeks in theaters across the region. The campaign cost the city \$28,000. The article also mentions that the campaign is titled "Poquoson is The Place" and highlights the city's coastal and aquatic landscape. The article includes a photo of three movie posters and a quote from Angela Ward-Costello, a member of the Poquoson Economic Development Authority.

Daily Press
SERVING HAMPTON BRANCH, VIRGINIA

HOME | SPORTS | MILITARY | SAVVY SHOPPER | OPINION | LIFE | ENTERTAINMENT | MARKET | YOUR STUFF

GLoucester | HAMPTON | ISLE OF WIGHT | NEWPORT NEWS | SOUTHSIDE | WILLIAMSBURG | YORK | BUSINESS | CRIME | POLITICS | SCHOOLS | SPACE

Home > Collections > Glen Allen

Related Articles

- Theater Adds Special Feature
January 1, 1999
- In area theaters July 2-8
July 1, 2010
- Hampton Roads Movies: What's playing in theaters
October 12, 2011
- Now showing in theaters
June 10, 2013
- What's in local Hampton Roads theaters
November 17, 2011

Find More Stories About
Glen Allen

Poquoson hopes to thrill on the big screen
June 03, 2013 | By Amanda Kerr, akerr@dailypress.com | 757-247-4723

POQUOSON — As people across the region head to the movies in the next few weeks to see the latest summer blockbuster, they might see scenic images of Poquoson flash across the silver screen.

That's because Poquoson officials have launched a promotional campaign of the coastal city in movie theaters across the region. Dave Callis, director of economic development for Poquoson, said the city has purchased 30 second advertisements that will run for 12 weeks in theaters in seven different localities — Hampton Towne Centre, Koin Creek, New Town in Williamsburg, Harbour View in Suffolk, Greenbrier in Chesapeake, MacArthur Center in Norfolk and Virginia Center in Glen Allen. The advertisements began running May 24.

The campaign cost the city \$28,000, which was paid for through funds in the current 2013 budget.

The campaign, titled "Poquoson is The Place," highlights the city's coastal and aquatic landscape and touts its family-friendly residential atmosphere in two separate videos.

Callis said the theaters will alternate between the two videos on a weekly basis for the duration of the campaign. The advertisements also promote a companion website, <http://www.enjoyva.com>, that provides additional information about the city's various marinas and marine activities as well as available residential properties.

The 12-week run at the seven theaters will equal 41,328 commercial airings. The city is projecting the campaign will generate more than 3 million impressions on the website. In less than a week since the videos started running, Callis said, the website has received more than 800 hits.

"We want to let folks know the fantastic things that are in Poquoson," Callis said.

Poquoson Economic Development Authority member Angela Ward-Costello produced the videos using high-

POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 6

THE POQUOSON IS THE PLACE campaign also included the development of an online presence for the video footage. The initial stage placed the promotional video in a POQUOSON IS THE PLACE branded Vimeo site.

POQUOSON VIMEO

The screenshot shows a Vimeo profile page for 'Poquoson Is The Place'. The profile is a PRO account, joined 1 year ago, and has a 'Welcome Home' message. The profile statistics are: 3 Videos, 0 Likes, 0 Following, 0 Collections, 2 Portfolios, and 0 VOD. The featured video is 'Poquoson is the Place 2013 Part 1', which is 02:20 long and in HD. Below the featured video are two smaller video thumbnails: 'Poquoson is The Place to LIVE Part 2 2013' (1 month ago) and 'Poquoson is The Place' (1 year ago). The profile bio states: 'The City of Poquoson, according to a CNBC report, is one of "America's top ten perfect suburbs." Bloomberg Business Week, found Poquoson to be the #1 suburb in Virginia due to its low crime rate, exceptional schools and ease of access to the region's largest employers. The City's 84 miles of Chesapeake Bay shoreline makes the "Poquoson Blue Way" the perfect place to follow a dream and chart a new course to life you've always imagined. Poquoson is the place to be...and you're invited! EnjoyVa'. There is a 'NEED HELP?' link and a note: 'If you have questions about what's on this page, look here first: [Help](#) / [FAQ](#)'.

POQUOSON IS THE PLACE



MARKETING INITIATIVE
APPENDIX 7

THE POQUOSON IS THE PLACE campaign also included the placement of full page magazine advertisements in recreational, navigational and tourism magazines. The goal was to promote POQUOSON IS THE PLACE to Play and enjoy Charter Services. By working with local businesses, we were able to redirect business generated to their specific services. They were empowered to offer "specials" to patrons as their access to these large scale markets would have otherwise been limited due to its expense. The ad's were designed to match the look and layout of the EnjoyVA website with the images used in the theaters to build a familiarity with the brand. Placements included Chesapeake Bay Magazine, Guide to Cruising the Chesapeake Bay and other coastal experience magazines.

MAGAZINE AD'S:

Discover the *Hidden Treasure* of the Peninsula at EnjoyVa.com

POQUOSON IS THE PLACE www.EnjoyVa.com

Whitehouse Cove Marina
707-538-2822

The 180 boat slip marina is located south of the York River, adjacent to the Chesapeake Bay, in Poquoson, VA. This marina features Star Buoy, Inland Trail & Boat-Rite Services. www.whitehousecove.com

POK I
752-838-1146

Located on Henric's Neck on the Poquoson side of York River, Pok I Marina is the largest marina in the area. This Marina was designed to be a full-service marina with a focus on providing excellent customer service. Offering weekly maintenance and repair services.

Poquoson is A Great Place to Enjoy Virginia!
The State of Virginia is the "Great" side from life in Poquoson. From beautiful beaches, to a Capital that looks like an escape to paradise in Days in Poquoson. There's a way we'll make you see that it's all in a day's work. Enjoy the best of Virginia's scenic, natural, and cultural assets. Poquoson is the place to be. Visit us for the fun, find us on www.EnjoyVa.com

Poquoson Seafood Festival October 17-19, 2014 VirginiaLive.com

POQUOSON IS THE PLACE www.EnjoyVa.com

ONE OF THE BEST PLACES TO CELEBRATE & ENJOY VIRGINIA'S WATERWAY

"The best seafood I have ever eaten!"
"One of Virginia's Best Festivals"
Poquoson Seafood Festival
October 18-20, 2013

Enjoy An Adventure With One Of Poquoson's Unique Charter Services & Events

<p>Atlantic Seaside Yacht Service 804-291-2925 www.atlanticseaside.com</p> <p>Experience the best of the Chesapeake Bay from the water. Our fleet of luxury yachts and motor yachts are available for charter. We offer a variety of services including day cruises, weekend getaways, and special events. Contact us today for more information.</p>	<p>Chesapeake Bay Charters 804-291-2925 www.chesapeakebay.com</p> <p>Experience the beauty of the Chesapeake Bay from the water. Our fleet of luxury yachts and motor yachts are available for charter. We offer a variety of services including day cruises, weekend getaways, and special events. Contact us today for more information.</p>	<p>Jet Ski Fishing & Charters 804-291-2925 www.jetkifishing.com</p> <p>Experience the thrill of jet ski fishing from the water. Our fleet of luxury yachts and motor yachts are available for charter. We offer a variety of services including day cruises, weekend getaways, and special events. Contact us today for more information.</p>	<p>Marine Charters 804-291-2925 www.marine.com</p> <p>Experience the beauty of the Chesapeake Bay from the water. Our fleet of luxury yachts and motor yachts are available for charter. We offer a variety of services including day cruises, weekend getaways, and special events. Contact us today for more information.</p>	<p>Sea Level Fishing 804-291-2925 www.sealevel.com</p> <p>Experience the thrill of sea level fishing from the water. Our fleet of luxury yachts and motor yachts are available for charter. We offer a variety of services including day cruises, weekend getaways, and special events. Contact us today for more information.</p>
---	--	--	--	---

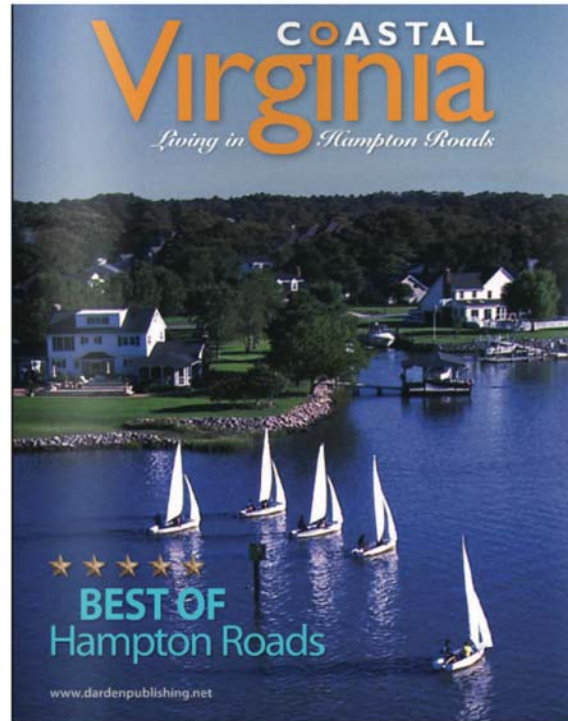
The Fish Are Biting And Our Two Ramps Are Open
The State of Virginia is the "Great" side from life in Poquoson. From beautiful beaches, to a Capital that looks like an escape to paradise in Days in Poquoson. There's a way we'll make you see that it's all in a day's work. Enjoy the best of Virginia's scenic, natural, and cultural assets. Poquoson is the place to be. Visit us for the fun, find us on www.EnjoyVa.com

POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 7

THE POQUOSON IS THE PLACE campaign attracted the much need positive attention and was chosen as the featured City for the annual Coastal Virginia magazine cover. (Circulation 40,000)

FEATURED COVER:



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 3

COASTAL VIRGINIA INTERIOR FEATURE OF POQUOSON:

COMMUNITY PROFILES: Poquoson



Copyright © 2013 Poquoson, VA

Commonwealth Avenue



POPULATION (2010 est.)
12,719

NEIGHBORHOODS (2010 est.)
24 (2011)

GOVERNMENT
City Council and City Manager

MAJOR INDUSTRIES
Tourism, Government, Retail, Fire, Marine, Restaurant

CITY INFORMATION
3752 344 8000

SCHOOL INFORMATION
3752 344 8013

POQUOSON IS THE PLACE TO LIVE, TO GROW, TO WORK, TO PLAY.

An enviable combination consisting of low crime rates, outstanding schools, one-of-a-kind dining, great recreational opportunities and convenient shopping. Truly, Poquoson is a quality-of-life jewel in Hampton Roads. National awards have further highlighted Poquoson including *Best Living Business Week's* selection of the City as *"Best Affordable Suburb"* in Virginia and CNBC's inclusion of Poquoson on its 25 list of *"50 Perfect Suburbs"*.

The City of Poquoson is business-friendly, intent on increasing patronage for its existing merchants and supporting sensible economic growth in its retail trade area.

Its business corridor boasts a variety of shopping and dining opportunities, framed in a relaxed, uncluttered setting, making it a perfect day stop for visitors from neighboring localities. In fact, Poquoson's retail market area includes nearly 40,000 people in its trade radius, with many of these patrons utilizing the City Store, 2008, as a service commercial area for its time-saving convenience and quality of offerings.

Poquoson's rich nautical history is reflected in its 47 miles of shoreline and its coastal areas are home to abundant wildlife and beautiful marshes. The City's convenient boat access to the Chesapeake Bay, combined with year-round boat rentals and marina services, make Poquoson a natural gateway for recreational boaters and fishermen alike. The City's proximity to residents, visitors and businesses is highlighted further with its convenient proximity to the Hampton Roads transportation corridor. Both on and off the Newport News Williamsburg International Airport are typically within 15 minutes road time.

Poquoson is The Place to Be... And you're invited.

For more information about Poquoson, please contact the Parks, Recreation, Events & Economic Development Office at 3752 344 5314. #



POQUOSON IS THE PLACE

TO LIVE

TO GROW

TO WORK

TO PLAY



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 8

THE POQUOSON IS THE PLACE campaign also included the development of postcards for local businesses. This was the first postcard to feature “life in Poquoson.” Retailers sold out quickly as residents and visitors wanted to “own” the new images of Poquoson.

POQUOSON POSTCARDS:



POQUOSON IS
THE PLACE

POQUOSON IS THE PLACE

The Poquoson waterway is home to more than 87 miles of beautiful coastline. The river and near by Chesapeake Bay are a wonderful place to boat, fish, kayak and more! Poquoson is also home to the talented PHS sailing team, (pictured on front).

5" x 7" Postcard
First Class Mailing (back)

bleed

Anything that reaches the outline needs to extend to the edge of the card blank.

outline

This is where your artwork will be trimmed.

(If marked with a corner)

safety

All text must be kept within the bleed line.

postal marking area
5/8" minimum for barcode

Postnet
First Class Mail
US Postage
PAID
DANMONT, CA
Permit #3319

AREA MUST REMAIN CLEAR

3.75"

area for mailing address only



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 9

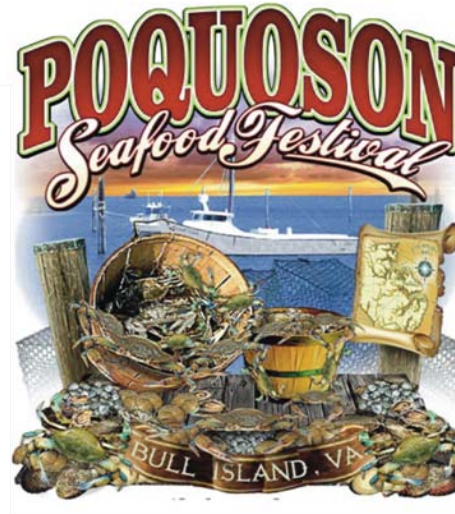
THE POQUOSON IS THE PLACE campaign also engaged in promotion with the City's largest event, The Poquoson Seafood Festival. This annual event attracts more than 50,000 people from across the region and state. This event was used to launch the next iteration in the Poquoson is the place campaign... the EnjoyVA mobile App.

Festival parking attendants handed each patron a card with easy EnjoyVa App download information. The motivation for immediate download of the App was the VIP tap screen which gave you discounts on popular festival merchandise at the event. Simply show the screen and receive the discount. Within the first three hours of the festival the APP was downloaded 108 times. To date more than 4000 downloads have been completed.

POQUOSON'S MOBILE APP:



Download our App for free! Simple navigation will connect you with our city, our waterway & the exclusive deals that can only be found in Poquoson with our "VIP Pass." Available for Apple & Android.
Free App Name: EnjoyVa



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 9

THE POQUOSON IS THE PLACE campaign App EnjoyVa features both Android and Apple interfaces. It is approved and available via iTunes or Google. Due to the data gathered throughout the campaign regarding web access via mobile devices (more than 70%) the interface accommodates all mobile devices, cell phones, ipads and tablets.

POQUOSON MOBILE APP: ENJOYVA

The collage features the following elements:

- Logo:** A circular logo with a yellow background and a blue sailboat. The text "POQUOSON IS THE PLACE" is at the top, and "www.EnjoyVa.com" is at the bottom.
- iTunes App Store Listing:** A screenshot of the app's page on the iTunes App Store. It shows the app name "EnjoyVa" by SECLabs, a description, and several iPhone screenshots of the app's interface. The description reads: "Discover the beauty of one of Virginia's best coastal communities. This App will help you discover unique business, amazing seafood, community event details and free water access to the Chesapeake bay and the surrounding 87 miles of waterway that are perfect for kayaking and exploring. Exclusive VIP access to specials and discounts that are only available with this App. Discover why Poquoson is the place to live, work, play and grow."
- Android App Store Listing:** A screenshot of the app's page on the Google Play Store. It shows the app name "EnjoyVa" by SECLabs, a description, and several Android phone screenshots of the app's interface. The description is identical to the iTunes listing.
- App Description and Reviews:** A larger screenshot of the app's description and reviews section. It includes a 5.0 star rating and a review from "Rose Mary" who says: "Amazing app This is probably one of the best designed apps I have installed on my phone. It's easy to navigate. Rose Mary *****"

POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 9

THE POQUOSON IS THE PLACE campaign App EnjoyVa also features every community group and access to their upcoming events. Since Poquoson's community involvement in civic groups and organizations is amazingly high, this assured that as many residents as possible would have interaction with the App.

COMING TO POQUOSON



POQUOSON IS THE PLACE

MARKETING INITIATIVE
APPENDIX 9

THE POQUOSON IS THE PLACE campaign App EnjoyVa features every Branded Landing Page, City Map, Shop, Live, Play and VIP Selections. EnjoyVa App has been downloaded over 4000 times.

POQUOSON MOBILE APP: ENJOYVA



“Wow! The most comprehensive community app we have seen!”

-Apple iTunes



POQUOSON IS THE PLACE

MARKETING INITIATIVE

THE POQUOSON IS THE PLACE campaign has experienced success through the use of new and innovative marketing initiatives that have stretched a very small budget into large returns. This submission is not comprehensive and only features the "highlights" of the on-going campaign. The following are just a few of the additional results not mentioned in this report.

POQUOSON IS THE PLACE ADDITIONAL RESULTS:

-BUSINESS RIBBON CUTTINGS-45

-WEB CLICKS-NEARLY 4,000

-APP DOWNLOADS 104 FIRST DAY, NEARLY 4,000 TOTAL

-INCREASED INTEREST IN COMMERCIAL PROPERTY AMONG MAJOR DEVELOPERS

-VA PENINSULA CHAMBER OF COMMERCE "BEST IN SHOW AWARD", 2013

-DRAMATIC INCREASE IN COMMERCIAL CHARTER SERVICE BUSINESS OPENINGS

-ESSENTIAL COMPONENT IN THE CITY'S EFFORTS TO RAISE ITS S & P BOND RATING FROM A TO AAA

"TOP 10 PERFECT SUBURBS IN AMERICA", CNBC

"SAFEST COMMUNITY IN VA", MOVOTO REAL ESTATE

"TOP 10 SMALL TOWNS FOR MOBILE ENTREPRENEURS", MIKE MICHALOWICZ,
NOTED NATIONAL BUSINESS EXPERT AND FORMER WALL STREET
JOURNAL COLUMNIST



Questions/Comments?

Additional Information...



ICMA
100th
ANNUAL CONFERENCE

Charlotte
Mecklenburg County
SEPTEMBER • 14-17 • 2014