

For Office Use Only: _____



2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: First-Ring Industrial Redevelopment Enterprise, Inc./City of West Allis

Contact Name: Patrick Schloss-Vice President/Community Development Manager

Email: schloss@westalliswi.gov

Project/Item Name: First-Ring Industrial Redevelopment Enterprise, Inc. (FIRE)

Category for Entry: 25. Regionalism and Cross-Border Collaboration

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) 25-200K

Date Project Began: 2007

Date of Completion (if applicable):

For Entries in Categories 9 & 10, Enter Your Web Site URL:

PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

Select:

- ☐ Promotional Award Categories 1-8 – **See Sheet A** (page 9)
- ☐ Internet and New Media Categories 9-11 – **See Sheet B** (page 10)
- ☐ Program Award Categories 12-22 – **See Sheet C** (page 11-12)
- ☒ Partnership Award Categories 23-25 – **See Sheet D** (page 13)
- ☐ Leadership Award Categories 26-30 – **See Sheet E** (page 14)

Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS. YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

First-Ring Industrial Redevelopment Enterprise (FIRE) is a regional Community Development Entity, formed in 2007, strategically focused to provide gap financing to mixed-use developments, commercial, and industrial development projects and expansions throughout the Southeast Wisconsin historic industrial corridor (Kenosha, Racine and Milwaukee Counties). Utilizing the successful revitalization story of the City of West Allis, a first-ring industrial community, coupled with the strategies and expertise of an experienced development team, the City partnered with neighboring communities and economic development shareholders to form FIRE in seeking New Markets Tax Credits from the U.S. Treasury. With the main mission being stimulation of regional economic growth, FIRE's vision is to inject capital into projects that produce job creation and retention, to enhance tax base growth, and to yield new life in the urban cores of targeted dis-invested areas. FIRE received a NMTC allocation of \$35 million in 2007, followed by a \$70 million allocation in 2009. To date, FIRE has invested over \$76 million in NMTCs, which has leveraged nearly \$120 million of new development and economic output, and fostered the

creation of 500 family-supporting jobs.

2. What is the goal or purpose of this project?

The first-ring industrial communities of Southeastern Wisconsin—Milwaukee, Racine and Kenosha—are large economic centers with great potential for increased prosperity, but also carry the additional difficulty of meeting the needs of disadvantaged populations. These areas are faced with some of the highest rates of unemployment and poverty in the state. Racine suffers with the state's worst unemployment rate at 14.1%, followed by the City of Kenosha at 10.7% and the City of Milwaukee at 10.4%. The City of Milwaukee poverty rate is in excess of 20% and the City of Racine is nearly 16%. These communities are also challenged by median household incomes much lower than the national average.

The challenging statistics noted above are the basis of FIRE's goal in providing a regional approach to creating opportunity through: 1) direct equity investments that bridge a "gap" to financing needs; and, 2) leveraging of federal resources for distressed neighborhoods. FIRE's investments help retain and create new family supporting jobs, new housing options, and modern community educational and medical care facilities for distressed census tracts. Beyond the direct benefit, FIRE supports projects that advance "green" concepts and workforce development (i.e. job training), or employment initiatives such as minority business participation.

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

FIRE was created utilizing the development team from the City of West Allis that experienced first-hand, the value of NMTCs through a highly successful redevelopment project of the former Allis-Chalmers Manufacturing Complex into 650,000 sq. ft. of office space that attracted 2,700 jobs and captured over \$50-million in new taxable value.

FIRE was formed as a regional entity under the guidance of the City of West Allis and strengthened by diverse partnerships with area communities and economic organizations. Partnerships include the local and national Local Initiative Support Corporation (LISC), the Racine County Economic Development Corporation, and microenterprise group Wisconsin Women's Business Initiative Corporation. These partners have a shared mission in assisting underserved neighborhoods and populations. FIRE leadership and board members include individuals that have a wealth of economic development experience, from elected officials, to successful developers that have formed lasting private-public partnerships.

FIRE has been successful in providing the financing mechanism of NMTCs to a variety of economic development projects because of investments from financial institutions, partnerships with co-allocates of NMTCs, and relationships with communities. Local community support for FIRE-funded projects is a requirement that helps board members understand the impact and value of investments in a community.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

FIRE has allocated over \$76-million and leveraged over \$120 million of new investment. By investing in manufacturing expansions such as Supersteel, Inc. in the City of Milwaukee and Duracolor in the City of Racine, FIRE has supported the creation and retention of nearly 1,000 jobs across the region. In review of redevelopment projects, FIRE often considers proposals that necessitate alternative financing. For example, FIRE invested with another entity to support a parking structure that would support a large, \$200 million urban redevelopment project in the City of Milwaukee called The Brewery. Without the investment from FIRE, additional development and investment might not have happened because of a shortfall in overall parking for the development and the overall lack of interest in financing parking from lending institutions.

Through the structure of NMTC deals, the value-added is the origination fees, interest, and loan repayments. Based on current deals, FIRE expects to capture over \$8-million in revenue that will serve as the foundation in establishing a new regional revolving investment program that will provide additional loans and investment for FIRE's mission.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

As previously mentioned, West Allis's experience in using NMTCs for the conversion of the former Allis-Chalmers Manufacturing Complex to the successful development of the Summit Place Office Complex (IEDC Public-Private Partnership award winner in 2005), has helped with the creation of FIRE. By leveraging NMTC investments and public dollars, FIRE works with surrounding communities facing similar challenges in addressing older and underutilized industrial sites.

Through FIRE, the region worked beyond the jurisdictional lines, not to compete against each other, but instead consolidate efforts to enhance the vitality of neighborhoods and promote a more sustainable economic model that attracts needed private investment dollars. Other communities or organizations that share similar missions could easily replicate the FIRE model in an effort to attract and to compete for federal resources. By forming a regional collaboration and using committed public dollars that are committed to economic purposes, communities could develop strategies to effectively address job creation as well as focus on business recruitment and attraction.

The lesson learned is the complex nature of NMTCs and level of legal expertise required to facilitate a successful deal. However, the revitalization of a site or a business expansion provides a great outcome for communities.

6. In what ways is this project innovative or creative?

FIRE's NMTC structure is an equity model. The development or business receives an allocation of NMTCs from FIRE that is converted into equity. The equity is loaned in the form of a low interest loan (1-2%) carried over a seven-year period. At the conclusion of the seven-year period, the project receives a forgiveness of up to 70% of the outstanding balance of the loan. The scale of the forgiveness is derived from the level of risk for the deal, the "but for" requirement for the investment, and the overall community impact.

Through successful investment, FIRE can expect to generate over \$8 million of revenue. As FIRE grows as an organization and as deals mature, these revenues will be invested throughout the region. Further, FIRE's revenue can alleviate service area communities of the need to invest their public dollars and preserve those dollars to provide services within distressed neighborhoods.

As a regional effort, an array of economic organizations have reached out to build new partnerships and develop ways of working together. From workforce development groups to investment bankers, FIRE has been recognized as a positive step for the region and the City of West Allis.

7. Are there any other relevant details not covered above or specific to your category?

In the realm of lending practices changing in recent years, NMTCs have seen a growing interest from the development and investor community. NMTCs are a valuable resource that businesses and developers recognize as a form of equity to supplement increased equity requirements placed on projects by lending institutions.

The regional collaboration effort of FIRE has been transferred into shareholders exploring other opportunities. Efforts have included applying for federal housing dollars and brownfield grant assistance from the U.S. Environmental Protection Agency. As most regional organizations are focused on marketing, FIRE's vision is attracting dollars to deals and providing equity infusions to project important to communities.

FIRE is unique compared to other comparable NMTC entities in that other organizations often charge points for closing a deal and FIRE does not; others structure deals as an interest rate write-down, FIRE does not; or, if structured as a leverage loan model, other organizations require recapture of the outstanding balance or at least most of the funds, and FIRE captures substantially less.

CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

A. PROMOTIONAL AWARDS

PLEASE REFER TO THIS SHEET WHEN COMPLETING THE PROJECT DESCRIPTION SECTION OF THE ENTRY FORM FOR A PROMOTIONAL AWARD.

These awards recognize innovative and effective marketing materials used for attracting, retaining and fostering business as well as communications vehicles used by economic development organizations.

Judging Criteria for Categories 1-8:

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion
- Innovation/creativity
- Quality and completeness of information
- Contribution to the economic development profession

Descriptions:

1. General Purpose Brochure

A brochure introducing your state, province, community, region or area to prospects for industrial, commercial, retail, or general

These awards recognize outstanding leaders in the public and private sectors who are advancing economic development in their communities. *Note that the Project Description section of the Entry Form is not required for these categories. Please submit a profile of the individual's achievements.*

26. New Economic Development Professional of the Year

This award recognizes outstanding achievements by a young, emerging leader in the economic development profession. Applicants must self-nominate and should detail their significant career achievements to date and the impact of those achievements on their economic development organization and the community as a whole, and also explain how they see these achievements contribute to the advancement of economic development as a profession. Each self nomination should be accompanied by a minimum of one, and not more than three, letters of endorsement on behalf of the applicant, from their supervisor, board chair, or other significant leader in the community who is actively involved with the applicant's organization (e.g., a mayor or senior elected official, a key business leader). Applicants must be no more than 35 years of age on the deadline submission date set by IEDC for that year's awards competition in order to be eligible for this award and must note their date of birth on their application.

- *Candidates must provide a profile of their professional achievements in economic development. Nominations must not exceed five typed double-spaced pages; letters of endorsement should be no more than two pages and must be submitted in conjunction with the application.*

27. Leadership Award for Public Service – Sponsored by



This award recognizes an elected official who has served as a committed advocate for economic development for at least 10 years in the public sector. Nominees must have demonstrated sustained and effective efforts to mobilize community groups and industry leaders in the development of programs and projects, played a key role in the planning and designing of new economic development activities, and displayed dedication and commitment to her/her constituency as a leader and advocate for economic development.

- *Candidates must provide a profile of their professional achievements in economic development. Nominations must not exceed five typed double-spaced pages; letters of endorsement should be no more than two pages and must be submitted in conjunction with the application.*

28. Citizen Leadership Award

This award recognizes a community or business leader, or an individual who is not an economic development practitioner, but who plays a key leadership role. Nominees for the award should have shown support for or been involved in a broad range of activities for at least 10 years and have been involved in economic development, primarily in the private sector, for the last 5 years. Nominees must have demonstrated sustained and effective efforts to mobilize leadership in the development of programs and projects, played a key role in the planning and designing of new and creative economic development activities and be deeply committed as a leader and advocate for economic development.

Candidate must provide a profile of their professional achievements in economic development. Nominations must not exceed five typed double-spaced pages; letters of endorsement should be no more than two pages and must be submitted in conjunction with the application.

29. Federal Leadership in Economic Development Programs Award (Entry fee waived)

This award recognizes an individual federal program director who has gone above and beyond in administering a federal economic development program.

Candidate must provide a profile of their professional achievements in economic development. Nominations must not exceed five typed double-spaced pages; letters of endorsement should be no more than two pages and must be submitted in conjunction with the application.

30. Congressional Leadership in Economic Development Award (Entry fee waived)

This award recognizes a member of Congress who has made significant contributions in the area of economic development. The award is given to a leader for his/her continuous support for economic development, and/or for intense work on a single piece of legislation.

Candidate must provide a profile of their professional achievements in economic development. Nominations must not exceed five typed double-spaced pages; letters of endorsement should be no more than two pages and must be submitted in conjunction with the application.

APPENDIX A: PROJECT PICTURES



Discovery World, Milwaukee, WI

\$9 million in NMTCs

Helped with permanent financing and museum expansion in the City of Milwaukee

Created 30 jobs, retained 35 jobs



The Brewery, Milwaukee, WI

\$5 million in NMTCs

Helped finance a parking structure for an overall \$200 million development in the City of Milwaukee

Created 36 jobs



Super Steel, LLC, Milwaukee, WI

\$15.5 million in NMTCs

Financing assistance for business expansion in the City of Milwaukee

Created 60 jobs, retained 223 jobs

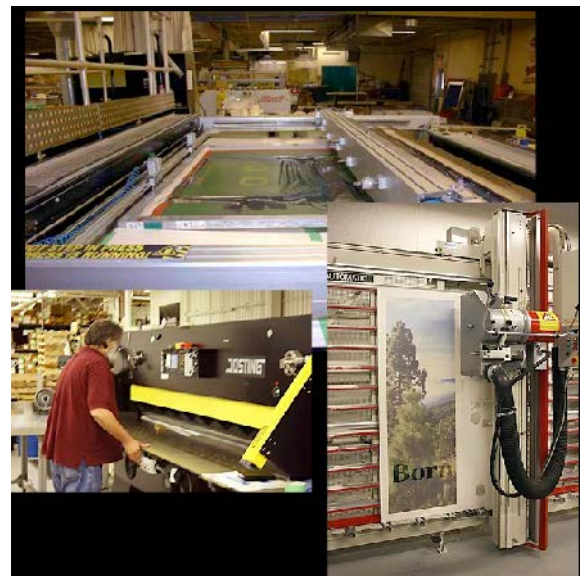


Beerline project before demo
\$7 million in NMTCs
Permanent financing and redevelopment in the City of Milwaukee

Beerline after demo



Beerline building, Milwaukee, WI
Created 30 jobs, retained 175 jobs



DuraColor, Racine, WI
\$7.5 million in NMTCs
Financing assistance for business expansion in the City of Racine
Created 50 jobs, retained 50 jobs



Renaissance Center, West Allis, WI
June 2010, \$17 million in NMTCS
Financing assistance for building remodel to attract new businesses



Renaissance Center, West Allis, WI
April 2011



Renaissance Center, West Allis, WI
Final project rendering
To create 300 jobs

I have included an electronic copy of my complete entry.

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2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: **Central Alberta: Access Prosperity**

Contact Name: **Cyril Cooper**

Email: **cyril.cooper@reddeer.ca**

Project/Item Name: **Foreign Direct Investment (FDI) Project**

Category for Entry: **Regionalism and Cross-Border Collaboration**

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) **25-200K**

Date Project Began: **May 2008**

Date of Completion (if applicable): **April 2011**

For Entries in Categories 9 & 10, Enter Your Web Site URL: _____

PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

Select:

- ☐ Promotional Award Categories 1-8 – **See Sheet A** (page 9)
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- ☐ Leadership Award Categories 26-30 – **See Sheet E** (page 14)

Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS.
YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

Red Deer Regional Economic Development (RDRED) initiated a Foreign Direct Investment (FDI) project in 2008. Initial groundwork for the FDI Project was laid with a gap analysis of the Red Deer Region. The report, released in 2009, identified the three key sectors that would thrive with reasonable development: manufacturing, logistics & transportation, and agri-food industries.

With research supporting that significant potential exists for foreign investment in the region, RDRED partnered with Central Alberta Economic Partnership (CAEP) to broaden the scope of the FDI project to include all of Central Alberta. By

joining together to market Central Alberta as a whole, the region is increasing its visibility on the global stage and giving potential investors more and better options. Together, RDRED and CAEP then identified interested and growing companies from Europe and the United States that would be a strong and complementary fit to existing industry through qualitative and quantitative research.

In the final phase, RDRED and CAEP pursued foreign companies with customized information and ongoing communication about advantages of expanding into the Central Alberta region. A leads generation database was developed to ensure ongoing dialogue and effective follow up with targeted companies.

2. What is the goal or purpose of this project?

Central Alberta's economy has been historically subject to periods of boom and bust linked to its strong ties to natural resources such as the oil and gas industry and primary agriculture. The goal of the FDI Project is to broaden Central Alberta's business and industry base, and stabilize the local economy, while minimizing the volatile nature of the boom and bust cycle, over the long term.

The FDI Project is a critical enabler of bringing in new businesses, investment and strategic alliances (such as supply chain partners, distribution channels, technology transfers) that are complimentary to the current business climate and ultimately, lead to a more diversified and stable economy.

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

This unique project is planned and implemented by a highly collaborative partnership between Red Deer Regional Economic Development (RDRED) and Central Alberta Economic Partnership (CAEP).

RDRED is a strategic alliance between the Red Deer Chamber of Commerce, The City of Red Deer, Red Deer County and Red Deer College.

CAEP is a regional economic development alliance consisting of 42 municipalities and 14 associate members that include a First Nations Band, industry associations and private companies.

RDRED and CAEP quickly came together for purposes of promoting the Central Alberta region as an attractive investment destination, and this relationship is defined by a Memorandum of Understanding (MOU) initially signed in 2009 that pledged the two organizations to work together on the FDI Project. The MOU was renewed in 2010, extending partner commitment through to 2013. Details of the governance mechanisms can be found in the attached profile.

Since 2008, RDRED and CAEP have contributed \$273,000 to the FDI Project and have successfully leveraged an additional \$240,000 in federal funding to supplement the project. This collaboration in pursuing joint strategy and joint funding is exemplary of the positive impact that regional cooperation can have on an area.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

By April 2011, the FDI Project has succeeded in:

- Establishing regional identity: Through a series of business focus groups and research, a regional identity that captures the region's assets and positioning, Central Alberta: Access Prosperity was created for investment attraction efforts.
 - Establishing an International Ambassadors Program (IAP): With 250 members strong, the IAP was formed to encourage local business leaders to become ambassadors for the region as they travel around the world for their own business affairs, or when investors come to the region for familiarization tours.
 - Bringing new investment to the region: The FDI Project has recorded \$22 million in capital investment. Through the multiplier effect, the injection of these new investments will result in an improved quality of life for even more Central Albertans. Major investments include acquisition and expansion of a bearings company's product line to include their new technology and products that lower costs, speed up delivery times and achieve greater efficiencies/productivity enhancements.
-

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

From a collaboration perspective, lessons by which economic development organizations and communities can apply to their regionalism efforts include:

- A regional identity is best used to tell the region's story: In an increasingly complex and global environment, it is important for jurisdictions to collaborate and market an area as one strong economic development unit, with a collective identity which would resonate with business owners in a global marketplace. Potential investors walk away with a stronger net impression of a region if it offers more industry cluster options with a larger workforce and more recognizable trade area.
- Regional economic development strategy should be tailored to meet regional partners' needs: We've learned that foreign companies are, for the most part, looking to come into the Central Alberta region through joint ventures and partnership opportunities. In response to that, we have developed a new economic development strategy that will connect local companies with foreign investors or international companies seeking partnership opportunities. This business-to-business matching is the turnkey activity that will close the deal and enhance lead conversion.

6. In what ways is this project innovative or creative?

The project's innovation is due in large part to the regional approach that enable RDRED and CAEP to engage all 42 communities in Central Alberta from 300 – 90,000 people, including investment opportunities for the Montana First Nations Band.

This is accomplished by ensuring all stakeholders participate in the success of the project. Weekly meetings are held to keep the partners informed of recent project activities. Each project partner is then responsible for reporting the recent project activities back to their respective organizations to ensure ownership in the investment attraction initiatives of the FDI project and that their individual interests and goals are being met.

Collaboration of this nature is unique and the partnership – which remains to date – enables the Central Alberta region to effectively streamline processes, and pool energy and assets. All 42 municipalities have a shared vision for the region, repositioning their economic development approach from “micro” to “macro”.

7. Are there any other relevant details not covered above or specific to your category?

In April 2011, RDRED and CAEP were successful in securing \$1,172,050 in funding from Rural Alberta Development Fund that will supply capital for the implementation of a new, 3-year turnkey economic development project called, Turning the Key on Opportunity (TKO). The completion of the FDI Project leaves a solid and substantial base to move forward with this next vital phase of the project. The overarching scope of the TKO Project is to build on existing relationships and further foreign direct investment within rural communities of Central Alberta by strategically fostering economic diversification and sustainability at a business to business level.

Key to the success of the TKO Project will be the formalization of Central Alberta: Access Prosperity as a non-profit (Part 9) organization. The establishment of Central Alberta: Access Prosperity as a legal entity is a natural fit in the evolution of the FDI Project and it exemplifies the partners' commitment to a long-term regional, cross-border economic development strategy that provides Central Albertans with skilled jobs and sustained prosperity.

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Judging Criteria for Categories 1-8:

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion

CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

E. LEADERSHIP AWARDS

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Profile Attachment – Application for Regionalism and Cross-Border Collaboration: Foreign Direct Investment (FDI) Project

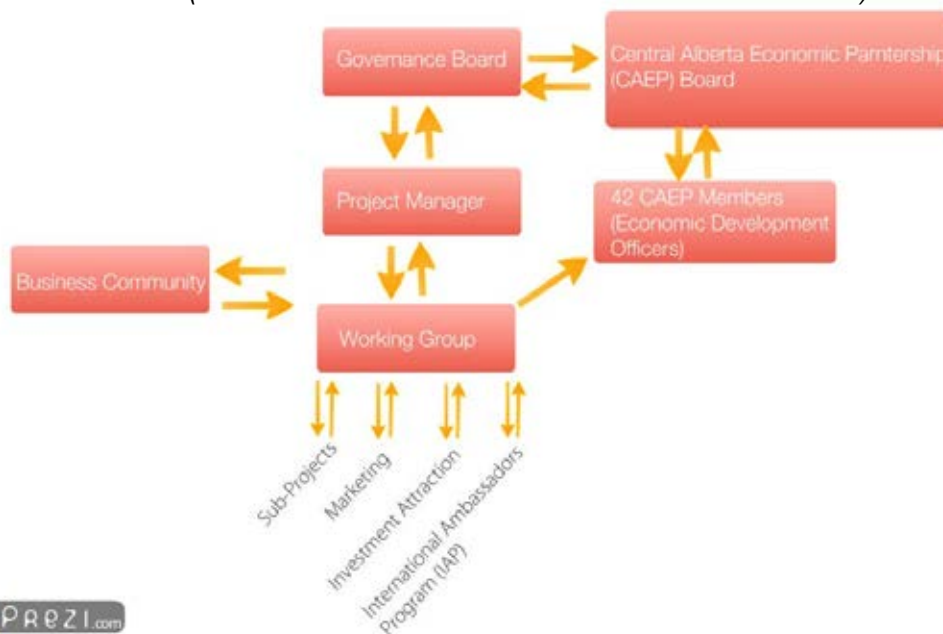
Governance Mechanism & Stakeholder Participation

RDRED and CAEP jointly manage the FDI project on behalf of the 42 municipalities in the Central Alberta region. The Governance Board responsible for the strategic direction of the project is composed of five individuals, each headed by the lead economic development representative from Red Deer College, Red Deer Chamber of Commerce, Red Deer County and The City of Red Deer (the four RDRED member organizations); as well as a representative from CAEP. The Governance Board's main function is to advise the Project Manager on the FDI Project's strategic direction. Guiding principles that provide a foundation for decision making and evaluation include: strengthen and diversify the region, support and build capacity and expertise, attract investment, business and trade, strengthen and promote the region. Decisions are made by consensus with each carrying one vote by their respective representative. Each Governance Representative is then responsible for reporting the recent project activities back to their respective organizations to ensure continued commitment in the investment attraction initiatives of the project and that their individual interests and goals are being met.

The Project Manager is then responsible for the effective management of project staff (direct and in-kind) and the successful completion of project deliverables. The project team or "Working Group" provides direct support to the Project Manager and is made up of three dedicated staff, an Economic Development Specialist from RDRED, a Project Officer from CAEP and a jointly-funded Project Coordinator. Partner organizations from RDRED and CAEP contribute in-kind staff hours to implement tactical sub-projects such as the International Ambassadors Program and the marketing plan.

The Governance Board, Project Manager and the Working Group meets weekly to discuss and advise on strategic issues related to the FDI Project. This model was selected to empower the Project Manager and Working Group and allow them to maintain an interactive role (see Figure 1 below).

*Figure 1 – Governance Structure for the Foreign Direct Investment (FDI) Project
(arrows indicate interaction and communication channels)*



Project Financing

Since 2008, RDRED and CAEP have contributed \$273,000 to the FDI Project (as defined by an MOU) and have leveraged an additional \$240,000 in federal grants from the Department of Foreign Affairs and International Trade (DFAIT) and Western Economic Diversification (WD) Canada to boost the project budget by almost twofold. RDRED is financed by its four member organizations, Red Deer College, Red Deer Chamber of Commerce, Red Deer County and The City of Red Deer. CAEP is financed by 42 municipalities and 15 associate members in the Central Alberta region.

FDI Project Governance Board

	Name (Title)	Organization	Location	Financial Contribution to the FDI Project (2008 – 2011)
CAEP representing 42 municipalities	Al Kemmere (Chair)	Central Alberta Economic Partnership (CAEP)	Olds, AB	\$93,000
	Brenda Munro (Dean, Continuing Education)	Red Deer College	Red Deer, AB	\$27,000
RDRED Members	Debbie Bonnett (Economic Development Manager)	Red Deer County	Red Deer County, AB	\$57,000
	Howard Thompson (Land & Economic Development Manager)	The City of Red Deer	Red Deer, AB	\$57,000
	Tim Creedon (Executive Director)	Red Deer Chamber of Commerce	Red Deer, Alberta	\$39,000

42 CAEP Member Municipalities

- Alix
- Bentley
- Big Valley
- Blackfalds
- Bowden
- Carbon
- Caroline
- Carstairs
- Castor
- Clearwater
County
- Country of
Wetaskiwin
- County of
Paintearth
- County of
Stettler
- Delburne
- Didsbury
- Donalda
- Eckville
- Elnora
- Kneehill County
- Lacombe
- Lacombe
County
- Millet
- Montana Band
First Nation
- Mountain View
County
- Norglenwold
- Olds
- Red Deer
- Red Deer
County
- Rimbey
- Rocky
Mountain
House
- Stettler
- Sundre
- Sylvan Lake
- Three Hills

- Clive
- Coronation
- Halkirk
- Innisfail
- Penhold
- Ponoka
- Trochu
- Wetaskiwin

15 CAEP Associate Members

- Canadian Home Builders' Association
- Canadian University College
- Central Alberta Career Prep
- Chinook's Edge School Division
- Community Futures Central Alberta
- Community Futures East Parkland
- Joint Economic Development Initiative (JEDI)
- Mirror and District Community Development Association
- Olds College
- Olds Institute for Community & Regional Development
- Paintearth Economic Partnership Society
- Red Deer Advocate
- Red Deer Chamber of Commerce
- Red Deer College
- Red Deer Regional Economic Development

Project Management Model & Success Measures

The FDI Project was developed, adopted and implemented with project management principles and policies consistent with those of the local government council or partner organizations. For example, Request for Proposals were administered by in-kind support from The City of Red Deer's Purchasing Department, financial statements follow Generally Accepted Accounting Principles (GAAP), and the project was managed using the traditional project management approach (project initiation, project planning and design, project execution and construction, project monitoring, and project completion).

Where possible, the in-kind administrative services of the partner organization were utilized to achieve efficiencies and cost-savings (i.e. accounting, human resources and payroll, procurement, IT and equipment, facilities).

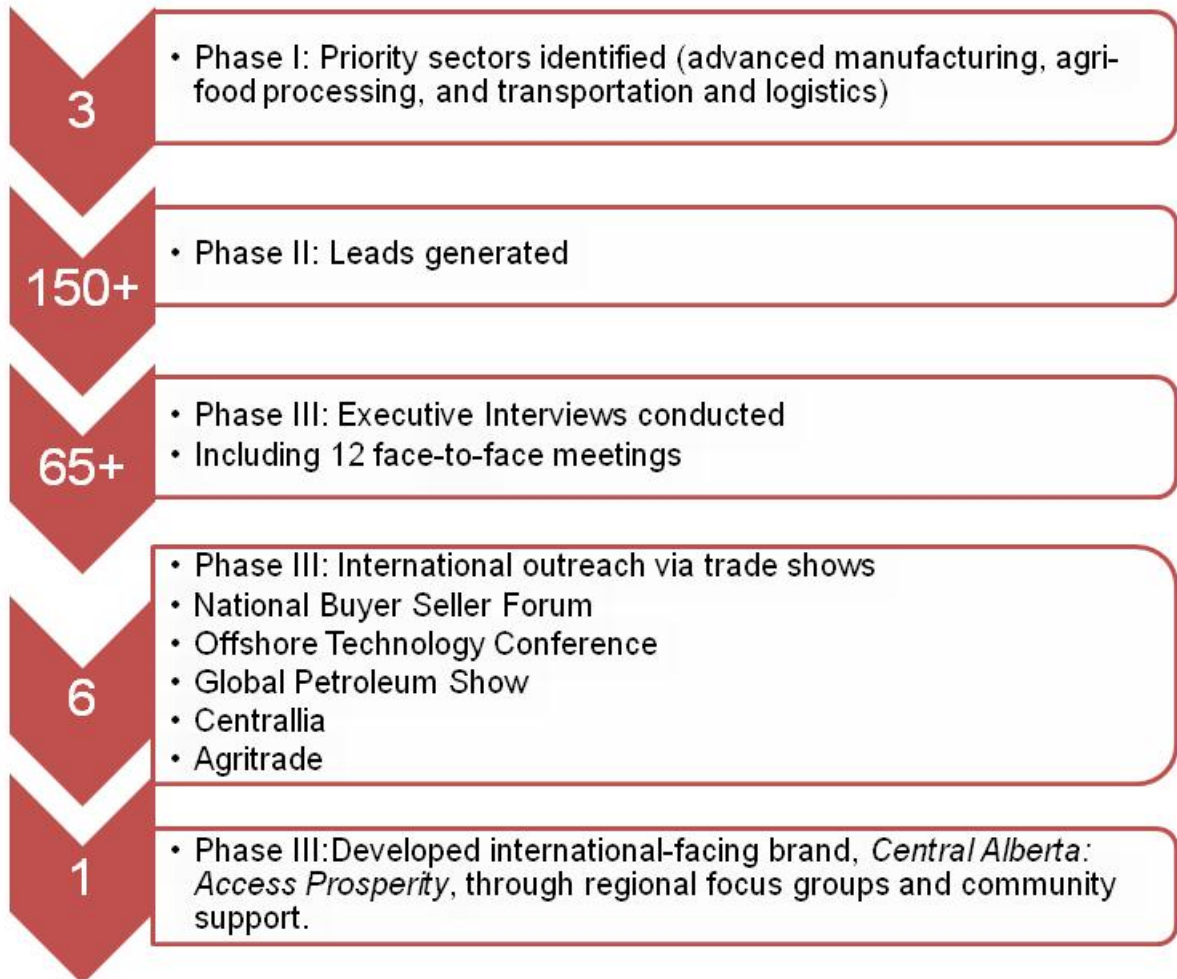
Success measures for the FDI Project include:

- # of new or expanded businesses
- # of jobs created
- # of new markets (geographic or target market) explored or developed
- Database of targeted companies
- Creation of an International Ambassadors Program (IAP)
- Development of a regional identity, *Central Alberta: Access Prosperity*



Notable Successes and Milestones:

RDRED & CAEP Foreign Direct Investment Leads and Milestones





December 17, 2010

Letter of Understanding between
Red Deer Regional Economic Development (RDRED)
and Central Alberta Economic Partnership Ltd (CAEP)

It is the intent of this letter to set out the general terms and conditions of the understanding between Red Deer Regional Economic Development (RDRED) and the Central Alberta Economic Partnership Ltd (CAEP) relative to the Turning the Keys On Opportunity (TKO) Project.

The TKO project will commence April 1, 2011 and continue for a minimum of three (3) years.

Background:

1. RDRED strategic alliance represents The City of Red Deer (The City), Red Deer County, Red Deer College and the Red Deer Chamber of Commerce.
2. CAEP is a Regional Economic Development Alliance representing its 42 Municipal and Indian Band members and 14 Associate members.
3. In September 2009, CAEP and RDRED began formally working together on a Foreign Direct Investment Project, commenced by RDRED.

Accordingly, RDRED and CAEP agree as follows:

4. RDRED and CAEP will assign their respective representative(s) to sit on the TKO Governance Committee. The City of Red Deer, Red Deer County, Red Deer College, Red Deer Chamber of Commerce and Central Alberta Economic Partnership will each carry one vote by their respective representative.
5. All TKO Governance major and strategic decisions will be made by consensus.
6. RDRED and CAEP agree that a TKO Project Manager will be appointed by the TKO Governance Committee to carry out the Project direction and provide oversight to a Working Group. The TKO Project Manager will report back to the Governance Committee.
7. RDRED and CAEP will assign their respective staff to sit on the TKO Working Group.
8. The TKO Working Group members responsibilities will be determined by the TKO Project Manager and, the Group will report back to the TKO Manager.
9. RDRED and CAEP will have equal ownership of the research and materials developed from the TKO project
10. Both RDRED and CAEP commit to providing financial and human resources, as outlined in the TKO Project budgets developed for the Rural Albertas Development Fund (RADF).

RDRED and CAEP further agree that:

1. The CAEP Board will approve all CAEP human and financial resources for the TKO Project on an annual basis following their Strategy Planning session.
2. The TKO Project accountant will invoice RDRED and CAEP in accordance with the agreed contributions for each organization, as outlined in the RADF application.
3. RDRED and CAEP are solidarity liable for all claims, demands, actions, losses, expenses, costs or damages of every nature and kind whatsoever which they may incur or suffer by reason or in any way relating to the TKO Project.
4. Any notices or other correspondence related to this agreement required to be given to the opposite party shall be deemed to be adequately given if hand delivered or sent by prepaid registered mail and addressed as follows:

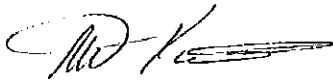
Red Deer Regional Economic Development
Attn: Howard Thompson, Manager
c/o Red Deer Chamber of Commerce
3017 Gaetz Avenue
Red Deer, AB T4N 5Y6

Central Alberta Economic Partnership Ltd
Attn: Chair
B102 Suite 354
5212 48 Street
Red Deer, AB T4N 7C3

The acceptance is indicated by signing this Letter of Understanding in the space provided below.

Consented and Approved this 20th day of December 2010.

Central Alberta Economic Partnership Ltd.



Chair Al Kemmere

Red Deer Regional Economic
Development



Howard Thompson

MEMORANDUM OF UNDERSTANDING

Among

The City of Red Deer, Red Deer Chamber of Commerce, Red Deer County, and Red Deer College

RED DEER REGIONAL ECONOMIC DEVELOPMENT

A Joint Economic Development Initiative

Purpose

Red Deer Regional Economic Development (RDRED), consists of the Red Deer Chamber of Commerce, The City of Red Deer, Red Deer County, and Red Deer College. Formed in 2001, with the College joining in 2006, the strategic alliance exists to create strategic economic development initiatives aimed at attracting, retaining, and expanding business investment and labour force within the Red Deer Region.

Strategy Objectives & General Framework for Cooperation

Strategy A - Investment Attraction

Develop activities to encourage domestic and international investment in the Red Deer Region by companies that are not currently operating in the Region.

Strategy B - Business Retention and Expansion

To encourage companies in the Red Deer Region to remain & expand their operation base in the Region.

Strategy C - Communications and Marketing

Develop and implement marketing and communication materials that focus on branding the Red Deer Region.

Strategy D - Labour Attraction, Retention & Development

Implement strategies to retain, attract and develop a skilled and competent labour force to maximize the Region's current and future economic opportunities.

Participation

Each strategic alliance member agrees to designate individual(s) and resources to support RDRED initiatives in investment and labour force attraction.

Financial

Whenever feasible the RDRED strategic alliance members agree to financially support initiatives as outlined in the appendix. The alliance will develop an annual business plan to outline the strategies and objectives of RDRED.

"Appendix A"

FINANCIAL OBLIGATIONS

1. The financial year for RDRED shall be the calendar year. Financial contributions are to be made by each member of the strategic alliance January 1st and July 1st, in two equal payments.
2. The parties shall establish an operating budget which is designed to ensure that adequate funding will be in place to achieve the goals and objectives of RDRED for the upcoming year.
3. The overall amount of budget shall be established by majority vote. A financial review of RDRED will be commenced in January.
4. The parties agree that they shall each contribute to the operating budget of RDRED in the following proportions:

City of Red Deer	35%
Red Deer County	35%
Red Deer Chamber of Commerce	15%
Red Deer College	15%

Communication

Parties agree to joint communication to implement the strategic business plan process.

Confidentiality

Unless otherwise discussed by the RDRED participants, each participant should, to the fullest extent possible use its best efforts to maintain the confidentiality of any information communicated to it in confidence by another participant in this memorandum.

Amendment to Memorandum of Understanding

This Memorandum of Understanding may be amended with the mutual written consent of all parties. Any amendment becomes part of this Memorandum of Understanding.

Settlement of Disputes

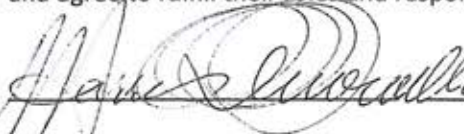
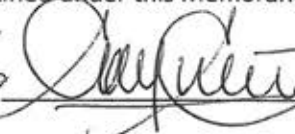
Any disputes regarding the interpretation or implementation of this Memorandum of Understanding will be resolved solely through a consultative process among the parties and will not be referred to a tribunal or other third party for settlement.

Duration of Memorandum of Understanding

This Memorandum of Understanding will come into effect September 1, 2009 and remain in force for a period of three years, terminating December 31, 2012. Prior to expiry of this Memorandum of Understanding, a decision will be made as to whether to renew this Memorandum of Understanding.

SIGNED at Red Deer, Alberta this ____ day of August 2009.

The City of Red Deer, Red Deer Chamber of Commerce, Red Deer County, and Red Deer College acknowledge and agree to fulfill their roles and responsibilities as identified under this Memorandum of Understanding.

 19/8/09  26/8/09

Mayor Morris Flewwelling Date Craig Curtis, City Manager Date

The City of Red Deer

The City of Red Deer

 Aug 14, 2009  Aug 14, 2009

Mayor Earl Kinsella Date Curtis Herzberg, County Manager Date

Red Deer County

Red Deer County

 Aug 7/09.  Sep 4, 2009

Ron Woodward Date Mike Axworthy Date

Red Deer College, President

Red Deer Chamber of Commerce, President

For Office Use Only: _____



2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: Sacramento Metropolitan Chamber of Commerce

Contact Name: Michael Faust, Sr. VP Public Policy & Advocacy

Email: mfaust@metrochamber.org

Project/Item Name: Metro Pulse Business Retention and Expansion

Category for Entry: Regionalism and Cross-Border Collaboration

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) >500K

Date Project Began: May 1 2007

Date of Completion (if applicable): N/A

For Entries in Categories 9 & 10, Enter Your Web Site URL: _____

PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

Select:

- ☐ Promotional Award Categories 1-8 – See Sheet A (page 9)
- ☐ Internet and New Media Categories 9-11 – See Sheet B (page 10)
- ☒ Program Award Categories 12-22 – See Sheet C (page 11-12)
- ☐ Partnership Award Categories 23-25 – See Sheet D (page 13)
- ☐ Leadership Award Categories 26-30 – See Sheet E (page 14)

Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS.
YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

Metro Pulse is a partnership of eighteen public, private and non-profit partners in the 6-county Sacramento region. These partners have pooled cash and in-kind resources to maximize the cost effectiveness of our region's business retention and expansion efforts. The partnership is governed by a steering committee of the investors (partners), each of whom sign an intergovernmental cooperation agreement that specifies the protocols by which they must adhere.

Each partner receives a voting seat on the steering committee, which directs both the activities and the finances of the partnership. As the Managing Partner, the Sacramento Metro Chamber provides administrative support to the partnership, including management of the partnership's finances. All funds dedicated to the partnership's activities are accounted for separately from the general finances of the Metro Chamber.

Metro Pulse's activities are built upon a common communication and information tracking platform licensed by Executive Pulse, Inc., Erie PA. These activities fit into one of three categories designed to allocate the partnership's resources to their highest and best uses. These categories are: 1) preliminary outreach to our region's businesses; 2) in-depth assessments of individual business conditions; 3) provision of business development services to companies with identified impediments to growth and/or retention.

2. What is the goal or purpose of this project?

This partnership was formed to take advantage of the economies of scale that accrue when multiple agencies collaborate across regional boundaries. Their goal is to develop and implement business retention and expansion programs and projects that maximize the utility of the limited resources each partner has at its disposal for these types of activities. In doing so, they seek to increase the number of businesses they are able to visit and provide business retention and expansion services..

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

The following regional economic development agencies are partners in Metro Pulse: the Sacramento Metro Chamber; the Counties of El Dorado, Placer, Sacramento, and Yolo; the Cities of Sacramento, Folsom, Rancho Cordova, Roseville, West Sacramento, Lincoln, Woodland, and Davis; the Sacramento Municipal Utility District; Pacific Gas & Electric; Los Rios Community College District; Sacramento Employment and Training Agency; and, Applied Development Economics, Inc.

Through the partnership's combined capacity for grant-writing and sponsorship development, Metro Pulse has secured additional financial participation from the following public and private sector agencies:

☐ American Recovery and Reinvestment Act Grant funding through:

- i. Sacramento Employment and Training Agency
- ii. Golden Sierra Workforce Investment Board
- iii. Yolo County Workforce Investment Board

☐ Sponsors Included:

- I. Yolo Energy Watch, Waste Management, Woodland Healthcare, CTI and Brown and Caldwell

Metro Pulse has impacted both its client businesses and its partners alike. Selected examples are provided in the attached supplemental profile.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

Metro Pulse launched its initial wave of activities in May 2007 with the adoption of the Executive Pulse software as the platform through which the partners manage their interactions with client businesses and track economic trends in their communities. At the same time they instituted a monthly forum in which the partners meet to discuss program's operations and development, as well as to address any protocol issues that may arise.

These two programs have catalyzed improved coordination and cooperation among the various economic and workforce development organizations within our 6-county region. They have fostered trust and a mutual focus on what's best for the client -- the companies that employ residents and make local investment decisions.

To address the issue of identifying companies that need assistance, the partners implemented the business walk outreach model, which facilitates approximately 200 face-to-face business visits in a single morning. Customizations to Executive Pulse, then streamline the process of setting up in-depth retention/expansion visits with individual companies.

The combination of these programs have also reduced the costs associated with pre-screening businesses; reduced staff time associated with preparing reports on local business conditions; and created opportunities for organizational improvements in their approaches to retention and expansion.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

The Metro Pulse partnership and its various business retention and expansion programs are completely replicable in any region consisting of more than one municipality. All that is required is for each agency involved to recognize that, as regions, we are far more successful working across jurisdictional boundaries.

We have learned one critical lesson: the simplest strategies yield the most powerful opportunities to maximize the cost effectiveness of business retention and expansion activities. Business walks are a great example. It's a simple concept. Organize a group of volunteers to visit businesses. But, it has exponentially increased the number of businesses our region visits every year.

Partners such as the City of West Sacramento have fundamentally restructured their organizational approach to business retention and expansion, making business retention an inter-departmental activity throughout their entire organization. Each department designates one representative to coordinate with the City's business retention/expansion manager. These representatives are responsible for fielding the myriad informational and assistance requests generated through activities such as business walks. This activity is simple enough for any organization, but exponentially increases the internal resources the City puts at the disposal of their business retention and expansion manager – without hiring any additional staff.

6. In what ways is this project innovative or creative?

Metro Pulse does not rely on any singular approach or methodology in pursuing its mission. Nor does it rely on any approach that is overly complicated, expensive, or centralized. It engages the entire community in business retention and expansion. In doing so, it creates economies of scale that our region would never have seen otherwise.

7. Are there any other relevant details not covered above or specific to your category?

Since launching Metro Pulse in May 2007, the partners have conducted 8,145 face-to-face visits with existing regional companies. As they have expanded use of the business walk model and engaged in other business retention and expansion strategies they have increased their annual number of business visits every year. In 2007, they visited just over 450 businesses. In 2010 alone, they visited approximately 4,200.

CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

A. PROMOTIONAL AWARDS

PLEASE REFER TO THIS SHEET WHEN COMPLETING THE PROJECT DESCRIPTION SECTION OF THE ENTRY FORM FOR A PROMOTIONAL AWARD.

These awards recognize innovative and effective marketing materials used for attracting, retaining and fostering business as well as communications vehicles used by economic development organizations.

Judging Criteria for Categories 1-8:

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion
- Innovation/creativity
- Quality and completeness of information
- Contribution to the economic development profession

Descriptions:

1. General Purpose Brochure

A brochure introducing your state, province, community, region or area to prospects for industrial, commercial, retail, or general development opportunities. The most effective brochures create a positive image of the area for its quality of life and cultural, educational, or other attributes.

2. Special Purpose Brochure

A brochure designed for a special purpose, such as promoting an industrial park or other specific types of promotions.

Supplemental Profile for Metro Pulse

Metro Pulse is the 6-county Sacramento region's coordinated, collaborative effort to assist our existing companies. The partners have invested in the program to actively develop and implement cost effective strategies for delivering business retention and expansion services across jurisdictional boundaries.

Metro Pulse's activities are built upon a common communication and information tracking platform licensed by Executive Pulse, Inc., Erie PA. These activities fit into one of three categories designed to allocate the partnership's resources to their highest and best uses. These categories are: 1) preliminary outreach to our region's businesses; 2) in-depth assessments of individual business conditions; 3) provision of business development services to companies with identified impediments to growth and/or retention.

Here are a few examples:

1) Common communication/information tracking platform. The investors utilize the Executive Pulse software platform. Utilizing this platform, the economic developer is able to: 1) Identify the person with the appropriate expertise; 2) Efficiently and transparently route a request for service to the appropriate service provider; and, 3) Effectively hold that service provider accountable for delivering the needed service to the client.

2) Monthly forum to discuss program enhancements. Regular meetings of program partners or investors are essential successfully executing their mission. They meet monthly to discuss program's operations and development, and address any protocol issues that may arise.

3. Development of protocols to formalize cooperation. Every partnership requires a set of protocols by which the partners agree to adhere. For Metro Pulse, these protocols include proscribed actions in instances where a partner is contacted by a business located in

another partner's jurisdiction. First the, the contacted partner is required to immediately notify the other partner. Each partner then works independently with the business in question to structure a package that most benefits the business. Grievances are addressed within by steering committee. These protocols ensure equity in terms of inter-jurisdictional competition and put the focus on developing the best situation for the business.

4) *Business walk outreach model.* Business walks facilitate approximately 200 face-to-face business visits in a single morning. Customizations to Executive Pulse, then streamline the process of setting up in-depth retention/expansion visits with individual companies.

5) *Regional Industry Cluster Economic Impact Reports.* The partners' combined grant-writing and sponsor development capacities have been utilized to publish economic impact reports for key regional industry clusters. These provide valuable information to the partners as they prioritize their business retention and expansion activities.

6) *Integrating workforce development functions into Executive Pulse.* Business retention and expansion activities are not solely the domain of economic developers. Many of the activities in which the Metro Pulse partners engage are also conducted by our workforce development counterparts. To further maximize the cost effectiveness, Metro Pulse customized its Executive Pulse software to better support our workforce development partners.

For Metro Pulse to meet its goal of maximizing the utility of the limited resources each partner has at its disposal for business retention and expansion activities is one thing. But its true success will be measured in terms of the businesses it is assisting. As of 2010, the partnership is conducting approximately 4,200 face-to-face business visits every year. Here are just a few examples of specific companies that were identified through Metro Pulse activities and are receiving assistance:

As a program supporting broader regional business retention and expansion effort, these Metro Pulse visits have facilitated many opportunities for our regional partners to directly support their existing companies. Here are a few examples:

Construction Company A co-location with Recycle Company B: Construction Company A, a construction material (wood) distribution facility located in the heart of the industrial area, was visited during this year's walk. The owner and his son had expressed concerns with the housing/commercial development market, and they have been trying to find a way to stay "afloat" during these hard economic times. They cited "through-the-roof" flood insurance rates as a contributing factor. As a way to maximize the use of their 6.5-acre site, Mr. A has entertained the idea of co-locating with Recycle Company B that has been trying to find an ideal site in X Location for almost two years. They are a supplier of recycled wood products to Company C. To set this in motion, city staff recently met with the respective real estate brokers, property owner, Mr. A and representatives of Recycle Company B to review the site and consider the proposal to share the use of the site at Location X. While the proposal is still underway, it is likely that the co-users will also share employees with regard to loading and unloading materials from railcars for even greater cost effectiveness.

City assistance to Tractor Company A—issues related to access and future relocation: During the visit with Tractor Company A, it was mentioned that this company may be leaving Location X if some infrastructure issues are not resolved or the city is not able to find a suitable relocation site for Tractor Company A. Staff is assessing the current infrastructure issues in hopes of addressing those related to their current location on Location X. Once resolved, staff can assist with a relocation site. The goal is to retain Tractor Company A, a tremendous asset to our community and the region.



in ACTION

BUSINESS
RETENTION &
EXPANSION

2011



METRO PULSE, a collaboration of economic development agencies and businesses managed by the Sacramento Metro Chamber, is organized to most effectively promote business success and job growth in the six-county Sacramento region.



PROMOTING BUSINESS SUCCESS AND JOB GROWTH

2010 YEAR IN REVIEW

Across the nation, communities are seeking innovative strategies for effectively retaining their local companies and sustaining their economies. For Metro Pulse, the partners have found that a successful strategy includes several basic components. First, you must visit a large number of companies in a relatively short period of time. Second, you must conduct those visits in a manner that allows you to look the businessperson in the eye, shake his or her hand, and ask:

- How is business?
- What do YOU like about doing business here?
- In YOUR opinion, what could be done to improve local business conditions?

Finally, you must then be able to leverage the tools necessary to quickly and efficiently triage those businesses most in need of immediate assistance and reach back to them for more in-depth follow up, assistance, and connections to regional business development resources.

Recognizing this, the partners in the Sacramento region's international award-winning Metro Pulse program adopted the business walk model as their fundamental outreach mechanism and doubled the number of business walks supported by the program in 2010. During the past calendar

year, the Metro Pulse partnership supported 10 business walks across the Sacramento region¹. In total, these business walks facilitated face-to-face contact with more than 3,000 of our region's businesses. Of these, approximately 94 percent agreed to spend a few minutes meeting with one of our teams of volunteers and responded to at least one of their questions. In total, the Metro Pulse partners supported nearly 4,200 business visits through their outreach efforts in 2010.

In August, Business Retention and Expansion International (BREI) presented Metro Pulse with its Project/Program Impact Award. In the award citation, the Sacramento region was recognized for being "truly innovative," with significant impacts that include follow-up information for each visited business; a high level of knowledge mobilization and implementation of successful strategies across local government boundaries; and new partnerships formed and developed, which have resulted in increased efficiencies, cost reductions, and service increases.



FIGURE 1: SACRAMENTO REGION EMPLOYMENT TRENDS

NAICS CODE	INDUSTRY DESCRIPTION	SACRAMENTO METROPOLITAN STATISTICAL AREA (MSA) EMPLOYMENT		PERCENT CHANGE 2004 to Q2 2010
		2004	Q2 2010	
-----	Total, All Industries	883,338	855,565	-3.1%
-----	Private Sector Total	649,707	599,384	-7.7%
11	Agriculture, Forestry, Fishing and Hunting	7,481	8,771	17.2%
21	Mining, Quarrying, and Oil and Gas Extraction	569	383	-32.7%
22	Utilities	1,530	n/a	n/a
23	Construction	70,796	38,583	-45.5%
31-33	Manufacturing	47,652	32,226	-32.4%
42	Wholesale Trade	26,862	n/a	n/a
44-45	Retail Trade	97,233	86,420	-11.1%
48-49	Transportation and Warehousing	19,631	19,018	-3.1%
51	Information	20,927	15,245	-27.2%
52	Finance and Insurance	45,315	36,455	-19.6%
53	Real Estate and Rental and Leasing	14,875	12,312	-17.2%
54	Professional, Scientific, and Technical Services	42,652	51,964	21.8%
55	Management of Companies and Enterprises	9,135	11,717	28.3%
56	Administrative and Support and Waste Management and Remediation Services	45,686	40,329	-11.7%
61	Educational Services	11,202	11,967	6.8%
62	Health Care and Social Assistance	72,249	87,220	20.7%
71	Arts, Entertainment, and Recreation	12,830	12,748	-0.6%
72	Accommodation and Food Services	66,224	66,751	0.8%
81	Other Services (except Public Administration)	36,750	41,037	11.7%
99	Other/Unclassified	110	1,376	1151.2%

Source: ADE, Inc., data from IMPLAN and Bureau of Labor Statistics QCEW county employment database

Notes: The data for Q2 2010 has not been seasonally adjusted, so it might not fully correspond with annualized averages

Data for industries marked with "n/a" have been suppressed due to confidentiality restrictions



WESTERN ASSOCIATION OF CHAMBER EXECUTIVES

Following the BREI award, the Sacramento region received further recognition from the Western Association of Chamber Executives (W.A.C.E.) for outstanding contributions toward the mission of promoting business success and job growth. The Metro Pulse Business Walk model received the 2010 W.A.C.E. Award for Outstanding Core Competency in Creating a Strong Local Economy. In the award citation, the business walks were praised for their direct and real impact helping small businesses survive in the economy.

Metro Pulse is also proud to announce that it added new partners in 2010. By the end of the year, the cities of Woodland and Davis had joined the partnership, making them the 17th and 18th partners, respectively. Discussions are continuing in 2011 with a number of prospective members, which could bring the total to more than 20 in the near future.

REGIONAL ECONOMY AND THE RECESSION

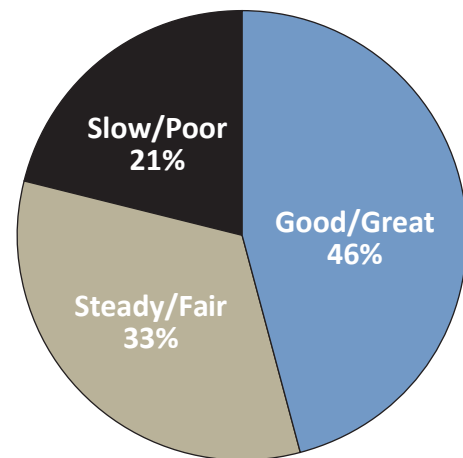
The national economic recession, which began shortly after the May 2007 launch of Metro Pulse, added urgency to the partnership's mission. By the end of the second quarter of 2010, total employment in the Sacramento region had fallen below where it had been in 2004, the early stages of the last economic expansion (Figure 1). This time period (2004–second quarter 2010) was characterized by employment growth across most industries up until the beginning of the current recession. Recently though, the recession has struck so severely that industries such as manufacturing and construction experienced employment declines of more than 30 percent and 45 percent, respectively.

Interestingly though, despite the existence and severity of the current recession, several industries in the Sacramento region have registered positive employment growth since 2004. The Health Care and Social Assistance industry, for example, grew employment by 20.7 percent. The Professional, Scientific, and Technical Services industry grew by 21.8 percent. Educational Services also shows slightly positive growth in the region, with a 6.8-percent employment increase. This is not to say that employees in these industries have not experienced cutbacks, or at least uncertainty over the future of their current jobs, during this recession. The reality is this—the recession was not severe enough to erase all of the employment gains these particular industries experienced since the beginning of the last economic expansion.

ACUTELY MANAGEABLE CHALLENGES

Over the course of 2010, Metro Pulse supported 10 business walks throughout the Sacramento region, visiting more than 3,000 companies, of which roughly 94 percent were available and willing to spend a few minutes providing feedback to our teams of volunteers. The most surprising insight gained from speaking with these companies is that 79 percent of them reported business as being at least steady or fair. In fact, nearly half of them (46 percent) reported that business was either good or great (Figure 2). Only 21 percent of the businesses spoken with on business walks in 2010 indicated acute

FIGURE 2: HOW IS BUSINESS?
OVERALL BUSINESS WALK FINDINGS, 2010



Source: Metro Chamber, based upon 2010 Metro Pulse Business Walks

challenges by reporting that business was either slow or poor. What makes this particular set of findings significant is that “conventional wisdom” would predict that many more than 21 percent of the businesses spoken with on a business walk would respond that business is either slow or poor. From the perspective of assisting those businesses that are the most in need—connecting them to vital regional resources—21 percent is quite a bit more manageable than what “conventional wisdom” might predict.

DIGGING DEEPER

In addition to the business walks described earlier, the Metro Pulse partners conducted nearly 1,200 in-depth visits with companies throughout the Sacramento region in 2010. These visits were a combination of follow-up visits with specific companies identified through business walks, as well as companies identified through other proactive means.

Despite the current national recession, about 16 percent of these employers indicated that they had recently increased

1 Following is the list of 2010 Metro Pulse-supported business walks: Woodland, El Dorado Hills, Shingle Springs-Cameron Park, Greater Broadway (Sacramento), Placerville Area, Rancho Cordova, Arden Arcade, South Placer, West Sacramento, South Shore (Lake Tahoe).

their employment (Figure 3), and almost 13 percent report plans to hire additional employees (Figure 4). Most (nearly 86 percent) reported that they plan to maintain their existing staffing levels (Figure 4), though close to 22 percent indicated that their employment has recently declined (Figure 3). These latter two indicators are up from 2008 and 2009, supporting what was found both in reviewing the data analyzed by ADE, Inc. and speaking directly with businesses during the business walks.

FIGURE 3: RECENT EMPLOYMENT TRENDS

	2008	2009	2010
Increasing	45.6%	46.4%	16.4%
Staying the Same	41.5%	41.7%	61.9%
Declining	12.9%	11.9%	21.7%

FIGURE 4: PROJECTED EMPLOYEE HIRING

	2008	2009	2010
Plan to Hire More	39.6%	33.0%	12.7%
No Change	58.3%	64.8%	85.9%
Plan to Hire Fewer	2.2%	2.2%	1.3%

FIGURE 5: BUSINESS CLIMATE RATING

	2008	2009	2010
Excellent	22.2%	15.6%	7.1%
Good	54.9%	60.9%	43.9%
Fair	16.7%	17.2%	35.6%
Poor	6.3%	6.3%	13.4%

FIGURE 6: BUSINESS CLIMATE RATING, TODAY VERSUS FIVE YEARS AGO

	2008	2009	2010
Today Versus Five Years Ago			
Better Today	46.3%	33.3%	26.2%
No Change	14.8%	13.9%	46.6%
Worse Today	38.9%	52.8%	27.3%

Source (figures 3-6): ADE, Inc., data from Metro Pulse Business Retention Visits

during this recession have been—and continue to be—as diverse as the economy itself.

As the Metro Pulse partners head into 2011, they are developing newer and more refined strategies for conducting business outreach and connecting those in need to the resources our region has available to assist them. The partners are planning a modest expansion in the number of business walks it supports and are in discussions with several new prospective partners.

As you move through 2011, keep an eye out for more Metro Pulse in ACTION; and, if you're contacted by one of the Metro Pulse partners, please make some time to meet with them. Your feedback and input supports their efforts to promote the Sacramento region's business success and job growth and may connect you to some resources you didn't know are available to you.

When asked to rate their local business climate, more than 86 percent of the employers with which the Metro Pulse partners conducted in-depth visits reported it as fair to excellent, again supporting the findings of the business walks (Figure 5). Furthermore, nearly 73 percent report the belief that the business climate is at least no worse today than it was five years ago; 26 percent actually report the belief that it is better (Figure 6).

A MORE COMPLICATED PICTURE

Admittedly, while 4,200 business visits is a very large number, it represents a relatively small portion of the six-county Sacramento region's nearly 81,000 businesses². However, when viewed together, the findings of the data analyzed by ADE, Inc., business walks, and in-depth Metro Pulse visits suggest that the experiences the Sacramento region's businesses

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FOLSOM
CITY OF FOLSOM



² Source: California Employment Development Department, Quarterly Census of Employment and Wages

For Office Use Only: _____



2011 IEDC EXCELLENCE IN ECONOMIC DEVELOPMENT AWARDS ENTRY FORM

Please complete this section for all entries.

Include 5 hard copies of the Entry Form and all supplemental information with your submission.

Organization: Sacramento Metropolitan Chamber of Commerce

Contact Name: Michael Faust, Sr. VP Public Policy & Advocacy

Email: mfaust@metrochamber.org

Project/Item Name: Metro Pulse Business Retention and Expansion

Category for Entry: Regionalism and Cross-Border Collaboration

Population Category (<25K, 25-200K, 200K-500K, >500K): (Choose One) >500K

Date Project Began: May 1 2007

Date of Completion (if applicable): N/A

For Entries in Categories 9 & 10, Enter Your Web Site URL: _____

PROJECT DESCRIPTION

*Please refer to the **Category Description and Judging Criteria Sheet** corresponding to your category when answering the following questions in the space provided.*

Select:

- ☐ Promotional Award Categories 1-8 – See Sheet A (page 9)
- ☐ Internet and New Media Categories 9-11 – See Sheet B (page 10)
- ☒ Program Award Categories 12-22 – See Sheet C (page 11-12)
- ☐ Partnership Award Categories 23-25 – See Sheet D (page 13)
- ☐ Leadership Award Categories 26-30 – See Sheet E (page 14)

Special Note: The below section is not required for the Leadership Award categories. Please complete a profile of the individual's achievements.

THIS SECTION IS INTENDED TO PROVIDE AN OVERVIEW OF THE PROJECT. PLEASE KEEP ANSWERS TO EACH QUESTION UNDER 200 WORDS. YOU MAY EXPAND ON THIS INFORMATION IN A SEPARATE PROFILE OF NO MORE THAN 3 PAGES, DOUBLE-SPACED.

1. Please provide a brief description of the project.

Metro Pulse is a partnership of eighteen public, private and non-profit partners in the 6-county Sacramento region. These partners have pooled cash and in-kind resources to maximize the cost effectiveness of our region's business retention and expansion efforts. The partnership is governed by a steering committee of the investors (partners), each of whom sign an intergovernmental cooperation agreement that specifies the protocols by which they must adhere.

Each partner receives a voting seat on the steering committee, which directs both the activities and the finances of the partnership. As the Managing Partner, the Sacramento Metro Chamber provides administrative support to the partnership, including management of the partnership's finances. All funds dedicated to the partnership's activities are accounted for separately from the general finances of the Metro Chamber.

Metro Pulse's activities are built upon a common communication and information tracking platform licensed by Executive Pulse, Inc., Erie PA. These activities fit into one of three categories designed to allocate the partnership's resources to their highest and best uses. These categories are: 1) preliminary outreach to our region's businesses; 2) in-depth assessments of individual business conditions; 3) provision of business development services to companies with identified impediments to growth and/or retention.

2. What is the goal or purpose of this project?

This partnership was formed to take advantage of the economies of scale that accrue when multiple agencies collaborate across regional boundaries. Their goal is to develop and implement business retention and expansion programs and projects that maximize the utility of the limited resources each partner has at its disposal for these types of activities. In doing so, they seek to increase the number of businesses they are able to visit and provide business retention and expansion services..

3. Who are the participants in this project? Who was involved in planning/implementation? Who is affected?

The following regional economic development agencies are partners in Metro Pulse: the Sacramento Metro Chamber; the Counties of El Dorado, Placer, Sacramento, and Yolo; the Cities of Sacramento, Folsom, Rancho Cordova, Roseville, West Sacramento, Lincoln, Woodland, and Davis; the Sacramento Municipal Utility District; Pacific Gas & Electric; Los Rios Community College District; Sacramento Employment and Training Agency; and, Applied Development Economics, Inc.

Through the partnership's combined capacity for grant-writing and sponsorship development, Metro Pulse has secured additional financial participation from the following public and private sector agencies:

☐ American Recovery and Reinvestment Act Grant funding through:

- i. Sacramento Employment and Training Agency
- ii. Golden Sierra Workforce Investment Board
- iii. Yolo County Workforce Investment Board

☐ Sponsors Included:

- I. Yolo Energy Watch, Waste Management, Woodland Healthcare, CTI and Brown and Caldwell

Metro Pulse has impacted both its client businesses and its partners alike. Selected examples are provided in the attached supplemental profile.

4. What has been the impact of the project? How effective has it been in furthering economic development in your community? Identify any tangible and/or intangible results and value added.

Metro Pulse launched its initial wave of activities in May 2007 with the adoption of the Executive Pulse software as the platform through which the partners manage their interactions with client businesses and track economic trends in their communities. At the same time they instituted a monthly forum in which the partners meet to discuss program's operations and development, as well as to address any protocol issues that may arise.

These two programs have catalyzed improved coordination and cooperation among the various economic and workforce development organizations within our 6-county region. They have fostered trust and a mutual focus on what's best for the client -- the companies that employ residents and make local investment decisions.

To address the issue of identifying companies that need assistance, the partners implemented the business walk outreach model, which facilitates approximately 200 face-to-face business visits in a single morning. Customizations to Executive Pulse, then streamline the process of setting up in-depth retention/expansion visits with individual companies.

The combination of these programs have also reduced the costs associated with pre-screening businesses; reduced staff time associated with preparing reports on local business conditions; and created opportunities for organizational improvements in their approaches to retention and expansion.

5. Is this project replicable or transferable? Can it be adapted for use in other communities? What lessons have been learned?

The Metro Pulse partnership and its various business retention and expansion programs are completely replicable in any region consisting of more than one municipality. All that is required is for each agency involved to recognize that, as regions, we are far more successful working across jurisdictional boundaries.

We have learned one critical lesson: the simplest strategies yield the most powerful opportunities to maximize the cost effectiveness of business retention and expansion activities. Business walks are a great example. It's a simple concept. Organize a group of volunteers to visit businesses. But, it has exponentially increased the number of businesses our region visits every year.

Partners such as the City of West Sacramento have fundamentally restructured their organizational approach to business retention and expansion, making business retention an inter-departmental activity throughout their entire organization. Each department designates one representative to coordinate with the City's business retention/expansion manager. These representatives are responsible for fielding the myriad informational and assistance requests generated through activities such as business walks. This activity is simple enough for any organization, but exponentially increases the internal resources the City puts at the disposal of their business retention and expansion manager – without hiring any additional staff.

6. In what ways is this project innovative or creative?

Metro Pulse does not rely on any singular approach or methodology in pursuing its mission. Nor does it rely on any approach that is overly complicated, expensive, or centralized. It engages the entire community in business retention and expansion. In doing so, it creates economies of scale that our region would never have seen otherwise.

7. Are there any other relevant details not covered above or specific to your category?

Since launching Metro Pulse in May 2007, the partners have conducted 8,145 face-to-face visits with existing regional companies. As they have expanded use of the business walk model and engaged in other business retention and expansion strategies they have increased their annual number of business visits every year. In 2007, they visited just over 450 businesses. In 2010 alone, they visited approximately 4,200.

CATEGORY DESCRIPTIONS AND JUDGING CRITERIA

A. PROMOTIONAL AWARDS

PLEASE REFER TO THIS SHEET WHEN COMPLETING THE PROJECT DESCRIPTION SECTION OF THE ENTRY FORM FOR A PROMOTIONAL AWARD.

These awards recognize innovative and effective marketing materials used for attracting, retaining and fostering business as well as communications vehicles used by economic development organizations.

Judging Criteria for Categories 1-8:

Promotional Awards will be judged by the following criteria:

- Effectiveness of the promotion
- Innovation/creativity
- Quality and completeness of information
- Contribution to the economic development profession

Descriptions:

1. General Purpose Brochure

A brochure introducing your state, province, community, region or area to prospects for industrial, commercial, retail, or general development opportunities. The most effective brochures create a positive image of the area for its quality of life and cultural, educational, or other attributes.

2. Special Purpose Brochure

A brochure designed for a special purpose, such as promoting an industrial park or other specific types of promotions.

METRO CHAMBER ECONOMIC IMPACT REPORT 2009

HEALTH CARE & BIOSCIENCES



Over several decades, the health care and biosciences industries have matured into a vital economic force within the Sacramento metro area.

These industries have shown significant growth, serving as a catalyst for new business development. At the industry's base are four not-for-profit health systems committed to serving Sacramento, Yolo, Placer and El Dorado counties through a wide variety of programs and services:

- Kaiser Permanente
- Sutter Health
- Mercy/CHW
- UC Davis Health System

Unique to this region is the strong collaboration that exists among the four health systems. For decades, they have collaborated on new initiatives to meet the ever-changing needs of the area. Their efforts have yielded such accomplishments as:

- An Interim Care Facility for homeless patients discharged from hospitals
- A web-based Community Needs Assessment (www.healthylivingmap.org)
- Founded CARES, Northern California's HIV/AIDS clinic, which achieved financial sustainability
- Expansion of nurse training capacity in partnership with Los Rios Community College District

What makes the region truly remarkable is the combination of these four health systems with a burgeoning network of innovative biosciences companies, which keep this industry cluster on the cutting edge. This network includes companies such as Volcano Corporation of Rancho Cordova, which

manufactures devices designed to diagnose and treat heart disease and Orthogenesis, Inc. of El Dorado Hills, which specializes in orthopedic surgical devices.

Building upon the lessons learned during the Sacramento Metro Chamber's Study Mission to San Antonio, the four health systems, along with **Burger Rehabilitation** and **Western Health Advantage**, are continuing their collaboration. They have partnered with the **Metro Chamber** to evaluate the impact the health care and biosciences industry cluster¹ has on our region's economy. To assist with the analysis, the Metro Chamber retained Applied Development Economics.²

This report details the findings of that analysis. In describing the impacts, the industry cluster is divided into two broad segments: core industries and supplier industries. The core industries include hospitals, medical and dental labs, and home health care facilities to name a few. The supplier industries include drug stores, medical service and health insurance, medical equipment rental and certain employment agencies. A complete definition of the health care and biosciences industry cluster can be found on the final page of this report.

¹Our health care and bioscience cluster includes commonly-considered functions (hospitals, medical and dental labs, life sciences R/D, etc.) as well as segments of industries that are foundational to the cluster's operations (medical equipment rental, data processing, insurance services, etc.).

²Applied Development Economics used the IMPLAN Impro Professional input-output model and CEW county employment database. Data for UC Davis Health System was provided directly by the health system. All data and charts are derived from these three sources.



total annual economic impact, the role of its supplier industries cannot be overlooked. Without these industry segments, the cluster would contribute less than \$20 billion to the region’s economy. While that is still a healthy contribution, the absence of \$14 billion annually would significantly impact our economic prosperity.

Figure 2 compares the direct impacts of the core and supplier segments relative to their industry purchases and employee spending impacts. The companies in the core industries contribute \$10.5 billion. The presence of the supplier industries means that the cluster’s direct impact is 70 percent greater than it would be otherwise. Also, without the supplier industries, the cluster’s industry purchases would be less than half of what they are currently and employee spending would be \$3.4 billion lower.

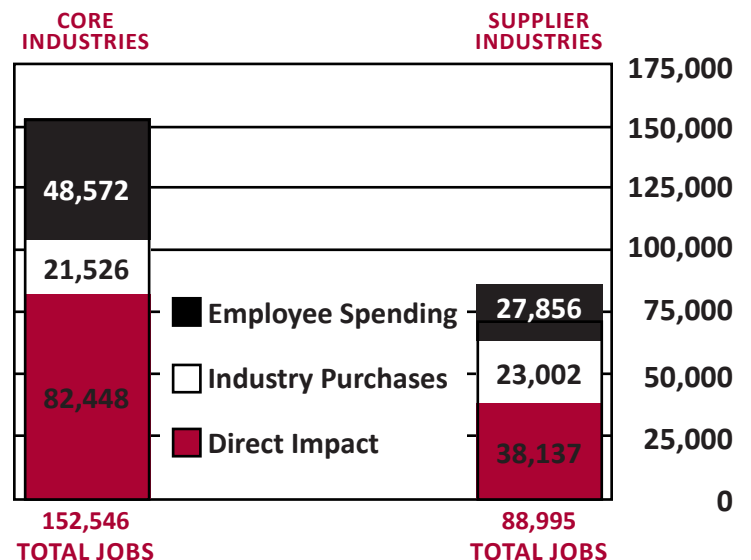
SUPPORTING MORE THAN 240,000 EMPLOYEES

In addition to the value of the economic activity that the cluster generates, the health care and biosciences industry significantly impacts regional employment. First and foremost, this includes employees hired by businesses within the cluster (Direct Impact). However, it also includes employees hired to meet the cluster’s demand for goods and services from businesses outside the cluster (Industry Purchases); and those hired to meet the household spending demand of the cluster’s employees (Employee Spending).

Businesses in the cluster directly employ more than 120,000 people. Through industry purchases and employee spending, the cluster supports approximately 121,000 additional jobs.

More than 60 percent of the cluster’s employment impacts are attributable to activities in the core industries. The employees hired by firms in the core industries account for

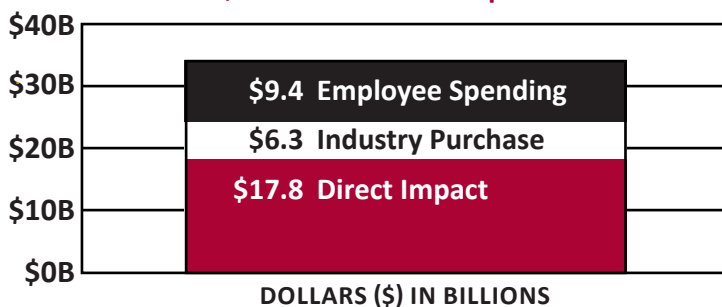
FIGURE 3: RELATIVE IMPACTS OF CORE AND SUPPLIER INDUSTRIES
Annual Employment Impacts



\$33.5 BILLION ANNUAL IMPACT

In 2007³, the health care and biosciences industry cluster had a \$33.5 billion economic impact in the Sacramento metro area. The industry cluster impacts our region’s economy in three distinct ways, as illustrated in Figure 1.

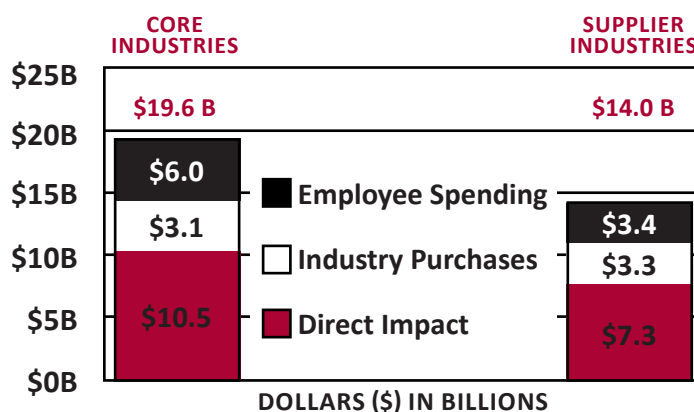
FIGURE 1: ANNUAL ECONOMIC IMPACT, 2007
\$33.5 Billion Total Impact



At its most basic level, the cluster contributes to our economy through the direct delivery of goods and services (Direct Impact). Second, its delivery of goods and services requires the purchase of certain other goods and services from businesses outside the cluster (Industry Purchases). Third, payroll paid to cluster employees adds discretionary income that can be spent by our region’s households (Employee Spending).

Though the core industries account for most of the cluster’s

FIGURE 2: RELATIVE IMPACTS OF CORE AND SUPPLIER INDUSTRIES
Total Economic Impacts



³ 2007 was the most recent year for which data was available to the level of detail required for this analysis.

approximately 34 percent of the total impact (over 82,000 jobs) as illustrated in Figure 3. Jobs directly employed by the supplier industries represent another 16 percent of the total (more than 38,000).

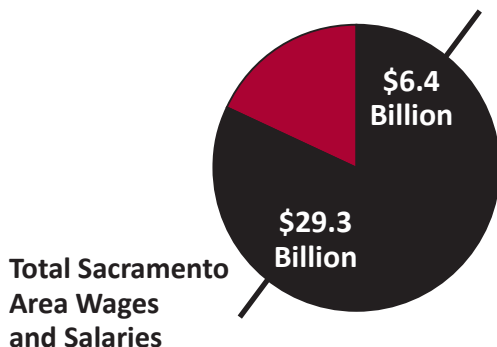
The relative number of jobs supported by the cluster's employee spending is nearly a third of the total and 58 percent greater than the jobs supported by the cluster's industry purchases. This is likely due to a relatively higher average wage paid by firms in the health care and biosciences industry cluster. This suggests that further investment in this cluster's growth could yield significant job growth throughout our region's economy.

PROVIDING 1/5 OF THE REGION'S PAYROLL

The cluster's employment impacts are two-fold. Not only does it create jobs, it adds wealth to our region's households through the wages and salaries it pays. In 2007, the cluster paid \$6.4 billion dollars to its employees—more than 20 percent of the Sacramento metro area's wages and salaries (\$29.3 billion), as illustrated in Figure 4.

FIGURE 4: REGIONAL WAGES/SALARIES, 2007

More than 1/5 of Sacramento Metro Area's Wages and Salaries from Health Care & Biosciences Cluster



In 2007, educational attainment, specialized skills and vocational training led to payroll of \$57,185 per employee. That is 34 percent higher than the Sacramento metro area average of \$42,738. Within the cluster, there is a clear difference between payroll impacts in the core and supplier industries. Both are well above the regional average, but the supplier industries outpace the core industries by approximately 16 percent. This difference implies that focused development of the supplier industries, in tandem with core industries, could yield regional employment gains well beyond the cluster itself.

HOSPITALS—HEART OF THE CLUSTER'S CORE

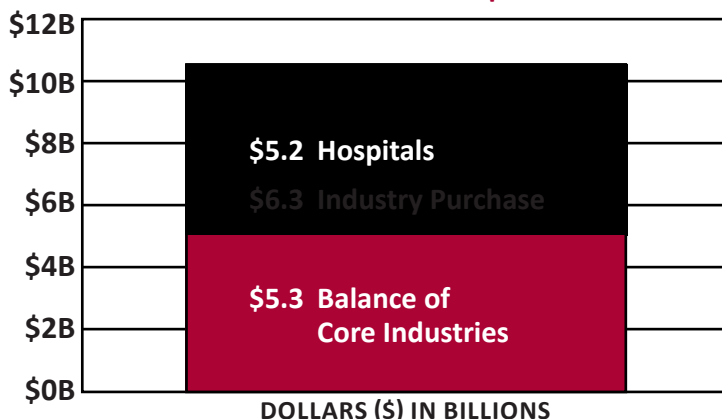
Among the cluster's core industries, none employs more than the hospitals. In total, this segment's 26,981 employees represented more than one-third of the core industries' employment in 2007. The only core industry segment to come close to matching that figure was medical doctors with 11,745

employees. The payroll per employee in the hospital segment also well-outpaced the core industry average with \$67,924 (hospitals) compared to \$54,225 (core industries).

Hospitals also account for around half of the core industries' direct impact in terms of the value of their goods and services. As illustrated in Figure 5, the rest of the core industries combine to just barely edge out the hospitals' impact.

FIGURE 5: DIRECT IMPACT OF HOSPITALS

\$10.5 Billion Total Impact



In efforts to develop a region's health care and biosciences industry, it is easy to fixate on the segments typically thought of as biotech. These are generally, and not incorrectly, associated with cutting edge technologies and high-paying jobs. Balanced and successful industry cluster development, however, requires that we not lose sight of the foundational role that hospitals play in our region's cluster.

ROOM TO GROW IN BIOSCIENCES

In 2007, the biosciences⁴ segment of our region's health care and biosciences industry cluster was relatively small, indicating a likely focus area for a cluster development strategy. The value of the goods and services it produced in 2007 was approximately \$1.1 billion and it employed 3,744 people. With a payroll per employee of \$55,276 per year, which slightly outpaces that of the core industries overall (\$54,225), focused development of this segment could yield significant returns to regional employment and economic prosperity.



⁴ Biosciences includes the industry segments listed under the following industry sectors: 1) Drugs, 2) Medical Instruments and Supplies and 3) Medical and Dental Laboratories. See back cover for details.

Industry Cluster Definition

CORE INDUSTRIES

DRUGS

- 325411 Medicinal and Botanical Manufacturing
- 325412 Pharmaceutical Preparation Manufacturing
- 325413 In-Vitro Diagnostic Substance Manufacturing
- 325414 Biological Product (except Diagnostic) Manufacturing

MEDICAL INSTRUMENTS AND SUPPLIES

- 339111 Laboratory Apparatus and Furniture Manufacturing
- 339112 Surgical and Medical Instrument Manufacturing
- 334510 Electromedical and Electrotherapeutic Apparatus Manufacturing
- 339113 Surgical Appliance and Supplies Manufacturing
- 339999 All Other Miscellaneous Manufacturing
- 339114 Dental Equipment and Supplies Manufacturing
- 334517 Irradiation Apparatus Manufacturing
- 334516 Analytical Laboratory Instrument Manufacturing

OPHTHALMIC GOODS

- 339115 Ophthalmic Goods Manufacturing

MEDICAL DOCTORS

- 621111 Offices of Physicians (except Mental Health Specialists)
- 621112 Offices of Physicians, Mental Health Specialists
- 621491 HMO Medical Centers
- 621493 Freestanding Ambulatory Surgical and Emergency Centers

DENTISTS

- 621210 Offices of Dentists

OTHER HEALTH PRACTITIONERS

- 621310 Offices of Chiropractors
- 621320 Offices of Optometrists
- 621391 Offices of Podiatrists
- 621330 Offices of Mental Health Practitioners (except Physicians)
- 621340 Offices of Physical, Occupational and Speech Therapists, and Audiologists
- 621399 Offices of All Other Miscellaneous Health Practitioners

NURSING AND PERSONAL CARE FACILITIES

- 623110 Nursing Care Facilities
- 623210 Residential Mental Retardation Facilities
- 623311 Continuing Care Retirement Communities

HOSPITALS

- 622110 General Medical and Surgical Hospitals
- 622210 Psychiatric and Substance Abuse Hospitals
- 622310 Specialty (except Psychiatric and Substance Abuse) Hospitals

MEDICAL AND DENTAL LABORATORIES

- 621511 Medical Laboratories
- 621512 Diagnostic Imaging Centers
- 339116 Dental Laboratories

HOME HEALTH CARE SERVICES

- 621610 Home Health Care Services

OTHER HEALTH AND ALLIED SERVICES

- 621492 Kidney Dialysis Centers
- 621410 Family Planning Centers
- 621420 Outpatient Mental Health and Substance Abuse Centers
- 621498 All Other Outpatient Care Centers
- 541430 Graphic Design Services
- 541922 Commercial Photography
- 621991 Blood and Organ Banks
- 621999 All Other Miscellaneous Ambulatory Health Care Services

RESIDENTIAL CARE

- 623220 Residential Mental Health and Substance Abuse Facilities
- 623312 Homes for the Elderly
- 623990 Other Residential Care Facilities

SUPPLIER INDUSTRIES

INDUSTRIAL CHEMICALS

- 325188 All Other Basic Inorganic Chemical Manufacturing
- 325998 All Other Miscellaneous Chemical Product and Preparation Manufacturing
- 325120 Industrial Gas Manufacturing
- 325199 All Other Basic Organic Chemical Manufacturing

MISCELLANEOUS PLASTICS PRODUCTS

- 326113 Unlaminated Plastics Film and Sheet (except Packaging) Manufacturing

SEMICONDUCTORS AND RELATED DEVICES

- 334413 Semiconductor and Related Device Manufacturing

OPTICAL INSTRUMENTS AND LENSES

- 333314 Optical Instrument and Lens Manufacturing

OPHTHALMIC GOODS

- 423460 Ophthalmic Goods Merchant Wholesalers

DRUGS, PROPRIETARIES AND SUNDRIES

- 424210 Drugs and Druggists' Sundries Merchant Wholesalers
- 446110 Pharmacies and Drug Stores
- 446120 Cosmetics, Beauty Supplies, and Perfume Stores
- 446191 Food (Health) Supplement Stores
- 446199 All Other Health and Personal Care Stores

OTHER ELECTRONIC COMPONENTS

- 334419 Other Electronic Component Manufacturing

WHOLESALE TRADE

- 425120 Wholesale Trade Agents and Brokers

MEDICAL SERVICE AND HEALTH INSURANCE

- 524113 Direct Life Insurance Carriers
- 524114 Direct Health and Medical Insurance Carriers
- 524130 Reinsurance Carriers
- 525190 Other Insurance Funds

INSURANCE AGENTS, BROKERS AND SERVICE

- 524210 Insurance Agencies and Brokerages
- 524291 Claims Adjusting
- 524292 Third Party Administration of Insurance and Pension Funds
- 524298 All Other Insurance Related Activities

MEDICAL EQUIPMENT RENTAL

- 532291 Home Health Equipment Rental
- 532490 Other Commercial and Industrial Machinery and Equipment Rental and Leasing

EMPLOYMENT AGENCIES

- 541612 Human Resources Consulting Services
- 561310 Employment Placement Agencies

DATA PROCESSING AND PREPARATION

- 518210 Data Processing, Hosting, and Related Services

ELECTRICAL REPAIR SHOPS, NEC

- 811219 Other Electronic and Precision Equipment Repair and Maintenance

PROFESSIONAL ORGANIZATIONS

- 813920 Professional Organizations

COMMERCIAL PHYSICAL RESEARCH

- 541710 Research and Development in the Physical, Engineering, and Life Sciences

NONCOMMERCIAL RESEARCH ORGANIZATIONS

- 541720 Research and Development in the Social Sciences and Humanities

METHODOLOGY: For a copy of ADE's methodology, please contact the Metro Chamber at (916) 552-6800.

PRODUCED BY

SACRAMENTO REGION'S HEALTH CARE & BIOSCIENCES COLLABORATION

