



The Chamber

The Winnipeg Chamber of Commerce

Selling Winnipeg to the World



“It is in our hands as a community to build our economy to levels that will be the envy of the rest of the country!”



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Executive Summary

The Winnipeg Chamber of Commerce is committed to the pursuit of building the fastest growing economy in Canada. This report was developed through consultation with the private sector, research of best practices in other jurisdictions, and committee discussions. It is in the spirit of building a strong economic vision for Winnipeg that we provide this report.

The economic performance and growth of Winnipeg over the last number of years has not been acceptable. We must generate better results particularly when it comes to employment and income growth. It is the need for growth that is at the heart of this report and the resulting recommendation.

Through the consultations and research we concluded that our recommendation must address specific aspects. The need to elevate the importance of sales and marketing, the need for a long-term plan, the need for an accountable driver, and the need for increased funding were unanimously expressed by the private sector. It was also determined that we are well served by the existing organizations that provide marketing services. The Winnipeg Chamber recommends the following:

The City of Winnipeg in partnership with the business community, create an economic partnership – a private sector led collaboration that provides resources, develops a plan, launches initiatives, and works in partnership with all three levels of government and other stakeholders to achieve economic results.

- The economic partnership will bring stakeholders together around a shared plan for Winnipeg
- The partnership is to be governed by a collaborative board with private sector, post secondary, and public sector participation
- The development of an initiative-based, long-term plan to be funded by private sector investors

The focus of our recommendation is to bolster the pro-active selling of our city as a place for business relocations and expansion.

The Winnipeg Chamber of Commerce recognizes the tremendous potential that exists for our City based on what we currently have to offer and all of the exciting developments. It is time for a more aggressive approach to presenting the business case for Winnipeg.



A Time to be Aggressive

The world is changing. Competition comes in many forms from all around the world. It is becoming increasingly important for Winnipeg to establish the conditions that will allow our companies to compete internationally. The establishment of an environment that facilitates growth is at the forefront of The Chamber's policy recommendation.

City regions around the world are also becoming more aggressive in marketing their product. We see many centers increasing their investment in branding strategies, tourism promotion, and sector marketing. We are also seeing a much more aggressive sales effort that serves to attract economic growth to their cities.

The Winnipeg Chamber of Commerce believes strongly that the City of Winnipeg has a great product to sell and this product is getting better. The revitalization of our downtown, the robust housing market, the strengthening of new emerging sectors and the commitment to a more competitive business-friendly environment has created a new sense of optimism in the Winnipeg business community. In the 2004 Manitoba Business Leaders Index, 42% of Manitoba businesses felt that Winnipeg's image is improving compared to only 26% the year before.

There is a growing sense of optimism in Winnipeg. We have an opportunity to generate real economic return on that optimism.

IT IS TIME...

To Sell Winnipeg to the World...to leverage our strengths and attract business, investment, and people...to grow our economic pie through strategically selling our value proposition

IT IS TIME TO GET SERIOUS ABOUT SELLING WINNIPEG.

A Vision for Winnipeg

Our economic vision for Winnipeg is simple...to be the fastest growing economy in Canada. An internationally competitive city that establishes a business climate that attracts, builds, and creates world-class companies. An aggressive city that pursues opportunities consistent with its economic strengths, a city that attracts and retains youth looking for exciting opportunities in the new economy, a city that creates jobs with increasing incomes for Winnipeggers.

Our economic vision for Winnipeg is not a dream that can never become reality. It is in our hands as a community to build our economy to levels that will be the envy of the rest of the country. It is in the spirit of this vision for Winnipeg that The Winnipeg Chamber of Commerce provides the following report along with its recommendation.



A Time for Change

Winnipeg has seen dismal growth along a number of the most important economic indicators since 1990. The economic development activities of the past have not generated the economic results that lead to growth in our economy.

In fact over the past 14 years our economic performance has lagged behind other Canadian cities.

Major Cities – Key Economic Indicators (2004 / 1990)

Cities	Real GDP %	Population %	Employment %
Calgary	75.7	38.1	54.6
Edmonton	69.4	19.8	28.4
Vancouver	57.1	34.8	38.6
Ottawa	43.8	22.5	22.9
Montreal	39.9	10.8	19.3
Saskatoon	39.3	11.3	21.2
Halifax	38.1	14.5	19.8
Winnipeg	30.7	5.9	11.3

Source: Conference Board/Statistics Canada/Manitoba Bureau of Statistics

Provincial Comparison – Average Weekly Wage Rates

Alberta	741.84
Ontario	737.44
BC	701.85
Canada	696.69
Quebec	652.58
Saskatchewan	634.26
Manitoba	618.78

Source: Statistics Canada Labour Force Survey – January to June '05

Overall, our economic performance has been inadequate. We must change the way we are approaching economic development if we want to change the results.



The Chamber Process

Our recommendation resulted from a process that began in the fall of 2004. It involved the following steps:

1. Establishment of Chamber Task Force
2. Private Sector Engagement – facilitated session with 50 private sector members
(Appendix A)
3. Meetings with Destination Winnipeg Chair and CEO
4. Meetings with Mayor and Destination Winnipeg – March 17, 2005
✓ Asked by Mayor to come back with a more detailed report
5. Best Practice Research – researched cities with different marketing models
(Appendix B)
6. Private Sector Consultation – tested ideas with private sector members
(Appendix C)
7. Development of Final Report and approval by Chamber Board
8. Final reporting back to private sector participants

Best Practices

In our research of other jurisdictions we have established a set of critical success factors that lead to positive economic results. The focus of the best practice research was on business attraction, expansion, and retention. We were not looking at business service but on business development. We identified cities that have good models for pro-active direct sales and we identified specific best practices as listed below.

	<u>Halifax</u>	<u>Tacoma</u>	<u>Omaha</u>	<u>Nashville</u>
Accountable Driver	x	x	x	x
Measurements (targets compared to results)	x	x	x	x
Economic Branding	x	x	x	x
External Prospecting	x	x	x	x
Sector Focused Attraction	x	x	x	x
5-to-10 Year Sales Plan	x	x	x	x
Private Sector Investment	x	x	x	x
Active Mayoral Involvement	x	1	x	x
Nimble, empowered	x	x	x	x

x – Core mandate of accountable organization
1 – Limited activity



Benchmarks and Measurements

The best practice centers have a strong commitment to measurements. The following represents a snapshot of the economic performance and the objectives of Halifax and Nashville.

Halifax

Employment Growth	2004 - 7,100 new jobs created
Population Growth	4.7% from 1996 – 2001
3-Year Objective (for Partnership)	430 companies expand or attract 3,686 jobs created \$1 billion in economic activity

Nashville

Employment Growth	2004 – 11,308 new jobs created
Population Growth	53 rd in nation to 38 th
Income Growth	138 th in nation to 49 th
4-Year Objective	Population Growth – 20,000 per year Employment Growth – 12,500 jobs per year Income Growth - \$1,300 per capita per year \$10 billion in economic impact

Selling Winnipeg to the World - Recommendation

To come forward with a credible recommendation, it was critical to hear from the private sector. This process, and frankly any process that involves economic development, must have strong private sector engagement. It is also important to look at what other jurisdictions are doing and why they are achieving success. Lastly, all the input and the research must be brought home and placed into a local context with consideration of current stakeholders, budgets, and activities.



Recommendation: Create an economic partnership – a public/private partnership that provides resources, develops a plan, launches initiatives, and works as a collaboration amongst key stakeholders to achieve economic results.

- The economic partnership will bring stakeholders together around a shared plan. The City of Winnipeg will have one table in which each of the stakeholders will have a seat to help develop and implement an economic strategy
- The partnership is to be governed by a collaborative board with private sector, post secondary, and public sector participation
- The development of an initiative based, long-term plan is to be funded by the three levels of government and private sector investors

Potential Initiatives

- Economic strategy development
- Business call program
- Action team
- Economic branding campaign

Proposed Economic Development Framework - Drivers

Destination Winnipeg

Service organization providing the following:

- ✓ Economic data collection
- ✓ Marketing materials
- ✓ Inquiry response
- ✓ Sector development

Economic Partnership

Co-chaired by Mayor and Industry. A collaborative body that provides the following:

- ✓ Development of an economic strategy
- ✓ Launches economic initiatives
- ✓ Provides private sector investment in economic development activities
- ✓ Provides a body to which the plan and its objectives are accountable
- ✓ Establishes measurements and targets
- ✓ Coordinates activities amongst the three levels of government
- ✓ Takes advantage of the networks and resources of the local private sector



Conclusion

Making Selling a Priority

The future of our City will be largely tied to our success in building our economy. To do this we must sell our strengths.

Selling and achieving results is about the strategic pursuit of opportunities. It is the lack of awareness of Winnipeg's economic strengths that is keeping us from achieving our economic goals. We must get on the radar screen of those organizations that make sense for Winnipeg. This is about selling Winnipeg.

Making selling a priority means we must be more strategic, we must make a long-term commitment, we must be collaborative, we must have private sector leadership, and we must properly invest.

Filling the Void

Winnipeg currently has a marketing effort that addresses and fulfills many of the necessary marketing activities that the city requires. The existing effort is critically important to the overall effort of the City and we recommend that the existing organizations continue to provide the variety of services that they provide. The need to make selling a priority does not suggest that we must replace the current marketing organizations. They are currently providing valuable service in those areas for which they are responsible and for which they are funded to provide.

We believe that we must bolster our efforts in how we aggressively sell Winnipeg. The identification of focused opportunities and strategies to pursue those opportunities will bring improved economic results for Winnipeg.



Appendix A: Consulting with the Private Sector

On February 12, 2005 the Marketing Committee of The Winnipeg Chamber of Commerce organized a consultation session as a first step toward developing a recommendation to better market Winnipeg as an attractive place to do business. *The Chamber's overall objective is to retain, expand and attract business and intellectual capital to ensure the long-term economic well being of Winnipeg.* The Chamber views the development of a strategic, long-term marketing plan to be a major tool in achieving its objective.

Over 50 senior marketing executives and other invited participants attended the session facilitated by Dr. Jerry Gray. The goal of the session was to provide a comprehensive recommendation of how we can develop a long-term economic marketing strategy for Winnipeg in order to accomplish the overall objective. *It is important to note that the purpose of the session was to focus on the process of developing a marketing strategy, rather than on what features of Winnipeg should be marketed.*

Overview of the Process

Two specific questions were given to the participants and a structured group process model was used to generate the final recommendation. Participants were randomly divided into eight groups to maximize the exchange of individual ideas. The two questions were:

1. What do you see as the major barriers to developing a long-term economic marketing program for Winnipeg?
2. What strategies would you recommend be used to develop a long-term economic marketing program for Winnipeg?

The rationale behind the sequence of questions was that if participants could first agree on the problems (barriers), then recommendations for strategies to deal with these barriers would follow. The groups first had to reach consensus at their tables on the barriers (each table was limited to three barriers). Following the reporting from each table, a summary list of barriers was developed representing the consensus of all participants. This summary list formed the basis for the groups to deal with the second question.

Consensus on the Barriers (not in rank order)

When the results from the table discussion were summarized, the following represents the consensus of all participants on the barriers to developing a long-term economic marketing program for Winnipeg:

Lack of Funding – There has not been sufficient funding targeted at marketing, and what funding is available has been divided among too many different groups.

Lack of Focus – Much of the effort to date has been too broad and lacked a specific focus. We do not have a consistent message. We have to target those industry sectors



that have the greatest potential for growth and where Winnipeg has a natural advantage and focus more resources in these areas.

Structure, Coordination, Leadership Issues – The fragmentation of marketing and lack of coordination of the various bodies is a major barrier. There is no single body accountable for the results, the structure and coordination problems prevent strong leadership from emerging, and there is lack of commitment to execution.

Short-term Focus – Most of the efforts so far have been short-term and not focused on a long-term vision. The “program” has been a series of uncoordinated activities among various stakeholders that has no long-term residual value.

Attitude – Over the last several decades, negative perceptions about Winnipeg have developed, resulting in a “we can’t” feeling, including an attitude that Winnipeg is not business friendly. Winnipeg has a “pot-hole” mentality. There is evidence that these attitudes are changing and an overall positive outlook for the future exists.

Lack of Vision – There has been no “champion” to set the vision for the long-term economic development of Winnipeg. Too much time has been spent fighting fires rather than getting a community commitment to a long-term vision.

Consensus Recommendations

Each table discussed recommendations to deal with the list of barriers. A summary of the consensus reached is represented by the following recommendations:

Recommendation One: Economic marketing must become a higher priority for the City of Winnipeg

Based on the discussion at each table it was quite apparent that the status quo is unacceptable and improvement in how we market our City, as a place to do business and pursue a career, must be a greater focus and priority. The starting point to any change in the way we market must begin with a commitment to make it a priority by our political and business leadership.

In previous city image surveys conducted by The Chamber it is apparent that recognition of Winnipeg as a place to do business lags behind many other centers. Our ability to attract investment, people, and business suffers due to a lack of awareness of our many economic and quality of life strengths.

We see other centers throughout the world becoming more aggressive in marketing their economic regions. As an economic hub we will continue to fall further behind if we are not more strategic in how we present ourselves to the world.



Recommendation Two: Develop a Long-Term Economic Marketing Plan

The need for a long-term plan to drive the economic marketing of our City was identified as a priority. The consensus reached in terms of the elements and nature of that plan are defined by the following:

Long-Term – The plan must extend beyond any one political term and be embraced by the three levels of government and the marketing stakeholder groups. We must market not only what Winnipeg is today but our vision for the future.

Focused – The plan must target those industries that offer the greatest opportunity for growth and must target a clearly defined market. We must identify our niche and market ourselves to the world. A shotgun approach will not be effective.

Business-Driven – The plan must be embraced and driven by the business community.

Boastful – We must celebrate and publicize our success in business and portray an attitude that is “open for business”.

Collaborative – The plan must be embraced by all stakeholders and they should have a clearly defined role in its execution.

Measurable – The plan must include a series of pertinent measurements with established targets and against which success and effectiveness can be measured. The plan should be research-based and not political.

Consistency – The plan must ensure a consistency of message and create an additional fortifying layer to the Provincial marketing plan.

Outcome Focused – The plan must be focused on outcomes and results with a strong focus on execution.

Bold and Aggressive – An understated plan does not achieve results. We must be aggressive in our actions and bold in our pursuit of opportunities.

Recommendation Three: Identify a Driver

The need for a single body to be accountable for results through strong execution of a long-term plan was identified as a priority. The elements of that body were described as follows:

A Single, Independent Organization – With representation from all sectors, agencies, and industries that can provide the collaborative leadership necessary.

Chief Marketing Officer – A strong marketer and highly effective leader at the helm that reports to the Mayor.



Public / Private Partnership – Should be built as a business/entrepreneurial model that is self-funding.

Small, Nimble, and Empowered – The body must be able to move quickly to pursue opportunities and close deals.

Mayor as a Marketing Champion – The body must be able to use our civic leadership as a marketing tool.

Recommendation Four: Secure Adequate Long-Term Funding

There needs to be sufficient and sustainable funding to execute the long-term economic marketing plan for Winnipeg. The elements identified as important to how we fund marketing are as follows:

Increased Funding – There currently are insufficient resources directed towards marketing Winnipeg. Marketing expenditure is an investment in which a return is realized through the effective execution of a long-term plan.

Long-Term Funding – Ensure that sufficient funding levels are sustained over the long-term to permit long-term planning and analysis of results.

Entrepreneurial Model – Build a model that can be self-sustaining over time.

Business Investment – Business investment in economic marketing could potentially be drawn from existing business tax. Investment in marketing will be seen as a productive use of resources in which a return on investment will be realized by the Winnipeg business community.

Sector Investment – Develop a model that would secure sector funding from government.

Funding Certainty – The marketing body should not be consumed with fund raising and only responsible for the execution of the long-term plan.

The results of this consultative process provided a great first step in our overall process and brought us closer to our overall objective of providing a recommendation on how to better market and sell Winnipeg.



Participants of the February and June Marketing Sessions facilitated by Dr. Jerry Gray

Wilf Blonde, *APTN Inc.*
John Graham, *Canada Safeway Ltd.*
Jeffrey Hartry, *Cangene Corporation*
John Bertrand, *CBC Radio*
Gary Maavara, *Corus Entertainment*
Audrey Maeren, *Credit Union Central of MB*
Tara-Lee Yakielashek, *Delta Winnipeg*
Lori Walder, *Destination Winnipeg*
Ken Bicknell, *ENSIS Management Inc.*
Kenneth Jones, *J.J. Barnicke Winnipeg*
Rennie Bodi, *Manitoba Hydro*
Albert Friesen, *Medicare Inc.*
Barb Myers, *Number Ten Architectural Group*
Philip M. Sheps, *PITBLADO LLP*
Cherry Karpyschin, *Prairie Theatre Exchange*
Marci Elliott, *PricewaterhouseCoopers LLP*
Jeff Zabudsky, *Red River College*
R Michael Sellor, *Sellors & Associates*
George Sigurdson, *Sigurdson Financial Group*
Victor Kolynchuk, *Smith Carter Architects & Engineers*
Tom Wingrove, *UMA Engineering Ltd.*
John Danakas, *University of Manitoba*
John Bjornson, *Wawanesa Mutual Insurance Co*
David Angus, *The Winnipeg Chamber of Commerce*
Marnie Strath, *Winnipeg Free Press*
Dr. Harry Schulz, *Winnipeg Regional Health Authority*
Mark Olson, *WorldBizHQ.com Inc.*
Bill Morrissey, *Xerox – The Document Company*

Larry Leiter, *Boeing Canada*
Dave Burrows, *Canadian Wheat Board*
Bruce Leslie, *CanWest Global*
Sandy Altner, *City of Winnipeg*
Joan Murphy, *Creating A Scene*
Helen Halliday, *Delta Winnipeg*
Greg Dandewich, *Destination Winnipeg*
Cathy Nieroda, *EDS Canada Inc.*
Loren Cisyk, *IBM Canada Ltd.*
Ken Hildahl, *Manitoba Blue Cross*
Laurie Engstrom, *Manitoba Lotteries*
Terry Cristall, *Number Ten Architectural Group*
Larry McIntosh, *Peak of the Market*
Cheryl Mazur, *Dodwell Realty Ltd. (Portage Place)*
Courtney Tokarchuk, *Precision Aerospace*
Bryan Stone, *Q-94 FM/99.9 BOB FM*
Doug Clark, *Scatliff & Miller & Murray Urban Design*
Sandy Shindleman, *Shindico Inc.*
Steve Demmings, *Site Selection Canada*
Jonathan Strauss, *Strauss*
Susan Lewis, *United Way of Winnipeg*
Robert Warren, *UofM / Asper Centre for Entrepreneurship*
Barry Rempel, *Winnipeg Airports Authority Inc.*
LuAnn Lovlin, *Winnipeg Foundation*
Andrew Collier, *Winnipeg Goldeyes Baseball Club Inc*
Ed Huculak, *Winnipeg Sun*
Douglas Stephen, *WOW! Hospitality Concepts Inc.*



Appendix B: Economic Marketing Best Practices

We have studied a number of jurisdictions around the world to assess some of the best ways in which to market a city. The four jurisdictions cited in this report are *Halifax, Omaha, Nashville and Tacoma*.

A synopsis of the critical success factors are as follows:

Public / Private – It appears that the most successful marketing efforts combine public and private interests in structure, funding and planning.

Measurable Targets – Each of the examples establish specific goals and objectives that are measurable.

Retention / Attraction / Creation / Expansion – The marketing activities relate to building the economy through these four objectives.

Partnerships – A collaborative approach is gained through the establishment of partnerships that bring groups together around shared goals.

Leveraged Resources – The attraction of investment to initiatives from different stakeholder groups.

Identification of Barriers – Ability to identify and react to barriers to growth.

The Greater Halifax Partnership – “To Keep, Grow and Get Business”

The Greater Halifax Partnerships public-private model is one of the most powerful economic development models. It leverages government and private sector money effectively and boasts one of the highest levels of private per-capita investments in North America.

The Partnership was one of the first public-private economic development collaborations in North America and is an innovative and effective model that many other cities have since adopted.

- The city’s economic development partnerships. The lead organization for economic development in Halifax.
- Public-Private Partnership – 130 investor companies / 3 levels of government
- 2005 Budget - \$4.56 Million
- 20% City / 3% Province / 3% Federal Government / 35% Private Sector / 39% Partnered Projects (public-private)
- 22 staff dedicated to economic development
- Board of Directors, Private Sector Chair, Mayor/CAO/Councillors, Post Secondary, Chamber of Commerce, Airport, Industry Representatives



- Initiative based – investment attraction to specific initiatives
 - “Smart Business Program – solve problems – seize opportunities”
 - interview 500 corporate CEO’s
 - address hurdles to growth – identify retention issues – receive attraction leads (220 referrals from 500 corporate calls)
 - trained account executives that have a territory of customers
 - data collection, recording and analysis
 - “Action Team”
 - a collaboration of service providers that can mobilize to eliminate a barrier or jump on an opportunity
 - 22 different organizations represented
 - “I See Growth Marketing Campaign”
 - local media campaign funded by private sector contribution and donated media
 - campaign website – one stop shop for information for growth
 - urges local business to pursue growth
 - inspires confidence within the business community
 - celebrates business success
 - “2004 Business Retention and Expansion International Conference”
 - showcased Halifax to the world’s foremost BR&E experts
 - “International Business Summit”
 - targeted senior executives from companies considering expanding or relocating to Nova Scotia
 - “International Leadership in Strategic Sectors”
 - World Energy Cities Partnership – Council Presidents, Mayor of Halifax
-

Greater Omaha Economic Development Partnership – GO! Partnership

The Greater Omaha Economic Development Partnership (GO!) is the funding program for economic development activities and initiatives at The Chamber. These investments provide the resources and staff to attract new business, retain and expand current business, create a friendlier environment for entrepreneurship, and market Greater Omaha nationally and internationally in order to grow their population through the creation of quality employment opportunities.

- Strategic Goals include:
 - increase awareness and preference for Greater Omaha as a top business and career destination
 - recruit national and international companies that complement Greater Omaha’s existing assets and economy
 - strengthen existing business retention and expansion efforts
 - enhance overall economic development programs by building interlocking partnership with all economic development organizations
 - create an environment that nurtures start-up ventures
- Targeted Industries include:
 - defense / aerospace
 - insurance



- biomedical informatics
 - ICT
 - transportation
 - corporate headquarters
 - value added agri-business
 - selected manufacturing sectors
 - suppliers to large Omaha-headquartered companies
 - \$20 Million initiative over 5 years - \$125,000 from the City
 - \$1.0 – 1.6 Million for research, retention and expansion (annually)
 - Balance of annual budget is dedicated to marketing and recruiting
 - Focus on seven targeted industries
 - Economic Development Campaign – “Omaha has got space” – focused on attraction of enterprise in support of their defense/aerospace industry
 - Economic Development Council made up of their “Investors”
 - Each Council member chairs a target industry group
 - Leadership Council – over \$50,000 investment – approves budget and initiatives
 - Objectives are:
 - jobs paying more than \$50,000 per year
 - population of 1,000,000 people by 2010 (currently at 820,000)
 - change image of Omaha – # of impressions in the marketplace
 - capital investment goal
 - jobs goal
 - new start-ups
 - total # of businesses
 - Five people dedicated to just recruitment – industry specialists
 - Recruitment example – insurance industry
 - research conducted on prospects
 - identified 28 targeted prospects
 - researched connection to CEO
 - identified \$36 Million saving to relocating to Omaha
-

Nashville – Partnership 2010

Partnership 2010 (formerly Partnership 2000) originated 12 years ago as a true regional, public-private economic development initiative for the Nashville region. Until that time, economic development funding and initiatives in the Middle Tennessee region were grossly under-funded and the Nashville regional was not competitive on the national stage in economic development.

Since the partnership began, the region has seen a radical transformation in economic development. Growth Strategies Organization’s Ross Boyle sums it up in the Partnership strategic plan by saying that, “Partnership 2000 has contributed to the transformation of the Nashville region from a minor league Southern to a major league national community.” Milestones of the program’s success include:

- Population growth of the region from 53rd in the United States to 38th



- Income growth of the regional from 138th in the United States to 49th moving the region from 5% below the US median household income average to 7% above it
- Successful landing of major brand name corporate relocations including Dell Computers, Saturn Corporation, the HCA headquarters, Caterpillar Financial, Ford Motor Credit and over 350 other successful relocations
- Success in bringing manufacturing operations to Middle Tennessee and working in close partnership with TVA to successfully close those deals. Projects in which the Partnership collaborated with TVA include the Dell relocation, IBP, major expansions at Nissan and Saturn, Bridgestone/Metalpha's location in Clarksville, and numerous others

While proud of their past successes, the leadership team for the Partnership realizes that there are still urgent unmet needs for the region that require their intense focus and commitment for the next four years. Among these needs: the need to successfully recruit more corporate headquarters & high-wage, high-skill manufacturing operations to Middle Tennessee; the need to pursue sustainable and steady growth for the region; and the need to nurture the growth and success of their existing industry base. These are the cornerstones of Partnership 2010's next four years. Measurable goals for this new phase will include:

- Personal income growth of \$1,300 per capita per year
- Population growth of 20,000 per year
- Employment growth of 12,500 net new jobs per year
- \$10 Billion in economic impact

Economic Impact on Nashville Economy

As the economic model demonstrates, investment in Partnership 2010 ultimately builds more business for investor firms. When successful in the job creation efforts, the Partnership will:

- Create over \$10 Billion in economic impact in the regions' economy
- Create 50,000 new jobs for the Nashville region, which then translates to:
 - 2,911 new businesses being created in the region
 - \$1 Billion in new bank deposits in the region
 - 22,227 new housing units being added in the region
 - \$1.3 Billion in new investment in commercial space in the region
 - \$3.6 Billion in new consumer spending in the region

Partnership 2010's Four-Cornerstone Strategy

Recruiting – Implement an aggressive business recruiting strategy targeting corporate headquarters, administrative offices, technology companies and high-skill manufacturing operations.

Retention – Take care of the region's existing businesses by implementing proactive tracking and business assistance strategies.

Entrepreneurship – Foster growth in the region's start-up and early-stage businesses to enhance Nashville's position as an entrepreneurial leader in America.



Community Improvement – Implement strategies and programs that will assure Nashville remains a great place to live and work.

A decade ago, companies considering an expansion or relocation were not flocking to Nashville. In fact, most were not even considering the metro. Even city leaders thought Nashville was a minor league Southern community. The perception of Nashville began to change when Nashville-Davidson County, along with nine other counties in the region, pooled their resources together to create a regional economic development initiative, Partnership 2000.

Since the partnership (since renamed Partnership 2010) began, the region has seen a radical transformation in economic development. That transformation has resulted in more than 350 companies relocating their corporate headquarters to Nashville; numerous high-skill and high-wage manufacturing projects, including several automotive plants, have relocated to the metro; the population of the region has risen from No. 53 in the country to No. 38; and income growth has risen from No. 138 to No. 49.

By any benchmark, Nashville has had a decade that any metro area in the country would envy. Its success has propelled Nashville to the No. 1 Ranking in *Expansion Management's 2005 "America's 50 Hottest Cities" ranking*.

Tacoma Economic Development Board

EDB Cutting Edge 2006 – 2010 Work Program

SUMMARY

Goals of the Five-year Work Program (2006 – 2010)

- | | |
|-----------------------------------|---------------|
| ✓ Capital investment goal | \$510 Million |
| ✓ Industrial revenue bond goal | \$40 Million |
| ✓ Total payroll goal | \$750 Million |
| ✓ Jobs recruited or retained goal | 20,000 |

Business Retention and Expansion Program

- Work with local jurisdictions and business groups to retain existing high wage primary businesses and other critical firms
 - target at least 160 companies per year to identify and assist with challenges inhibiting their ability to expand and create jobs
 - implement retention / expansion strategies by jurisdiction and cluster
 - identify and address systemic constraints to improve the growth opportunities of businesses (e.g. permitting, infrastructure, workforce training)
 - identify and sponsor jurisdiction and cluster-targeted resources to assist existing local firms in their growth and development



- implement targeted business retention strategies for major employers in each jurisdiction
- conduct site tours for existing businesses considering expansion in the Tacoma-Pierce County area
- Enhance efforts around existing and emerging primary clusters, including supply chains
 - promote business opportunities and partnerships between local businesses in existing and emerging clusters
 - identify and sponsor cluster-targeted resources to assist existing industry development
 - pursue opportunities for presentations on cluster-specific issues / concerns (e.g. lean manufacturing, workforce development, industry-specific incentives, utilities)
 - explore opportunities to leverage existing industry research and market trends to assist local firms
 - conduct industry research to assist local industries - capture and disseminate market trends and other intelligence – expand website information related to resources and services for existing businesses
- Expand linkages between retention efforts and recruitment targets
 - create linkage between retention of local businesses and new business recruitment program by capturing more data on local targets (e.g. vendors / suppliers)
 - market EDB services (through EDB newsletter and other sources) to companies inside and outside Pierce County to inform them regarding available resources
 - focus on expanding resources that would make Pierce County more attractive to existing employers and recruitment targets
 - coordinate targeted overseas retention efforts with recruitment program
 - in concert with the recruitment program, strengthen overseas retention efforts with a particular emphasis on Asia (e.g. China and Japan)

Business Recruitment Program

- Identify, target and recruit businesses according to sectors and clusters for which Tacoma-Pierce County has a competitive advantage
 - utilize the clusters identified in the 2004-2005 regional Prosperity Partnership effort to pursue specific firms in the following areas: information technologies; aerospace; life sciences; logistics and international trade; and environment and alternative energy
 - the EDB also targets facilities in the strategic categories of regional headquarters and military contractors
 - respond quickly and thoroughly to all inquiries related to business climate, land and building capacity, cost of living, tax structure, and incentives
 - explore opportunities to build recruitment relationships in Japan and elsewhere in Asia to the extent practicable, including organizing targeted meetings overseas
 - strengthen targeted overseas recruitment efforts with a particular emphasis on Asia (e.g. Japan and China)
- Leverage existing business, education and government assets to attract target firms
 - partner with local global technology and business services firms that offer characteristics attractive to target firms



- partner with local universities and colleges (e.g. the University of Washington Institute of Technology, etc.)
- conduct training of local corporate and political leaders to be lead-generating “Champions”
- Build and strengthen partnerships with other organizations to make maximum use of the community’s business development resources
 - enhance key relationships with public leaders, agencies and staff and educational institutionals to ensure community-wide support for recruitment targets and to ensure a consistent message is being communicated within the context of a regional economic development strategy
 - utilize leading business expertise in the community, including partnering with Chambers and individual leaders, to identify and pursue targets
 - share the credit. Economic development is a team effort and the EDB will ensure that all partners, private and public, receive recognition for their efforts
 - utilize trade shows and professional associations as appropriate
- Develop value-added support systems, materials and activities to assist in accomplishing recruitment goals
 - conduct site tours for businesses considering locations in Tacoma-Pierce County
 - partner with real estate community to best serve client interests
 - update marketing materials reflecting competitive advantages of Tacoma-Pierce County in a regional context
 - upgrade website to reflect the new *Cutting Edge* strategy
 - explore regional partnerships that can assist local recruitment efforts
 - expand visits to site selectors and corporate real estate executives
 - use information from business retention meetings to target suppliers or companies from similar clusters
 - partner with neighboring counties on regional recruitment and retention issues (North, South, West)

Communications and Investor Relations Program

- Communicate regularly with investors and the wider community through a variety of media and technology, including email, newsletters, op-eds, private meetings, phone calls, etc
- Communicate results of business retention and recruitment and programs on a quarterly basis to all investors and the wider community
- Remain strategically active in regional economic development efforts. Work with partners to ensure value is derived from relevant resources including Prosperity Partnership, the Pierce County Berk studies, Tacoma’s DCI blueprint, and the results of the Growth Strategies Organization (GSO) implementation efforts
- Advocate for progressive economic development policies (e.g. bond cap, infrastructure development, tax issues, education and workforce training)
- Leverage connections with local news, local radio stations, and national / international business media
- Coordinate Tacoma-Pierce County participation in the Prosperity Partnership (Pierce, Kitsap, Snohomish, King) and develop regional strategies southward as well (Pierce, Thurston, Lewis)



Appendix C: Private Sector Consultation

The Winnipeg Chamber of Commerce held a consultation with the initial private sector group to discuss some potential characteristics that would be important to any recommendations that come forward.

The Chamber Proposal: Develop and implement a marketing “driver” that would have the following characteristics.

The Winnipeg Economic Partnership

“A Collaborative Approach to Economic Development”

- **Characteristic One: Public / Private Partnership**
 - funding, governance and objectives are shared
 - private sector to lead
 - non-political, not tied to one Mayor or Council – transcends any one term
- **Characteristic Two: Regional**
 - participation from municipalities and business in the capital region
- **Characteristic Three: Chief Marketing Officer**
 - initiative lead by a strong marketer
 - role is to coordinate activities of organizations
- **Characteristic Four: Strong linkages to Existing Organizations**
 - Destination Winnipeg, The Winnipeg Chamber of Commerce, post secondary and others will work closely with the initiative and will lead many of their projects
- **Characteristic Five: Small, nimble, entrepreneurial, sales-oriented body, representative body**
 - small secretariat responsible for the initiative
 - strong focus on execution of plan
- **Characteristic Six: Responsible and accountable to a collaborative public / private body**
 - broad support and participation from a large public / private board
 - co-chaired by Mayor / Councillor and an industry representative
 - active participation by existing organizations e.g. Destination Winnipeg and The Winnipeg Chamber
- **Characteristic Seven: Account Executives**
 - highly trained and motivated team of sales professionals that will develop relationships with local and external businesses to attract, retain, expand, and create businesses
- **Characteristic Eight: Empowered**
 - tools available to the Partnership to provide the necessary conditions for success
 - need framework, methodology and parameters within which the team can operate
- **Characteristic Nine: Measurable and Quantifiable Goals**
 - must be accountable to the outcomes of the plan



The Chamber Proposal: Develop and implement a marketing initiative that would have the following characteristics.

The Winnipeg Economic Partnership Initiative

“A 5 Year Plan for Economic Growth”

- **Characteristic One: Strong Long-Term and Short-Term Measurements**
 - annual reporting of economic performance against clearly defined measurements and objectives
 - develop baselines for performance with milestones and timelines
- **Characteristic Two: Cornerstones of business attraction, retention, expansion and creation**
 - the initiative will be business driven and focused on building economic capacity through strong, focused, sales-oriented projects
 - public / private initiatives lead by the business community
- **Characteristic Three: External and Internal Sales Strategies**
 - working with both local business and external business to identify opportunities and address barriers to growth
- **Characteristic Four: Sector / Cluster Based**
 - targeted based on Winnipeg’s economic strengths
 - focus on existing sectors while being mindful of emerging sectors
- **Characteristic Five: Tools for retention, attraction, expansion, and creation of business**
 - utilization of existing and new tools to achieve economic objectives
- **Characteristic Six: Initiative and Project Based**
 - attract financial support through the launching of a series of initiatives with specific measurable outcomes
- **Characteristic Seven: International / National Strategy**
 - strategically ensure awareness of Winnipeg’s economic strengths
- **Characteristic Eight: Local Campaign**
 - build local business confidence through internal promotion
- **Characteristic Nine: Collaborative Initiative**
 - align City and Provincial goals and objectives with clear definition of who takes leadership on specific initiatives



The Chamber Proposal: Provide adequate funding for a marketing initiative that would have the following characteristics.

The Winnipeg Economic Partnership Fund

“A New Funding Model for Economic Marketing”

- **Characteristic One:** Long term sustainable funding commitment from government
 - the initiative must have secure funding from the City of Winnipeg over the length of the initiative
- **Characteristic Two:** Invest funding into the defined initiative and plan
 - ensure funding level is adequate for the defined initiative
 - measure the return on investment
- **Characteristic Three:** Utilize a portion of existing business tax to fund initiative
 - private sector contribution will be derived from the existing business tax
 - .5% would be put aside into an economic development fund. A new bylaw will create the economic development fee that will direct resources to be used for economic development
 - should be done as a part of the overall elimination process
- **Characteristic Four:** Monies transferred to the Winnipeg Economic Partnership Fund
 - these monies would be dedicated to the initiative and would form the base funding
- **Characteristic Five:** Pursue project funding from Provincial and Federal government
 - financial requirements would be pursued on a project by project basis
- **Characteristic Six:** Pursue private sector investment in specific long-term initiatives including sector specific project funding
 - additional resources can be pursued in the private sector based on the potential economic gain received by a certain sector or type of business
- **Characteristic Seven:** Future funding could be tied to a portion of the economic gain created by the initiative
 - upon completion of the defined initiative, future resources may be based on apportion of the economic gain achieved

