

AURORA ECOSYSTEM REVIEW & BEST PRACTICES



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Date:

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Executive Summary

In September 2023, leaders from Aurora's public and private sectors convened to discuss ways to enhance the city's support for its business community and bolster Aurora's growth and competitiveness. They decided to undertake a study reviewing six organizations and the Mayor's Office of Economic Development (MOED) to understand how other metropolitan business organizations and economic development ecosystems are structured and to offer recommendations for Aurora's business community.

The organizations invited to participate were:

- Aurora Area Convention & Visitors Bureau
- Aurora Downtown
- Aurora Hispanic Chamber of Commerce
- Aurora Regional Chamber of Commerce
- City of Aurora, Mayor's Office of Economic Development
- Invest Aurora
- Quad County African American Chamber of Commerce

A committee was formed, consisting of the presidents, board chairs of each organization, and leaders from City Hall. In the first meeting, it was agreed that Aurora, as Illinois' second-largest city, was not performing to its potential and there was room for improvement. Participants identified areas for potential collaboration, laying the groundwork for a new structure.

MOED and the six organizations were asked to respond to an extensive request for information. All but the Aurora Hispanic Chamber of Commerce, which opted out, provided responses. Section One of the report outlines the mission, goals, staffing, and programming of the compliant organizations.

Over four months, the committee held numerous Zoom meetings with leaders from business organizations and chambers of commerce across the country. The report includes best practices learned from six of the nine researched metros.

For instance:

- Lafayette, Indiana: With a population of about 72,000 and a \$2.5 million budget, it has strong talent attraction efforts and focuses on manufacturing careers for students.
- Nashville: A robust organization with many awards, serving as a model for building core units in Aurora's new organization.
- Tulsa: Published a summary of its "Intercity Visits Key Takeaways," providing a guide for visiting different cities.
- Williamson, Inc.: A Tennessee chamber and economic development group with a population of 260,000 and a \$3 million annual budget.
- Sioux Falls: With a population of approximately 200,000 and a five-year \$16.5 million budget, it provides an excellent example of a fundraising cabinet and metrics for business growth goals.

EXECUTIVE SUMMARY CONTINUED

Business organization and economic development ecosystems generally follow one of three structures:

1. Independent operation of organizations (current model in Aurora).
2. Independent chamber and economic development groups under an umbrella organization responsible for capital campaigns (e.g., Sioux Falls, SD).
3. A merged model where business organizations and chambers operate as one entity.

The report recommends merging three of the six participating organizations—Invest Aurora, Aurora Regional Chamber of Commerce, and Aurora Downtown—under a new name, raising additional funds, and executing transformational initiatives. These organizations were chosen for their direct work with the business community, synergistic missions, stakeholder engagement for business attraction, expansion, and retention, contribution to market research, stronger grant application narratives, coordinated calendars, and need for additional resources.

A not-for-profit law specialist advised that the most streamlined merger approach would involve keeping all three legal structures intact. The Aurora Area Chamber, a 501(c)(6), would serve as the administrative arm, handling payroll and expenses. Invest Aurora's 501(c)(3) status would facilitate grant awards and donations, while Aurora Downtown's 501(c)(4) status would continue to collect SSA tax funding. Operating agreements would ensure funds from the C3 and C4 are transferred to the C6 for operating expenses.

All current board members would be invited to continue their service. The existing C3 and C4 boards would each retain three directors, with other directors transferring to the C6. An executive committee, comprising at least one member from each C3 and C4 board and additional members from the C6 board, would meet monthly. The C6 board would meet quarterly, and the C3 and C4 boards would meet annually or as needed.

An additional section of the report includes data from the Federal Reserve Bank of Chicago (FRBC). The FRBC's "Peer City Identification Tool" (PCIT) benchmarked Aurora in resilience, equity, housing, and outlook, comparing it with aspirational cities like Irving, TX, and Scottsdale, AZ. Strategies for Aurora's evolution can be gleaned from these cities.

Finally, the exhibits section includes dues structures from several organizations for funding comparisons.

Part One:

A REVIEW OF AURORA'S
BUSINESS ASSOCIATION
ECOSYSTEM

Aurora Ecosystem Selected to Study

Organizations Involved:

- City of Aurora
- Aurora Area Convention & Visitors Bureau
- Aurora Regional Chamber of Commerce
- Aurora Downtown
- Aurora Hispanic Chamber of Commerce*
- Invest Aurora
- Quad County African American Chamber

*Did not respond to requests for information

Cities and Counties Researched

Combined	Not Combined
Charlotte, NC Lafayette, IN Nashville, TN Tulsa, OK Williamson, INC., TN	Boise, ID Fort Worth, TX Jacksonville JAX, FL Sioux Falls, SD

MAYOR'S OFFICE OF ECONOMIC DEVELOPMENT (MOED)

The "Mayor's Office of Economic Development" (MOED) was established in 2018. MOED is charged with shaping and implementing well planned and inclusive economic growth throughout the city. It works in tandem with other city departments and closely with key stakeholders, and other groups that foster economic prosperity. MOED assimilates well-defined and forward-thinking goals of the administration then strategically plans and executes them in ways that benefit all Aurorans.

Key responsibilities include:

- Connect well-conceived planning with time-sensitive implementation.
- Recognize and nurture powerful synergies that stem from partnerships and work to align these interests and actions to create winning outcomes.
- Understand markets and sub-markets.
- Work with our business community to advance Aurora's reputation as a jurisdiction that understands and respects the challenges of starting, operating, expanding, or relocating a business.
- Work to understand the financial and long-term impacts of all initiatives, plans and proposals.
- Seek creative financing solutions.
- Understand Aurora's rich history, natural beauty and diverse and proud population.
- Believe that maintaining the City's unique character is paramount and must be maintained.
- Strive to utilize the City's core strengths – business, cultural, educational and humanitarian – and further position them to enhance our collective quality of life.
- See economic development as a way to create more and better employment opportunities and protect our environment.
- Assure that the city's investment in fiber optic infrastructure will create more smart and inclusive growth throughout the city.

MOED KEY SUCCESSES

Old Copley Hospital

The former Copley Hospital is located on 9-acres at 301 Weston Avenue just south of Downtown Aurora. When it opened in 1888, the hospital was the first in Aurora, and it remained the only hospital in Aurora until 1900. The building underwent several additions and expansions over time, both to add more space and to help modernize the hospital's practices. The hospital was closed and replaced by the new Rush–Copley Medical Center in 1995. Since that time, the over 300,000 square foot building sat vacant falling into disrepair.

In 2018 the Aurora City Council unanimously approved an agreement for environmental cleanup and related remediation. The hospital was added to the National Register of Historic Places on April 18, 2019. In November 2019, after sitting vacant for 25 years the Aurora City Council approved a monumental agreement with Fox Valley Developers LLC and Kluber Architects, a private development group, to redevelop the property into a mixed-use development. The project known as Bloomhaven contains Weston Bridges – a 53-unit single-bedroom residential community for people with intellectual, cognitive and developmental disabilities, new East Aurora School District Administration Offices, and a new Fox Valley Park District community park. A new bakery is now under construction in one of the oldest buildings on the campus. Most recently, in May 2023 the Council approved loaning Fox Valley Developers funds to build out a space for VNA Health Care. This will bring back medical and health care services into the community for the first time in decades.

Relocation of the Hollywood Casino

Construction is underway by PENN Entertainment group to relocate the current Aurora Hollywood Casino from a floating barge on the Fox River to a land based location just north of the Farnsworth Avenue interchange with Interstate 88. The \$360 million casino resort will include 950 gaming positions, a Sportsbook, a 220-room hotel, bars and restaurants, a spa, and a 10,000-square-foot event center.

MOED KEY SUCCESSES

Former Todd and Lincoln Schools

In January 2022 the City Council approved an agreement with private developers Fox Valley Apartments, LP to acquire the former Mary A. Todd elementary school and the old Lincoln Elementary School. The agreement called for both buildings to be repurposed into workforce housing units. In 2024 both buildings were completed offering 58 new housing units. The Todd Elementary site, at 100 Oak Ave., features one-, two- and three-bedroom apartments, a laundry room, a community room, a computer lab and private, off-street parking. Grounds will also be home to a VNA Health care clinic.

John C. Dunham Aurora Arts Center and Artisan Lofts

In 2017, the Community Builders, a national non-profit real estate developer, partnered with the City of Aurora and Paramount Theatre to create 38 new affordable artist-preference apartments (Artisan Lofts), a school of the arts (Paramount School), theater rehearsal spaces (Paramount Theatre rehearsal spaces), and a future restaurant housed within 80,000 square feet in two beautiful historic buildings. The project was completed in 2020. The Aurora Arts Center received a 2020 Landmarks Illinois Richard H. Driehaus Foundation Preservation Award for Adaptive use.

Lofts on Broadway

In 2018, Urban Equities, a private developer from Rockford, IL, purchased the historic Terminal building in the heart of Downtown Aurora. Built in 1905, the Terminal Building functioned as Hotel Arthur, which accommodated travelers on the Fox River. The Aurora, Elgin and Chicago Railroad relocated its headquarters to the six-story building in 1915. Renamed the Traction Terminal Building, the buildings first floor served as a waiting area and diner, while the upper floors were occupied by professional tenants. The building sat vacant for over 40 years!

In 2021, after years of construction, Urban Equities, in partnership with the City of Aurora renovated the building into a mixed-use development that includes 20 high-quality apartments and space for a future ground floor restaurant or retail space.

MOED KEY SUCCESSES

Fox Valley Mall Redevelopment

A project of regional importance! The Fox Valley Mall, located on Route 59, is a traditional shopping center that began in the 1970s. It has served generations of Aurora area residents and visitors. Due primarily to changing shopping habits including on-line shopping the mall saw two of its four anchors close but now it is in the midst of a rejuvenation. The redevelopment project reflects a commitment to adapt to today's evolving retail landscape. Fox Valley Mall seeks to create a diverse community by offering exceptional amenities, innovative outdoor spaces, and new retail and dining options.

Phase 1: The owners of the Mall - Centennial Group - have partnered with nationally renowned architecture firms, Atlantic Residential and Focus, to build a 304-unit luxury apartment project on the property's former Sears site. The first complex on the property, named the Lumen of Fox Valley, opened in November 2022.

Phase 2: In 2021, a new senior project consisting of approximately 212 units was approved by City Council. At this time, the developer is still working on obtaining financing but expects construction to begin later this year.

Phase 3: In 2024, the third phase of residential at The Fox Valley Mall began construction. . This phase will bring an additional 323 apartment homes with dedicated amenities, including a pool deck and resident lounge to the mall. This redevelopment project has created approximately 400 new construction jobs and full-time staff.

Keystone Building

The Keystone Building in Aurora, Illinois is a building from 1922. It was listed on the National Register of Historic Places in 1980. The structure is one of two buildings on Stolp Island designed by George Grant Elmslie, the other one being the Graham Building.

In 2019, Urban Equity Properties held a groundbreaking ceremony to mark construction of the Keystone Building Lofts, an \$11 Million, multi-unit redevelopment of the historic Keystone Building at 30 S. Stolp Avenue in downtown Aurora. Completed in 2020, the new Keystone Lofts, the ground level is comprised of retail spaces and the upper three floors include 33, one-bedroom luxury apartments.

MOED KEY SUCCESSES

Craft Urban Restaurant

Craft Urban Restaurant opened at 41 S. Stolp Avenue in 2022 on Stolp Island in Downtown Aurora. Mr. Bernie Laskowski, an Aurora resident, built upon the success of his Craft Urban restaurant located in Downtown Geneva, Illinois, which opened in 2017, by bringing Craft Urban to Aurora! Craft Urban brings an inventive and accessible menu of seasonal American Cuisine. The new restaurant fills a long vacant building and includes an outdoor dining area on the former demolished corner parcel.

Lindsay Windows

Another example of the City of Aurora filling a long vacant big box store! In 2020 a prominent manufacturer of windows purchased a former Cub Foods grocery store on the west side of the City near Orchard Road. Lindsay Windows is a family-owned business that has been in operation for over 70 years. In 2022, the business began operating in the long vacant store with nearly 300 jobs. They also plan to add additional new retail to the front of the building near Constitution Avenue.

Hobbs Building

In 2018, Aurora City Council approved a \$13 million redevelopment agreement for the long vacant historic Hobb's Building in Downtown Aurora. The deal with the locally based JH Real Estate Partners LLC, to renovate the 126-year-old building, at Galena Boulevard and River Street, and two buildings next to the project were completed in 2022. It includes a combination of fully-leased apartments on the upper floors with three ground floor restaurants under construction. The agreement saved the building that many thought would end up being torn down, despite being on the National Register of Historic Places. Several years ago, the organization, Landmarks Illinois, listed it as one of the most endangered historic buildings in Illinois.

80 South River Street

Local private developers, Fox Valley Developers, purchased the long vacant former West Aurora School District Administration Office in 2019. Fox Valley Developers renovated the first floor for offices and the second floor for apartments, including masonry restoration, roof repair, window replacement, glass block window replacement with new storefront windows, replacement of some windows with non-vision glass, and new metal balconies. Not only has the project been an incredible example of adaptive reuse but it has also been extremely successful. The residential units were fully leased before the project was completed and continue to be fully rented today. The ground floor retail is also fully leased with Kluber Architects and Wyckwood House.

AURORA AREA CONVENTION AND VISITORS BUREAU

Certified by the State of Illinois, the Aurora Area Convention and Visitors Bureau (AACVB), a 501c6, is a private, nonprofit organization dedicated to marketing and promoting the region as a premier overnight destination. The goal of the AACVB is to enhance the economic and environmental well-being of the region comprised of ten communities: Aurora, Batavia, Big Rock, Hinckley, Montgomery, North Aurora, Oswego, Plano, Sugar Grove and Yorkville.

The funding model includes local hotel/motel tax, State match and additional grants. Currently, Aurora provides approximately 20% of the total revenue and the remaining communities collectively contribute approximately 30% with the remaining funding coming from tourism grant dollars.

The AACVB four primary responsibilities:

1

Encourage groups to hold meetings, conventions, tradeshows, sporting events and group travel in ten communities.

2

Assist groups with meeting preparations in advance and during their arrival.

3

To encourage individual recreational travelers to visit and enjoy the historic, cultural, retail and local dining.

4

Collaborate with travel writers and all members of the media to experience the fruits of the scenic Fox River Valley---one of Illinois' most vibrant regions---and to share this knowledge with a large circulation of readers.

CONVENTION BUREAU

Given the region's current facility assets, the focus is on sports tournaments as the primary group bookings market. Stuart Sports Complex alone hosts about 35 events a year. They have tournaments just about every weekend during the season: April – October. Great Lakes Volleyball Center hosts about 6-8 competitive events a year.

For several years, the Puma Showcase soccer event has been held at Stuart and is one of the largest events at the complex. Stuart also has sports planners who host events on a regular basis that were originally introduced to the complex through the AACVB. Companies such as Gameday, JP Sports and Perfect Game host several weekend tournaments throughout the season bringing hundreds of competing teams to the region.

While there are several events in the bidding stage, new events scheduled for 2024 secured by the AACVB, include the Midwest Plains Volleyball and Parallax Soccer Chicago.

While the Stuart events are not specific to Aurora, as the complex is considered Montgomery, hotels and businesses in Aurora and surrounding communities benefit from the visitors at Stuart.

The AACVB uses the "Aurora Go Guide" to encourage individual recreational travelers to visit and enjoy the historic, cultural, retail and local dining in the region. The 2023 issue of the Aurora Area Go Guide was recognized with a Best Printed Collateral honor at the recently held Illinois Governor's Conference on Tourism held in Peoria. The recognition honors those printed promotional marketing tools that promote a destination or visitor attraction. The AACVB was honored in the Budget A category for those organizations with budgets over \$750,000. The regional Go Guide serves as the primary lure piece to entice visitors to the region and serves as a resource for those in-market visitors.

The AACVB is also very proud this year of one of its own. Brad Banks, sports sales manager, was named an Industry Leader/Who's Who in the March/April 2024 issue of Sports Destination Management magazine. He is one of 16 nationwide to be named.

While CVB is the traditional name of this type of organization, as noted by the magazine title in the paragraph above, many are moving to the term Destination Management (or Marketing) Organization - DMO, rather than CVB.



AURORA DOWNTOWN

Aurora Downtown is the oversight organization for Aurora’s downtown Special Service Area One (SSA1) or BIN – Business Improvement District -- with a property base in 2024 of 417 PINs. Aurora Downtown was established in 1975 and will be celebrating its 50th Anniversary in 2025. Governed in 2024 by a 20-member Board of Directors, the 501c4 organization focuses on supporting the Property Owners, Business Owners, and Residents within the SSA1 downtown district and reaches beyond the SSA1 border for more inclusivity of the greater downtown stakeholders. The standing committees are Finance, Governance, and Marketing with specialty committees which may be formed as needed. The specialty committees currently include BAR (Business Attraction and Retention), Streetscapes, and Events.

Aurora Downtown was established to improve, redevelop, and assist in growing the economic viability of downtown. The driving force is making downtown Aurora a premier destination for business across arts, culture, entertainment, dining, shopping, living, and working.

Additionally, in partnership with the Mayor’s Office of Economic Development and Invest Aurora, the organization is actively developing a retail attraction target strategy to reduce vacancy rates in the SSA1 and strengthen retention rates.

Aurora Downtown utilizes multiple marketing channels and partnerships to target its various audiences including in-market events and business meetings, social media, print, radio, targeted email campaigns, its website, on-site events, featured articles, and press interviews. Coverage areas include the SSA1 district, bordering cities of greater “Auroraland,” a broad reach via its FB following -- which is approaching 24k, a strong following on IG, and an ever-growing targeted following on LinkedIn. Aurora Downtown is also leveraging the City Of Aurora’s social media connections via FB and its consumer text base channel. It also teams with other special interests and local key stakeholder groups to cross promote businesses, actions, and activities in the downtown area. There is a continued synergy between Aurora Downtown, Invest Aurora, and the Aurora Regional Chamber of Commerce as all three groups collaborate in working with businesses to promote attraction, expansion, and retention. Aurora Downtown and the Aurora Chamber share a mission of engaging business owners, and they operate in making Aurora robust and dynamic. As these organizations continue to mature, many strong points and opportunities exist for additional collaboration.

MISSION:

“We are positively charged with growing downtown Aurora and sharing the depth of its offerings and boundless potential.”

- As the downtown nonprofit organization formed to support property owners, business owners, partnering organizations, and community members, we give compelling reasons to visit, return, stay and fall in love with downtown Aurora: vibrant energy, diverse businesses, storied history, grand architecture, boundless potential, and an edgy individuality that makes us unapologetically us.
- For business owners, this means exploring their goals, increasing pedestrian traffic, providing support and resources to maximize revenue, and sharing their stories.
- For property owners, this means raising awareness, inviting them to be part of the downtown transformation, and creating a happy place for tenants.
- For government and partnering organizations, this means Shared Stewardship so we work across differences to create an impact.
- For community members, this means welcoming them to a “real” downtown through remarkable experiences, a beautiful and safe downtown, and easy-to-find digital content.

VISION:

Aurora Downtown envisions a thriving downtown where entrepreneurs grow dreams, people feel comfortable being themselves, and culture and historical preservation are revered. Aurora is a real downtown that is unapologetically local.

VALUES:

Values include being bold; one city open to all. Reimagining local while honoring history to create real impact for Aurora’s downtown.



THE AURORA REGIONAL CHAMBER OF COMMERCE

Aurora's first Chamber of Commerce was established in 1906. Since then, the Chamber has been working effectively for the civic, commercial and industrial welfare of the entire community.

In the early 1980's, the Chamber established a committee of chamber members to focus on increasing tourism within the area. This committee was the forerunner of today's Aurora Area Convention and Visitors Bureau. Also, during the 1980's, in partnership with the City of Aurora, the Aurora Chamber established the Aurora Economic Development Commission. Its goal was to bring industrial and commercial development to grow the economy.

The Chamber was accredited by the U.S. Chamber of Commerce as a 5-star chamber in 2012, 2017 and 2022. This accreditation is a distinction earned by only 1% of the nearly 7000 chambers in the United States.

In 2020, the Chamber rebranded its logo and colors to reflect a more modern design that better reflects today's technological and digital world. The circular brand mark takes inspiration from the definition of the word aurora, small lights in the sky, along with the idea of connection and working together.

With almost 500 members, the Chamber's footprint includes Kane, Kendall, DuPage and Will counties. Dues range from \$349-\$1800 per year.

Currently, the Chamber has a full-time Interim CEO, 5 part-time staff members including a Director of Communications, a Finance Specialist, Sales & Marketing Specialist, Member Engagement and Marketing specialist and an Office Support Specialist as well as 1 contracted employee which serves as an Education Facilitator. Its fiscal year ends September 30.

The Chamber marketing is done via various social media outlets, LinkedIn, Instagram, Facebook, and Google. Direct marketing is done via phone calls, site visits and through the Board of Directors, and Associate Board (of young professionals), Ambassadors and LeadHER Committee. The planned marketing expense is approximately 12% of the annual budget. CRM tools are used for tracking and marketing.

THE 2024 SCHEDULE:

a. Networking

- i. LeadHER Socials (5x a year)
- ii. Coffee and Connections (monthly)
- iii. Business After Hours (monthly)
- iv. Golf Outing (August)
- v. Business Excellence Awards (May)
- vi. New Year Kickoff Party (January)

b. Broadcasting

- i. Good Morning Aurora, Podcast (monthly)

c. Government Advocacy

- i. Quarterly with City of Aurora, State of the City
- ii. Biannual with Village of North Aurora
- iii. Legislative Luncheon (September)

d. Educational Programming

- i. In the Know Lunch & Learn (monthly)
- ii. Pathways to Prosperity Program
- iii. LeadHER Speaker Series (3x a year)
- iv. Innovation DuPage Partnership
- v. WBDC Partnership
- vi. Leadership Academy (1x year)
- vii. Super-Worker to Supervisor (2x a year)

e. Special Events

- i. Black History Month (February)
- ii. Women's History Month (March)
- iii. Asian Community Events (February, May, September)
- iv. Hispanic Heritage Month (September)
- v. Southeast Asian Events (August, November)



INVEST AURORA

Economic development public/private partnerships serve as a bridge connecting businesses and the government. Economic development professionals guide business owners through processes to start businesses, grow businesses and choose land or real estate. Many business owners benefit from assistance with understanding local, state and government guidelines, zoning laws, finances and more. These resources help businesses, which in turn, revitalize communities, increase employment rates and grow local economies. Local economic development organizations support businesses allowing them to succeed in their own cities.

Established in 2005, Seize the Future Foundation, a 501(c)3 doing business as "Invest Aurora," is a public/private economic development partnership dedicated to expanding economic opportunities in Aurora. It works to increase Aurora's economic vitality by attracting, retaining, and promoting businesses within the City of Aurora. This includes commercial, industrial, retail, and mixed-use development that brings value to the residents and reflects the dynamic and diverse nature of the city.

Invest has helped grow the economy by establishing a proactive partnership with the Mayor's Office of Economic Development(MOED) leading to a renewed business attraction strategy with associated marketing collateral. Invest Aurora continues to act on behalf of the City as a blind agent in the city's efforts to assemble properties for eventual development.

There are currently four full-time employees: CEO, Data, Site Selection Specialist, Director of Business Attraction, Marketing & Operations Manager.

The focus areas include:

- 1 Business Attraction/Retention/Expansion
- 2 Marketing/Outreach
- 3 Data Analytics
- 4 Financial Services

INVEST AURORA SUCCESSES:

Growing the Aurora Economy

Hosting business owners and operators at Leadership Breakfasts and other meetings.

Providing Grants to Local Businesses

Over the 2020-2024 period, approximately 196 grants awarded totaling more than \$6m.

Publishing Data Driven Reports

Most recently, Invest Aurora published "Aurora Works" in January 2024. It is a 6-year overview of the Aurora, IL workforce. In addition, Invest contracted with an outside firm to conduct an Occupancy Study detailing occupancy levels and occupant industries in 6 major commercial corridors. An interactive dashboard is now available allowing for end users to analyze occupancy rates and industry trends on a micro and macro level.

GRANTS:

Over the 2020-2024 period, approximately 196 grants have been awarded.

An EDA Revolving Loan Fund that specifically targets underserved businesses that cannot secure traditional financing. In 2023-2024, Invest Aurora has provided over \$2.2M to 12 underserved Aurora Businesses.

Invest Aurora works closely with the State of Illinois to promote and administer a Back to Business grant fund to underserved businesses. Over \$4M in grant funds have been distributed.

Previously, in 2021-2022, during Phase I, 121 grants were awarded totaling \$4 million and in 2023-2024, 29 grants were awarded totaling \$1 million.

In 2020, 46 grants totaling \$825,000 was awarded through the Stable Fund Grant Program (this was a city funded project that utilized CDBG funds to support businesses immediately impacted by Covid.)



QUAD COUNTY AFRICAN AMERICAN CHAMBER OF COMMERCE

In February 1993, several African American business owners began meeting to discuss ways to increase the number of African American businesses and help existing businesses. The decision was made to form a Chamber of Commerce that would focus on issues relevant to African American businesses and pave the way to an eventual partnering with other chambers that were in existence at that time.

In the 31 years of the Chamber's existence, many African American businesses have been helped through workshops, seminars, grants, loans and scholarships to African American high school and college students. The Chamber has evolved from covering just the City of Aurora to now serving the counties of Kane, Kendall, DuPage and Will. With this growth, the name of the Chamber has changed as well as its logo. One key element of the Chamber has stayed constant and that is its mission and vision.

MISSION:

To enhance the commercial environment and improve the marketing opportunities that result in high performing profitable African American businesses in the Quad Counties.

VISION:

To be the preferred organization that African American businesses seek for leadership and support in developing, building, and growing their business in the Quad Counties.

The focus areas include:

1

Networking

2

Education

3

Visibility to help grow a business bottom line

Impactful Programming:

The QCAACC believes young people are the future of growth a vitality in the African American community. The organization holds signature scholarship fundraisers so that we can provide financial assistance to college students, encouraging them to complete their education and eventually start their own business that contributes to the nation’s economy. Some of our signature events include:

-Annual Scholarship Jazz Brunch Awards Celebration

A southern cuisine brunch, live jazz performance and networking are just some of what attendees’ experience.

-Quarterly Lunch & Learn Series Continues

Various QCAACC businesses host a speaker covering topics important to business owners. Some of the topics include social media, financing, access to capital, construction bidding assistance, and business succession strategies.

-Business After Hours Networking Events

Either before the workday begins or after hours, these networking events have paved the way for many of our members to connect with familiar associates or meet new ones in settings that suits their schedules. “I don’t believe any business owner should operate in a vacuum,” stated one Chamber member recently. “Get out and meet people!”

-Annual Quad County Golf Classic Scholarship Fundraiser

Besides being a great way to get exercise, our golf outing has allowed us to raise more funds for scholarships.

Successes:

The QCAACC is a conduit to opportunities presented by businesses such as Hollywood Casino-Aurora. In June of 2023, Hollywood contacted the Chamber for assistance with a contractor. The connection was made with QCAACC member, RU Current Electric based in Aurora. Mr. Carl DeJohette submitted a bid for the work Hollywood and developed a great working relationship that continues today.

The QCAACC celebrates its role enhancing the commercial environment and improving the marketing opportunities that result in high performing profitable African American businesses in the Quad Counties.



Save The Date

QUAD COUNTY GOLF CLASSIC

SCHOLARSHIP/FOUNDATION FUNDRAISER

AUGUST 9, 2024

FOX BEND GOLF COURSE

3516 US-34

Oswego, IL 60543

www.quadcountyaachamber.org



Part Two:

LESSONS LEARNED FROM
BEST PRACTICE
OUTREACH

BOISE VALLEY ECONOMIC PARTNERSHIP

Reason For Inclusion:

Boise is an example of economic development and business organizations (Chamber) operating individually yet sharing staff/services. Boise, Idaho is in the top five rankings in the Milken Institute “Best Performing Cities 2023” report because of its rapid job, wage and workforce growth. Its population has grown 22% between December 2011 and December 2021. Boise’s economy benefits from high tech GDP.

[bestperformingcities2023.pdf \(milkeninstitute.org\)](#)

5. BOISE ID MSA



Boise, Idaho, moves up 10 places to the fifth position in this year’s rankings due in part to rapid job and wage growth over the last five years. Ranking second in five-year job growth, Idaho’s state capital has expanded its workforce at a rapid rate. Alongside that expansion is a steady increase in wages, with Boise consistently ranking among the top 10 large cities with strongest five-year wage growth since the 2021 BPC report.

Boise’s strong labor market has, however, experienced a relative cooling in the last year. The city ranked 104th in short-term job growth (i.e., job growth between October 2021 and October 2022), resulting in Boise’s having the lowest ranking in this category among Tier 1 large cities. This could indicate that the job market has hit a plateau, or simply that other metropolitan areas are having higher rates of growth after experiencing larger workforce losses during the pandemic.

Boise has experienced a strong and steady influx of population over the past decade, with its population growing by 22.2 percent between December 2011 and December 2021. Many of the new Boise residents are priced-out West Coasters seeking a more affordable standard of living. Among them, San Francisco Bay Area tech workers have found a haven in Boise, attracted by competitive wages and a well-established high-tech scene in the Treasure Valley.⁴⁰

Despite high population growth, housing in Boise remains relatively affordable compared to other Tier 1 large cities. The city has risen by more than 10 positions since the 2021 rankings in both one-year and five-year affordable housing metrics. But concerns remain about Boise’s ability to maintain a supply of high-quality affordable housing. Between 2015 and 2018 rent costs rose 30 percent in Boise, and home values in Ada County hit record highs in 2019.⁴¹ To maintain attractiveness to investors and migrants from high-cost areas, Boise leaders should ensure that additional growth does not come at the price of runaway housing costs.

Gained 10 ranks

	Indicator	Rank
Job growth (2016–21)	20.0%	2nd
Job growth (2020–21)	6.2%	5th
Wage growth (2016–21)	54.3%	6th
Wage growth (2020–21)	12.8%	23rd
Short-term job growth (10/2021–10/2022)	2.9%	104th
High-tech GDP growth (2016–21)	29.2%	83rd
High-tech GDP growth (2020–21)	14.0%	44th
High-tech GDP concentration (2021)	0.82	75th
Number of high-tech industries (2021)	4	76th
HHS with broadband access (2021)	92.9%	44th
HHS with affordable housing costs (2017–21)	74.4%	41st
HHS with affordable housing costs (2021)	73.2%	56th

Strengths

- » Boise’s economy continues to benefit from the steady migration of skilled workers to the region since 2010. During the last five years, the city has maintained relatively high growth in wages and high-tech GDP.

Areas of Focus

- » Housing costs hit record highs in the mid-to-late 2010s, putting added pressure on Boise’s lower- and middle-income residents. The city has made progress in providing affordable housing since 2021; future reports will show if Boise can maintain this positive trend.
- » The city has moved down in rankings in terms of five-year high-tech GDP growth, dropping from the 40th spot in BPC 2022 to the 83rd position in this year’s report.



About:

[About BVEP | BVEP.org](#)

Boise Valley Economic Partnership (BVEP), a 501 c6, is driven by a partnership of communities, institutions, chamber organizations and businesses in the area. BVEP offers free, customized, confidential services and site location assistance to businesses and entrepreneurs interested in relocating, starting up, or expanding in the Boise Valley. In the past nine plus years, the organization has welcomed more than 40 companies and over 10,000 jobs to the Boise Metro.

BVEP has 3 employees including a CEO, Director of Economic Development plus a Director of Strategic Partnerships and Initiatives.

BVEP shares a CFO, HR person and building maintenance with the Boise Chamber. In addition, the Chamber's sales team receives incentives for members that join BVEP. (25% of dues for 3 years)

There is a city department doing economic development and they work closely together. BVEP gives credit to city and county even though they deliver 80% of the leads. Every 2 weeks the city, county and utilities meet either in zoom or in-person. Took over 5 years for trust to be built and productive relationships solidified.

Focus Areas:

- Ensure prosperity in good times and bad
- Create jobs for those who live here
- Broaden industry base
- Creates and Provides data

Funding:

90% private funding and 10% public funding from cities in region.

Revenue is approximately \$1m annually and \$900k in expenses. Strong "rainy day fund."

Board members pay \$10k annually and stakeholders pay \$5k. In addition, major employers like the hospital systems pay \$30k per year. There are 150 +/- investors.

"This is for the good of the community."

The organization runs on a small budget and prioritizes sales missions. Each mission is \$5k+ and include representatives from both the public and private sectors.

Programming:

Monthly breakfast for Board members. No agenda. High level speakers. Incorporate financials, and organizational updates.

Quarterly meetings for stakeholders showcasing business or not-for-profit.

Annual Summit raising \$70k with \$100pp tickets. 600 people attend.

Marketing:

Currently, there is a lack of coordination between the Boise Chamber of Commerce and the Boise Valley Economic Partnership, leading to messaging being disjointed. A goal includes creating a marketing campaign with the same look and feel.

Boise gets positive attention and highlights top rankings as well as works with the convention bureau to target conferences to host for business sectors of interest.



GREATER LAFAYETTE COMMERCE



Reason For Inclusion:

In the early 2000's, several organizations began consolidation including the Lafayette Chamber of Commerce, Lafayette Downtown, Community Development Organization, Vision 2020, Lafayette Enterprise and Lafayette Economic Development. Approximately 25-30 current board members were invited to roll up to the new board. The other boards became "councils" for strategic planning purposes.

[Home - Greater Lafayette Commerce](#)

Population:

The current metro area population of Lafayette in 2024 is 390,000, a 1.83% increase from 2023.

About:

Greater Lafayette Commerce is a dynamic and forward-thinking organization dedicated to promoting economic development and enhancing the business climate in the Greater Lafayette region of Indiana. Founded on the principles of collaboration, innovation and community engagement, our organization serves as a catalyst for growth and progress.

Funding:

The annual budget is \$2.4m and revenue comes from an innkeepers tax, large corporate investors, chamber dues and sponsorships.

Focus Areas:

- Membership
- Advocacy
- Economic Development
- Talent Development



MEMBER BENEFITS

Being part of Greater Lafayette Commerce means being part of something bigger - a network of businesses and organizations looking to grow, market their products and services, connect with each other and future clients, gain resources and share knowledge. Greater Lafayette Commerce members are passionate about the Greater Lafayette Region and are invested in its growth and success!



PROMOTE YOUR BUSINESS

Promoting your business with Greater Lafayette Commerce can help you establish or enhance your market presence and boost your business's visibility and credibility within the Greater Lafayette Region. And, it can lead to increased search engine optimization.

- Listing in Greater Lafayette Commerce Membership Directory (printed, website, member information Center, and app)
- Greater Lafayette Commerce Newsletter - electronic, biweekly, sent to all named representatives
- Online Member Information Center (Directory, Hot Deals, Member-to-Member Deals, Job Boards)
- Referrals through Greater Lafayette Commerce & other members
- Valuable contacts & connections in the business community
- Access to Greater Lafayette Magazine Advertising
- Mailing List of All Members
- Biweekly Newsletter Advertisements
- Invitations to Networking Events
- Post Events to Online Events Calendar
- Milestone Events
- Event Sponsorships

INTERESTED IN JOINING?
 Contact Amy Sundell 765.237.9096
 amy.sundell@greaterlafayettecommerce.com
TO LEARN MORE:
 www.greaterlafayettecommerce.com



CONNECTIONS AND RESOURCES

Connect with our region's business community through Greater Lafayette Commerce's carefully curated networking and professional development events and groups.

- Rise & Shine Breakfasts
- Quarterly Development Series Luncheons - Including State of the Cities and County and Economic Forecast
- Annual Celebration
- Greater Lafayette Business Expo
- Golf Outing
- Greater Lafayette Christmas Parade
- Greater Lafayette Commerce Connectors Group
- Greater Lafayette Young Professionals Group
- Access to GLC Meeting & Conference Rooms



BUSINESS SUCCESS PLATFORM

At Greater Lafayette Commerce, we know that great business owners become great civic leaders, and we partner with our members on their path to success. Our Business Success Platform offers the resources businesses need to be successful after the ribbon cutting.

- Strategic Insights
- PODS (Peer Offered Development Strategies)
- Elite Excol: Master Classes
- Business Mentoring Groups
- Commerce Connect - Our bimonthly newsletter featuring business news in Greater Lafayette
- The Business Intelligence Report - monthly publication featuring pertinent business information





TALENT INITIATIVES & JOB BOARDS

Each day Greater Lafayette Commerce works to help others connect, recruit and train talent to grow our already highly capable and motivated talent pool.

- Training Resources
- Talent Track
- Internship Resources
- Greater Lafayette Jobs
- Indiana Career Connect
- "Hire Ivy" Tech
- Purdue Career Center
- Indiana Veterans Career Site
- Greater Lafayette Marketing Coalition
- Real People Real Stories
- Greater Lafayette Ind.com
- Purdue Career Center



ECONOMIC DEVELOPMENT/ BUSINESS ADVOCACY

Greater Lafayette Commerce is dedicated to driving economic development and advocating for businesses in our region. We work to attract new businesses, investments and talent to Greater Lafayette. And we serve as a strong voice for local businesses, advocating for their needs at various levels of government.

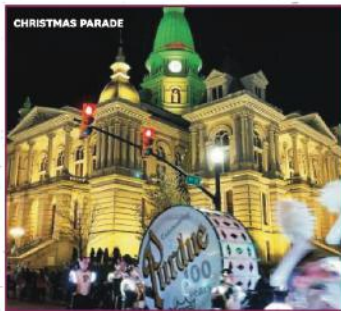
- Corporate Attraction
- Existing Industry Expansion
- Preparing Industrial Sites
- Supporting the cities, county, Purdue, and Purdue Research Foundation
- Tax Abatements
- Federal and State Legislative Updates
- Washington DC trip



ENGAGING K-12 STUDENTS

A large part of our work at Greater Lafayette Commerce includes creating a pipeline of skilled workers so that your workforce has access to a talented workforce. That's why we work with schools and local industry to create targeted educational programming, career coaching, and stackable credentialing.

- Manufacturing Week
- Manufacturing Month
- Career + Ecosystem
- Greater Lafayette Coder Dojo
- Robotics in Manufacturing Camp



QUALITY OF LIFE

Our core mission is advancing economic and community prosperity for a superior quality of life, so when we say this is what we're about, we mean it.

- Farmer's Markets
- Restaurant Week
- Shop Small
- Christmas Parade
- Supporting Diversity Round Table
- Supporting Diversity Summit



RECOGNITION

Here at Greater Lafayette Commerce, we love our members - so much that we recognize them as often as we possibly can - whether we're celebrating growth, opportunity, new chapters, or excellence.

- Small Business of the Month
- Small Business of the Year
- Golden Apple Awards
- Top 10 Under 40
- Career and Technical Education Awards
- Ribbon Cuttings
- Anniversary Celebrations
- Printed Membership Directory
- Opportunity for shoutout in Greater Lafayette Magazine stories



COST SAVING BENEFITS

We know that when your bottom line is met, your business profits. That's why we offer member-exclusive discounts.

- Member rate at Greater Lafayette Commerce events
- Conference Room Usage
- Discounted Workers Compensation Program
- Member-to-Member discounts & deals available in the Member Information Center
- Subscription to Greater Lafayette Magazine

STRATEGY FOCUSED



RESULTS DRIVEN

TALENT

Increase GL Median Household Income to > US Medium Household Income & increase population by **25,000** by 2026

BUSINESS

Grow our market penetration rate from 18% to 30% by 2025

JOBS

Create **5,000** new economic based jobs by 2026



TALENT ATTRACTION

Working to attract new workers to Greater Lafayette through strategic recruitment tools, partnerships with Industry and the Greater Lafayette Marketing Coalition.

WORKFORCE DEVELOPMENT

Working with Workforce 2030 Council to demonstrate viable careers in key industries of Manufacturing, Construction, and Healthcare.

QUALITY OF LIFE

Demonstrating the vitality of the Greater Lafayette area through Farmers Markets, the Christmas Parade, Diversity Roundtable, and other community events and efforts.



BUSINESS SUCCESS

Providing professional development opportunities for business owners and their teams.

Keeping the business community engaged with State and Federal Legislators.

Creating local connections through distinctly designed programs and events that inform, engage, and enthuse attendees.



ECONOMIC DEVELOPMENT

Working with regional partners to attract new employers to the Greater Lafayette Region.

Assisting existing employers with expansion plans, employee retention and State and Local relationships.

MANUFACTURING MONTH

Immersing tomorrow's workforce in today's manufacturing



Join us for **Manufacturing Awareness & Career Exploration** in your classroom on a singular digital platform. Use the curriculum over the **course of one month or throughout the school year**. During the first week, your students will dive into the world of design as it is used in manufacturing. The second week your students will learn about the production floor processes and methods for the physical creation of manufactured items. In the third week, your students will learn about transportation and the role it plays in manufacturing. Finally, in the last week, your students will learn about careers that support manufacturing companies.



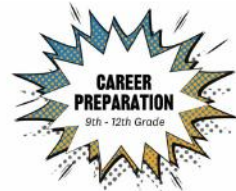
Register



Register



Register



Register

News

Greater Lafayette Commerce and Skyepack Team Up to Launch K-12 Manufacturing Education Program.

Lafayette, Ind. – Young people and educators everywhere can now get access, through a new interactive portal, to a program that teaches K-12 students about manufacturing and the wealth of career options available to them in the manufacturing sector. Greater Lafayette Commerce has teamed-up with Skyepack, a creator of custom digital course materials, to roll out the Manufacturing Month program. [Read More >](#)

NASHVILLE AREA CHAMBER OF COMMERCE



Reason For Inclusion:

Nationally recognized as a talent magnet, Middle Tennessee has seen a strong number of in- migrations to the region. The Nashville MSA added over 35,624 people in 2022, ranking in the top ten among major US cities with a population of at least 1 million. With a cost-of living-index ranked below the national average and 10.3% job growth since February 2020. In 2023, the Chamber announced 26 business relocations and expansions. This growth added 5,456 new jobs and \$4.7 billion in capital investment to the region.

[bestperformingcities2023.pdf \(milkeninstitute.org\)](#)

4. NASHVILLE DAVIDSON-MURFREESBORO- FRANKLIN, TN MSA



Nashville, Tennessee, returns to the Tier 1 large cities, gaining 21 positions from 25th place in last year's rankings. This jump in ranking is largely driven by the city's strong labor market. Total employment grew by 5.9 percent between October 2021 and October 2022, placing Nashville sixth among large cities for short-term job growth. Nashville also ranks among the top 20 large cities with strongest five- and one-year job growth, indicating that the city's recent increase in employment represents a longer trend.

While Nashville is a well-known and popular tourist destination, its economy is bolstered by more than just the music and hospitality industries. Nashville's health-care industry contributes \$67 billion and more than 328,000 jobs to the city annually.³⁸ With 18 publicly-traded health-care companies calling Nashville home, the health-care industry is the area's largest job creator, benefiting from the presence of large health-care employers such as the Vanderbilt University Medical Center.³⁹ Nashville's job market has also been bolstered by a growing tech scene, with high-tech job growth outpacing the national average by more than nine percentage points in the last five years.

Nashville finds itself in the middle of the pack for housing costs, ranking 80th over the last five years and 91st in 2021. Based on levels of short-term job growth, Nashville may struggle to keep housing costs down as more qualified workers move into the city. In addition, despite its recent growth, the high-tech sector's contribution to Nashville's GDP remains low relative to other large cities; the city has a high-tech GDP location quotient of 0.65, considerably below the Tier 1 large city average of 1.19. It remains to be seen if the recent high-tech expansion in Nashville can convert the city into a true tech hub.

Gained 21 ranks

	Indicator	Rank
Job growth (2016-21)	10.8%	15th
Job growth (2020-21)	5.0%	18th
Wage growth (2016-21)	38.0%	24th
Wage growth (2020-21)	12.6%	24th
Short-term job growth (10/2021 - 10/2022)	5.9%	6th
High-tech GDP growth (2016-21)	53.0%	18th
High-tech GDP growth (2020-21)	17.3%	20th
High-tech GDP concentration (2021)	0.65	97th
Number of high-tech industries (2021)	7	33rd
HHs with broadband access (2021)	92.8%	45th
HHs with affordable housing costs (2017-21)	72.1%	80th
HHs with affordable housing costs (2021)	71.0%	91st

Strengths

- › In recent years Nashville has become one of the nation's fastest-growing job markets.
- › Besides being a popular tourist destination, Nashville benefits from a strong and well-established health-care industry and the growing presence of technology companies.

Areas of Focus

- › Despite Nashville's strong high-tech GDP growth over recent years, high-tech concentration remains low. Nashville has one of the lowest overall high-tech GDP location quotients (0.65) among Tier 1 large cities.
- › With strong job growth attracting qualified workers, Nashville may face difficulty in keeping housing costs down, presenting a challenge to city leadership as time goes on.



NASHVILLE AREA CHAMBER OF COMMERCE

About:

Create economic prosperity by facilitating community leadership. The Nashville Area Chamber of Commerce has been the voice of the business community across the 10-county Middle Tennessee region since 1847. They strive to provide a home for businesses to collaborate, innovate and drive civic engagement to harness the power of the community and advance the region.

Funding: 2022 - 2023 Actuals

Revenue Chamber		Expenses Chamber	
Investor Contributions	\$4,520,006	Economic Development	\$857,164
Membership Dues	\$1,739,946	Investor Relations	\$464,449
Sponsorship Revenue	\$800,490	Marketing & Communications	\$574,814
Program Revenue	\$1,658,146	Research	\$431,956
Total Revenue	\$8,718,587	Talent Development & Education	\$1,353,124
		Policy	\$795,173
		Membership Services	\$906,145
		Programs & Events	\$1,280,561
		General & Administrative	\$1,421,185
		Total Expenses	\$8,084,573
		Net Income	\$634,014

Programming:

The Chamber serves as a vital catalyst for community growth and prosperity through its diverse array of signature events and programs. These initiatives create an environment conducive to the exchange of ideas, forming new connections, and educating individuals as they grow their businesses.

Programs Include:

Intro Nashville

Nashpreneurs Conference

YP Summit

Small & Diverse Business Fair

2023 premier of the Growing
Together Women's Voices of
Vision series

Marketing: [Chamber+Sponsorship+Benefits+Overview.pdf](#)

Impact, Results, Visibility, & Connection CHAMBER SPONSORSHIP



With an extensive list of curated educational programming and direct access to a diverse network of influential business leaders committed to investing in their businesses, team members, and the economic prosperity of the Nashville region, Chamber sponsors have a unique opportunity to increase brand exposure and amplify the impact of Chamber initiatives, programs, and events for the business community.

We offer a wide range of opportunities from annual partnerships to single events. Learn more about our top sponsorship levels below.

PIVOTAL PARTNERS

Pivotal Partner, our highest sponsorship level, provides integration into priority Chamber initiatives allowing for year-round interaction with members and unique opportunities to showcase your brand.

Exclusive Benefits Include:

- Industry/Category exclusivity with first option to renew
- Your logo on every page of Chamber website, weekly e-newsletters, all event marketing materials, and Top Investor Signage in the Chamber lobby
- Recognition and logo on all event sponsor signage and Annual Report
- Registrations to all Chamber Signature Events with VIP table seating at Governor's Address, Annual Celebration, and a private CEO dinner or President's Table luncheon
- One included trip delegate to Leadership Study Mission with option to send 2nd delegate
- Recognition in all Chamber event remarks and PowerPoint, when applicable
- Opportunity to be featured quarterly in our Chamber blog
- And more!

THANK YOU TO OUR 2023 - 2024 PIVOTAL PARTNERS



FRIENDS OF THE CHAMBER

Friend of the Chamber provides year-round marketing exposure at priority Chamber initiatives and events. Customizable to fit your strategic priorities and target audiences, your company can display corporate responsibility and community support, increase brand awareness, network with a highly-targeted audience, and entertain clients and prospects.

Exclusive Benefits Include:

- Recognition at each Chamber Signature event and in Annual Report
- Logo on designated event marketing and Top Investor Signage in the Chamber lobby
- Recognition in designated event remarks and PowerPoint, when applicable
- Registration to designated Chamber events, and access to registrant data
- Opportunity to be featured bi-annually in our Chamber blog

THANK YOU TO OUR 2023 - 2024 FRIENDS OF THE CHAMBER



To tailor a plan that fits your goals, budget, and helps you connect with your target audience, contact our Director of Sponsorship, Rhonda Formby, rformby@nashvillechamber.com, 615.743.3115.

nashvillechamber.com

JAN2024



Monday Morning Report & Chamber Connect E-Newsletters: Advertising Guidelines & Frequently Asked Questions

Q: What are the advertising opportunities with the Nashville Area Chamber of Commerce?

A: The Chamber offers a unique opportunity to expose your business to a captive audience of business leaders, decision makers, and C-suite level executives in the Nashville region.

The *Monday Morning Report* and *Chamber Connect* e-newsletters share related business news with a list of nearly 2,000 Chamber members. Both newsletters are distributed weekly to an opt-in list of more than 17,000 subscribers.

Q: How many people receive Monday Morning Report and Chamber Connect?

A: *Monday Morning Report* currently goes to 10.7K subscribers and *Chamber Connect* goes to 8.5K. Our average open rate for both newsletters is consistently between 45-50%.

Q: Who can advertise in Monday Morning Report and Chamber Connect?

A: Advertising in *Monday Morning Report* and *Chamber Connect* is open to current and non-members of the Nashville Area Chamber of Commerce. *Note: If the advertiser cancels its Chamber membership at any time during the period of the contract agreement, they will be issued an additional invoice to account for the non-member price increase.*



Q: How much does advertising cost for a banner ad?

A: The advertising cost will depend on your banner ad placement location and membership status. We offer three placement types per issue – top, middle, and bottom. The below pricing is for one week's placement. A minimum of two-week's placement is required.

1. Top placement: Member - \$375; Non-member - \$750
2. Middle placement: Member - \$300; Non-member - \$600
3. Bottom placement: Member - \$200; Non-member - \$400

Small businesses and non-profit organizations will receive a 20% discount off the above pricing.

Q: What do I get for that cost?

A: All advertisers get space to display a digital ad designed specifically for the newsletter. The graphic will click through to an existing website or email address of your choice. All graphics used in ads must be provided to the Chamber by the advertiser or their representative agency.

©2023 Nashville Area Chamber of Commerce – REV August 2023

Q: How do I guarantee my ad is placed in the Top spot?

A: We reserve advertising space on a first-come, first-served basis. The advertiser who reserves space first for a given week will receive the top spot. The advertiser who reserves space second will receive the middle spot, and so on until all three available advertising spots are filled.

Q: Is there a minimum requirement for placing advertising?

A: A minimum two-week placement is required, but the weeks do not have to be consecutive. Since space is limited, we do allow you to reserve your ads as far in advance as you'd like.

Q: What are the requirements for graphics?

A: Graphics must be in JPEG or PNG format and should be 640 pixels wide by 90 pixels tall, RGB color format, under 75KB file size, and 150 DPI resolution. All graphics submitted at a larger size will be resized accordingly. Graphics in formats other than JPEG or PNG cannot be accepted. Additionally, animated graphics will not be accepted.

Q: I want to place an ad, but I don't have a marketing department to design it for me. Can I get help from the Chamber staff?

A: Design assistance from Chamber staff is not available.

Q: Can my ad be linked to my website?

A: Yes, graphics will be linked to the website of the advertiser's choice.

Q: I'm ready to advertise. What do I need to do?

A: Email marcom@nashvillechamber.com with the specific dates and each preferred location (top, middle or bottom) for your ad placements. Please include your company name, contact name, email address, and mailing address in your request. We will check to see if those dates/locations are available. If available, we will send you an email confirming your chosen dates followed by an emailed invoice requesting payment. **To reserve your ad dates, you must provide billing information. Ads will not be placed until payment is received.**

Q: What is the deadline to place advertising?

A: All ads must be reserved and paid for by **4 p.m. on Monday of the week prior** to the week of publication for *Monday Morning Report* or by **4 p.m. on Thursday of the week prior** to the week of publication for *Chamber Connect*. This is also the deadline for the Chamber to receive the art and click through link for your ad placement.

Q: Are there any restrictions on advertising?

A: Ad purchases will be limited to one ad per issue per member. All advertisements are subject to the publisher's approval. **The Nashville Area Chamber does not accept political advertisements and reserves the right to reject advertising of any nature. If, in the publisher's opinion, the topic of the advertisement is in conflict with Chamber programs (e.g., dates and/or topics), markets, goals, and mission, the ad will not be accepted.** Advertisers and agencies assume responsibility for the content of their advertisements and for claims made against the publisher which may arise because of the advertisements.

Q: How do I pay for my ad?

A: You will receive an emailed invoice requesting payment following the confirmation of your chosen placement dates. **Ads will not be placed until payment is received.** The Nashville Area Chamber of Commerce accepts checks, as well as all major credit cards.

Q: Do you offer any metrics for your advertising?

A: Yes, metrics are available upon request.

Q: What happens if one of the dates I want to reserve is a holiday?

A: The e-newsletters will be sent every Monday and Thursday, even on holidays, except in special circumstances that will be discussed at the time of ad scheduling.

Spirit of the Region Award:

Since 2008, the Nashville Area Chamber’s annual Spirit of the Region Award has honored individuals and businesses that have contributed greatly to the organization’s purpose: creating economic prosperity through community leadership. Honorees are chosen based on business excellence and advancing prosperity on behalf of Middle Tennessee.

Economic Development:

Economic Development is a core focus of the Chamber, given our mission to make the Nashville region the best place to call home. With over 2 million people and 60,000 businesses, Middle Tennessee is known for its diverse economy, low cost of living and doing business, collaborative culture, and well-educated population.

This past year, Nashville was named a “Top Market to Watch” (PwC) and landed in the “Top 3 Best States to Do Business” (Chief Executive), while our top-ranked economic development team was hard at work, assisting with 10 relocations and 16 expansions, adding 5,456 new jobs and over \$4.7 billion in capital investment to our economy. Company announcement highlights include Kroger, LG Chem, In-N-Out Burger, Kewpie, Ultium Cells, New Balance, and McNeilus.

In addition to supporting 26 announcements, the team prioritized outbound visits with site selection consultants and companies. To promote the Nashville region as a top business destination, the team traveled to more than 20 cities and several countries, including Canada, the United Kingdom, Austin, Boston, Chicago, Charlotte, Los Angeles, New York City, and San Francisco. The work of our dedicated Economic Development team is not only improving the Nashville region but also providing more opportunities for Middle Tennesseans to succeed.

Economic Development Expansions & Relocations
Economic Development Regional Partners
Economic Development Highlights
“Top Market to Watch”



Kroger Fulfillment Network, LLC, announced that Kroger Co., America’s largest grocery retailer, will locate a “spoke” facility in Nashville, Tennessee. The project will create more than 180 jobs in Davidson County, supporting and facilitating Kroger’s direct-to-customer product delivery.

“3rd Best State to Do Business”

The Chief Executive:

LG Chem announced plans to establish a cathode manufacturing facility in Clarksville, Tennessee. LG Chem’s anticipated investment of \$3.2 billion represents the single largest announced foreign direct investment in Tennessee’s history and is expected to create 860 jobs in Montgomery County.

Tennessee Ranks 5th Best Economy for Residents

CNBC

In-N-Out Burger announced a plan to invest \$125.5 million to establish an eastern territory office in Franklin, Tennessee, which represents In-N-Out’s first expansion east of Texas. The project will create 277 new jobs by late 2024 in Williamson County.

Job Investment Scorecard

26 Announcements
16 Expansions | 10 Relocations

5,456 Jobs
3,338 from Expansions | 2,118
from Relocations

6,900,120 Square Feet
6,388,120 Sq Ft from Expansions |
512,000 Sq Ft from Relocations

\$4,783,674,259 Capital Investment
\$1,070,430,648 from Expansions |
\$3,713,243,611 from Relocations

Education & Talent Development:

The Chamber works closely with key partners like Metropolitan Nashville Public Schools (MNPS) throughout the region to advance policies and initiatives that help Middle Tennesseans, from high school students to adult learners, succeed in post-secondary education and the workforce. Each year the dedicated talent team works to empower Chamber members to engage with and advocate for issues surrounding PreK-12 education, post-secondary attainment, and transitions into the workforce.

K - 12 Education

The Chamber released the 30th Annual Chamber Education Report, focusing on innovation and work-based learning in MNPS. In the 2021-2022 school year, MNPS piloted a paid, for-credit work-based learning practicum for students. The committee suggested communicating the program values to everyone involved, identifying the support students need, allocating resources to these needs, and expanding work-based learning opportunities for all students.

The Chamber also continues to support the Academies of Nashville in MNPS, a nationally recognized career academy model, in collaboration with other founding partners Alignment Nashville, Metro Schools, and PENCIL. The district-wide Partnership Council, convened by the Chamber, advises the founding partners on industry trends to support the Academies.

-The 4th cohort of Leadership Public Education included 20 businesses and community leaders learning about and engaged with the public education system and a wide range of experts.

-400+ business partners engaged with MNPS high schoolers through the Academies of Nashville.

Education Report 2022

New Skills Ready:

Concluding the third year of a 5-year grant, the JPMorgan Chase New Skills Ready (NSR) investment, led by the Chamber in partnership with 13 organizations and state agencies, focused on the alignment and rigor of career pathways; designing, implementing, and scaling real-world work experiences; seamless postsecondary transitions; and closing equity gaps.

-Tennessee College of Applied Technology Nashville offered dual enrollment courses in technical fields to Metro School students.

-4 high schools participated in an investment funded by the Gates Foundation and administered by Education Strategy Group around social capital, helping students identify their networks and learn how to leverage them in pursuit of professional goals.

-New Skills Ready released a report by the Tennessee College Access and Success Network recommending transit solutions to increase postsecondary enrollment and degree attainment for MNPS graduates.

Adult Attainment:

The Chamber's work around adult attainment included Nashville Reconnect which serves adults returning to earn a degree or credential with a focus on Nashville Promise Zone residents. To address the barrier of juggling education, work, and family, the Nashville Flex program provides funding for part-time students to create a proof point around expanding access to Tennessee Promise for part-time students.

-800+ Reconnectors served

-40+ Graduates

-100+ Reconnect Ambassadors trained

Education & Workforce Policy

With grant support from National Skills Coalition, the Chamber and Martha O'Bryan Center co-lead a statewide coalition, TN Business Leaders United (BLU)-SkillSPAN, working to address policy barriers that keep employers from filling middle skills jobs, jobs that require some education beyond high school. The national BLU-SkillSPAN coalition includes more than 65 chambers, employers, community-based organizations, along with state and metro agencies.

-Coalition members attended the National Skills Coalition's Skills Summit in Washington, D.C.

-Coalition leaders met with representatives from Tennessee to identify regional priorities and discuss how the statewide efforts relate.

Talent Pipelines:

The Chamber expanded the Talent Solutions Council to include a broad range of human resource professionals from key employers seeking to engage in regional talent solutions for common HR challenges using a supply chain management framework from the U.S. Chamber of Commerce Foundation's Talent Pipeline Management system. A steering committee of executive-level industry leaders, led by committee chair Hal Lawton, President and CEO of Tractor Supply Company, was established to create the strategic vision for the council.

The Chamber hosted Talent Solutions Forums which are designed to inform and inspire employer participation in the talent space. Forums covered topics including second chance hiring and individuals with disabilities.

To increase awareness of the available talent transitioning out of Fort Campbell, the Chamber hosted three leadership visits to Fort Campbell, building synergy between the business community and the available servicemember talent. Additionally, in February 2023, the Chamber partnered with Operation Stand Down Tennessee and Belmont University to host Career Recon, a program designed to assist transitioning soldiers and spouses attain business fluency, gain transition tips, and begin developing their network.

- 130 Talent Solution Forum attendees
- 40 business leaders and 30 businesses attended Fort Campbell visits
- In 2022, 4,571 soldiers transitioned out of Fort Campbell, and 34% remained in Tennessee (national avg 26%)
- Fort Campbell ranks in the top 5 largest installations to retain exiting soldiers and families

Research:

The Chamber Research Center provides research and data in support of continued economic prosperity for the region. They are also an analytics and data resource for the members and can provide business lists, economic data, and custom research.

Each year, the Chamber Research Center publishes a variety of signature reports and original studies that provide insight into regional economic trends and important issues that impact the business landscape and our community.

Sample Data Research Request Form:
[Research Center Data Request | Nashville Area Chamber of Commerce](#)
(nashvillechamber.com)

Example:

Name *

First Name Last Name

Email * Organization * Research Data Request

Are you/your organization a member of the Nashville Chamber? *

Yes
 No
 Not sure

Please describe your data request below. Please be as specific as possible. *

Please include: geography, which years of data needed or most recent.

When do you need this data by? We will do our best to accommodate deadlines, but we require at least at minimum a 4 business day turnaround time. *

MM-DD-YYYY

Date

SUBMIT

Partnership 2030:

The Nashville Area Chamber's Partnership 2030 is a public-private initiative dedicated to Middle Tennessee's long-term economic prosperity. The Partnership was formed in 1990 to maintain and grow the Nashville region's economy by creating jobs through relocating and expanding businesses, building a talented and creative workforce, and promoting quality of place and livability. Since the start of Partnership in 1990, the population has grown by more than 88% to over 2 million people, over 3,300 companies have expanded or relocated to the Nashville region, resulting in the creation of more than 569,000 new jobs. There are over 250 businesses and organizations investing in the regional economic development initiative.

Partnership 2030 investors are invited to exclusive investor-only events throughout the year to receive information about the region and network with other investors. The Partnership Economic Development Council met quarterly to hear economic and regional updates on topics including the growing private equity and venture capital scenes to the introduction of the Transportation Modernization Act of 2023. **The Lead Investor Council** also met throughout the year to discuss the progress of the P2030 plan and hear from some of our region's leaders, including TNECD Commissioner McWhorter, and Metro Planning Director Lucy Kempf. Other opportunities for investors included an event around the state of housing, tour of the BNA expansion, and a luncheon with regional partners.

Employment Growth (Bureau of Labor Statistics) 5 Year Goal
75% of 5 year goal

+ 150,000 Jobs

Growth in GDP (Bureau of Economic Analysis, BEA)
49% of 5 year goal

+ \$30 Billion

Population Growth (U.S. Census Population Estimates)
31% of 5 year goal

+ 200,000 People

Educational Attainment

Educational Attainment is the percentage of population 25 years and older with an associate's degree or higher

5 Year Goal 55%

(Lumina Foundation)

Cost of Living:

Our goal is to be less than 100.0, the national average for cost of living

(Council for Community and Economic Research, C2ER)

The Partnership 2030 goal around educational attainment aligns with the state's Drive to 55 goal, striving for 55% of adults aged 25-64 to have a short-term credential or degree by 2025. While the 55% goal includes short-term credentials, the measurement for the Nashville Economic Market only includes associate degrees and higher due to data availability. For additional context, the most recent short-term credential attainment rate in Tennessee boosts total attainment by 7.0% (2021)

TULSA REGIONAL CHAMBER



Reason For Inclusion:

The Tulsa Regional Chamber operates under a consolidated model that combines chamber, economic development, tourism, government affairs, sports commission, arts/culture, young professionals, equity/inclusion, foundation and more into one organization.

About:

Tulsa Regional Chamber - Tulsa Regional Chamber (tulsachamber.com)

The Tulsa Regional Chamber focuses on attracting and retaining employers, talent, and tourism for long-term prosperity. They have identified 5 core values: positive, innovative, inclusive, engaged, accountable.

Although they are a consolidated organization, tourism and economic development boards have autonomy but report up to the chamber board and executive committee.

The Chamber uses volunteers heavily especially for government affairs and events. Since it takes public dollars, it relies on a separate organization to endorse political candidates.

During the "Best Practice" call, they stressed that having a shared vision and strategic plan is critical for getting buy-in and effective collaboration between groups. In regard to Aurora's potential organizational mergers, structure follows strategy - develop the strategy first then build a structure to implement it.

Focus Area:

- Economic Development
- Regional Tourism
- Government Affairs
- Community Development

Funding: 2022 - 2023 Actuals

- \$18M overall budget.
- 20% from dues, 20% from economic development contracts, 20% from tourism tax, 20% from sponsorships, 10% events, 10% other.
- Consultants recommend budgets for strategic initiatives.
- Resource development team fundraises, but groups are accountable to raise their own funds.

Programming

Economic Development:

Economic development focuses on business attraction, expansion, workforce/talent, and marketing.

Tulsa's Future is a Chamber-led regional economic development partnership that works with the City of Tulsa, hundreds of private investors, and regional and tribal partners to bring transformational investment to the Tulsa region.

Since its inception in 2005, Tulsa's Future has generated more than 80,000 jobs and more than \$6 billion in capital investment. Additionally, more than 200 public and private investors have supported Tulsa's Future during the past 18 years.

Regional Tourism:

Tourism manages leisure travel, meetings/conventions, sports, and film.

Government Affairs:

Government affairs works at federal, state, and local levels.

The Tulsa Regional Chamber led the campaign on behalf of Improve Our Tulsa 3, an \$814m capital improvements package approved by voters. Beyond continued infrastructure progress for Tulsa residents, this package also funds improvements to the Tulsa Zoo, Convention Center, Performing Arts Center and BOK Center. It also makes a sizable investment in housing for the city.

Over 60 attendees traveled to our nation's capital as part of our annual OneVoice Washington D.C. Fly-in. Attendees heard from members of Oklahoma's congressional delegation, as well as some of the nation's top policy experts from the U.S. Chamber of Commerce, who spoke on topics ranging from cybersecurity and minority business development to downtown revitalization and energy.

Community Development:

Community development handles young professionals, diversity/inclusion, and quality of life.



**INTERCITY VISIT**
2010 - 2023 **KEY TAKEAWAYS**





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INTRODUCTION TO INTERCITY VISITS

Each year, the Tulsa Regional Chamber assembles a delegation of approximately 100 community leaders to visit a peer city and learn best practices. Intercity Visits are an opportunity for Chamber members and staff, elected officials, business leaders, educational administrators, young professionals and regional partners to gather ideas and insights from cities overcoming challenges similar to our own.

A volunteer task force convenes each spring to review different peer cities and what they offer in areas relevant to our region. Based on this review, a destination is selected for a three-day

trip in the fall. Past trips have included in-depth looks at topics ranging from river development, healthy living initiatives and tourism to regional branding, workforce and the arts.

As shown below, Intercity Visits are part of the Tulsa Regional Chamber's strategic initiative of community development, which seeks to leverage Tulsa's assets to improve the quality of community life in northeast Oklahoma. By hearing about the challenges and successes from other communities, local leaders learn best practices to help move our region forward. Read on to learn more about key takeaways from past trips.

ECONOMIC DEVELOPMENT

Collaborate with regional partners to position northeast Oklahoma for increased economic activity.

KEY MEASURE: Job Creation



REGIONAL TOURISM

Leverage the region's competitive identity to market Tulsa as a destination for tourism, sports and culture.

KEY MEASURE: Room Nights



GOVERNMENT AFFAIRS

Build coalitions to achieve pro-business and pro-growth public policy at the local, state and federal levels.



COMMUNITY DEVELOPMENT

Leverage Tulsa's assets to improve the quality of community life in northeast Oklahoma.





2010 LOUISVILLE, KY

REGIONAL ECONOMIC DEVELOPMENT COMPACT

We studied Louisville as an example of one of the top 16 "super regions" in the United States. We used Louisville's language and example as we signed our own regional compact the next year.

DIVERSITY AND INCLUSION

The Louisville trip was also a conversation starter regarding diversity in the workplace. We had excellent speakers from the University of Louisville, and we studied the Ali Center. These conversations helped lead to the establishment of Mosaic in 2011.



2011 INDIANAPOLIS, IN

CITY / COUNTY CONSOLIDATION

We heard a lot in Indy about opportunities for regionalism and shared government. The City of Tulsa and Tulsa County subsequently created a "shared services" taskforce that was implemented in areas like IT.

THE VALUE OF SPORTS

Indy offered up numerous examples of how sports and sports venues can drive tourism and revenue. Visits to the Indianapolis Motor Speedway, the NCAA Museum and Colts Stadium were highlights.



**What's
Next** 
EXCHANGE. EXPLORE. EXPAND.
TULSA REGIONAL INTERCITY VISIT
CHARLOTTE, NC | OCT 28-30, 2012

2012 CHARLOTTE, NC

FUNDING FOR DOWNTOWN DEVELOPMENT

Charlotte was very creative in its funding sources for downtown development, and we learned a lot about what might be possible in the Tulsa region.

ARTS & CULTURE

The power of the arts was also a major focus of this trip, which included a visit to Mint Museum.



EXCHANGE. EXPLORE. EXPAND.

TULSA REGIONAL INTERCITY VISIT • PITTSBURGH, PA • OCTOBER 13-15, 2013

2013 PITTSBURGH, PA

RIVER DEVELOPMENT

By far the biggest outcome of the Pittsburgh trip was a renewed determination to develop our river asset. This dialogue was first started back in Louisville but really picked up momentum in Pittsburgh.



TULSA REGIONAL INTERCITY VISIT | PORTLAND, OR | OCTOBER 8 - 10

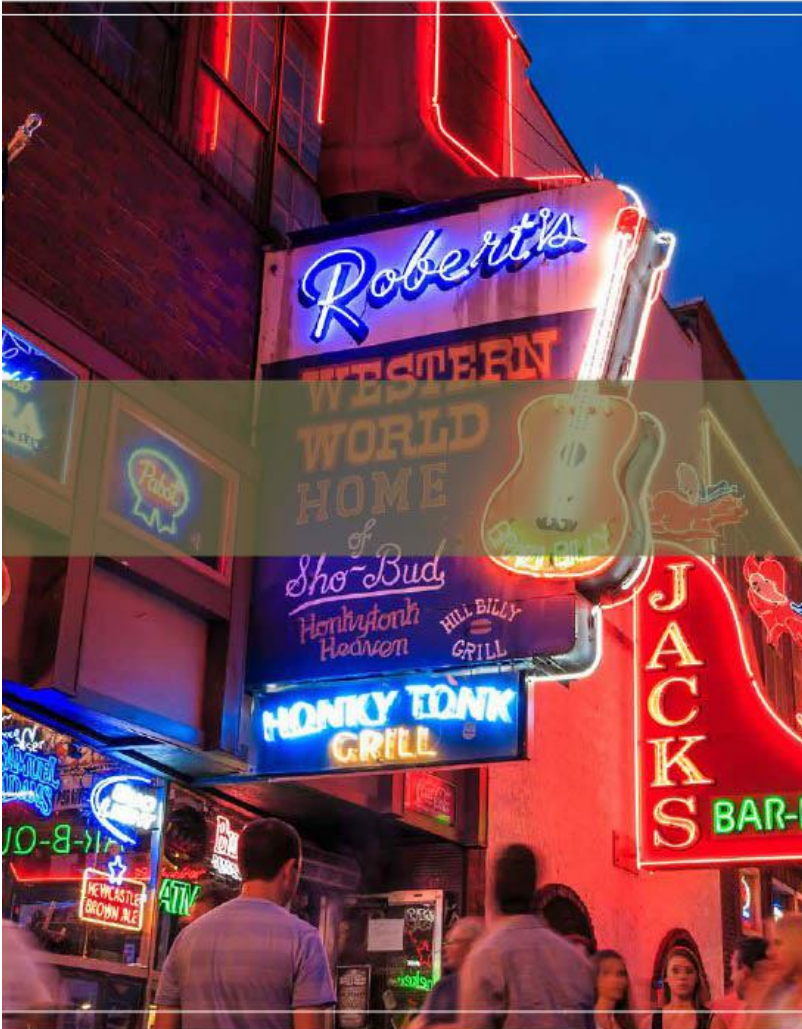
2014 PORTLAND, OR

TALENT ATTRACTION AND RETENTION

We heard a great deal about the importance of attracting and retaining young talent, and the impact this has on the local economy.

SAFE STREETS

We also heard about the police role in homeless population management, and what can be done to improve the safety of downtown streets.



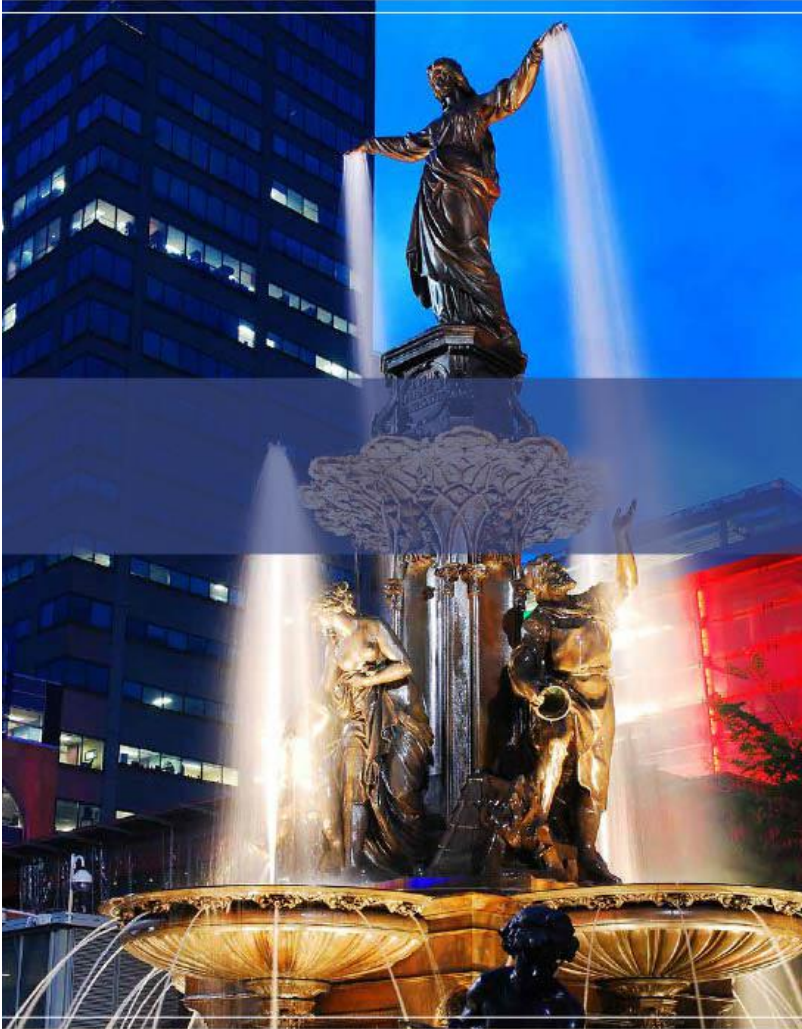
2015 NASHVILLE, TN

SUPER SUBURBS

Our visit to the suburb of Franklin was a highlight for many, as it included discussion around economic development and education. This also prompted new discussions around regionalism and its benefits.

VISITORS AND BRANDING

Nashville knows how to market itself, and many attendees were very interested in hearing more about what Tulsa might do to better market our region.



2016 CINCINNATI, OH

RIVERFRONT DEVELOPMENT

Cincinnati has done a tremendous job of developing the riverfront area between their two sports stadiums. Many on the trip were inspired to see the ways in which the development took shape.

URBAN REVITALIZATION

Many pointed to the work of 3CDC to reclaim and reuse deteriorating buildings, especially in the Over the Rhine neighborhood, as a highlight.

MSA STRENGTH

Cincinnati has generated great value by leveraging its wider MSA, and many on the trip felt Tulsa could learn from this.



2017 FORT WORTH, TX

RIVER DEVELOPMENT

Fort Worth's Trinity River Vision master plan is a model for how to manage a large-scale river development project. Many of the attendees were very interested in how an authority is established to implement such a project.

COMMUNITY HEALTH

Many on the trip were especially interested in the Blue Zones Project, a community-wide well-being improvement initiative that is being contemplated for our region.

DOWNTOWN WALKABILITY

Given the emphasis on improving walkability in our region, many attendees were inspired by Sundance Square, a 35-block area that is a model for downtown walkability.

REGIONAL BRANDING

Fort Worth has done a tremendous job of developing and managing its brand, and many trip attendees were eager to hear more about branding as an economic driver.



**COLUMBUS
INSPIRES
TULSA**
2018 INTERCITY VISIT

**2018
COLUMBUS, OH**

NEIGHBORHOOD REDEVELOPMENT

Big highlights were guided tours of the Arena District, Riversouth and Scioto Mile neighborhoods. All three areas have undergone massive development changes in the past decade, and all three are thriving as a result.

WORKFORCE DEVELOPMENT

Educational institutions such as The Ohio State University and Columbus State Community College have formed powerful partnerships with local industries to ensure workforce needs are met. The power of collaboration was a recurring theme throughout the trip.

REGIONAL BRANDING

From the moment attendees stepped into the Columbus airport, it was impossible to escape the fact that Columbus has done an excellent job of creating a cohesive regional brand.

THE POWER OF DIVERSITY

Through organizations such as the Columbus Chamber and the Columbus Women's Commission, Columbus is tackling challenges like pay inequity in a direct way.



2019 MINNEAPOLIS - SAINT PAUL, MN

ECONOMIC INCLUSION

Attendees heard from organizations such as The Center for Economic Inclusion that are dedicated to advancing inclusion across all sectors in this major metropolitan area.

HEADQUARTERS ECONOMY

Minneapolis is home to multiple Fortune 500 companies, and local leaders and management experts spoke to what makes the region so well suited to host headquarters.

REGIONALISM

A regional approach to addressing community challenges is a hallmark of Minneapolis - Saint Paul, so attendees were excited to learn how this collaborative spirit developed and is maintained.



2020 MULTIPLE CITIES

Due to the COVID-19 pandemic, we pivoted from an in-person trip focused on one city to two virtual panels featuring participants from five different cities.

DOWNTOWN AND RIVER DEVELOPMENT

Our first panel focused on strategies for maximizing downtown and river assets. We heard development successes and challenges from Des Moines, Iowa; Milwaukee, Wisconsin; and Omaha, Nebraska.

ENTREPRENEURSHIP AND INCLUSIVE ECONOMIC DEVELOPMENT

Our second panel focused on ways to encourage and support diverse entrepreneurs and foster a more inclusive economy. We gathered inspiration from panelists in Detroit, Michigan; Atlanta, Georgia; and Omaha, Nebraska.



2021 NORTHWEST ARKANSAS

Our 2021 trip took us to multiple northwest Arkansas communities, including Bentonville, Fayetteville, and Springdale.

REGIONAL COLLABORATION

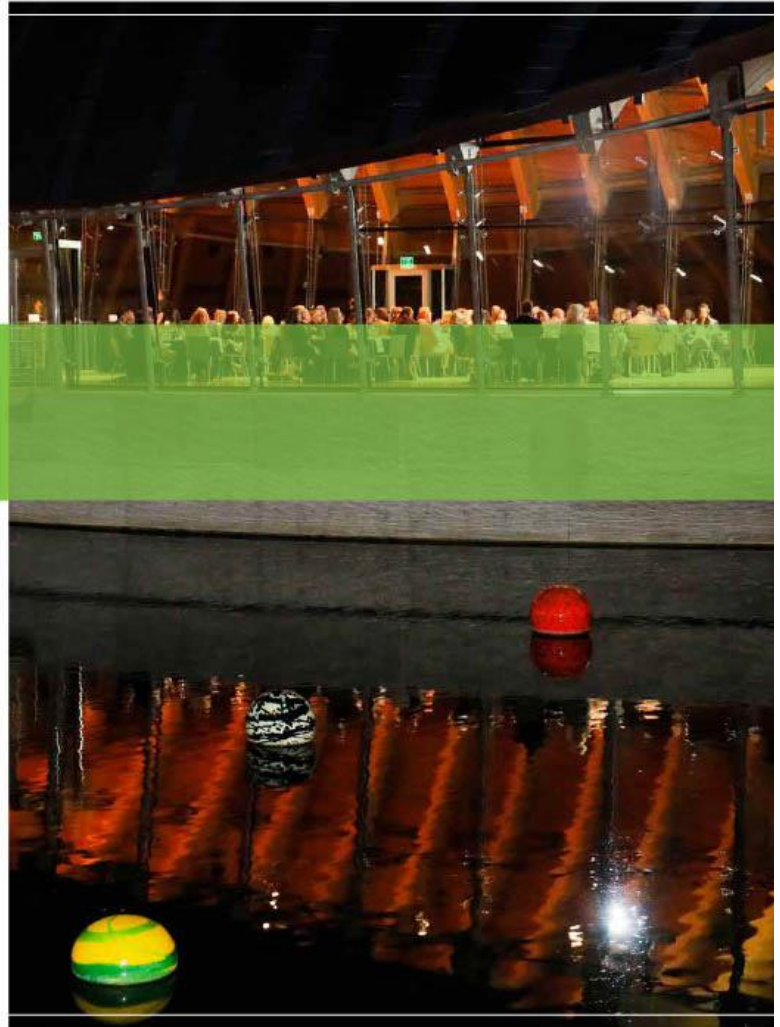
Attendees heard from leaders across a half dozen local communities about how they intentionally work together when developing new regional assets.

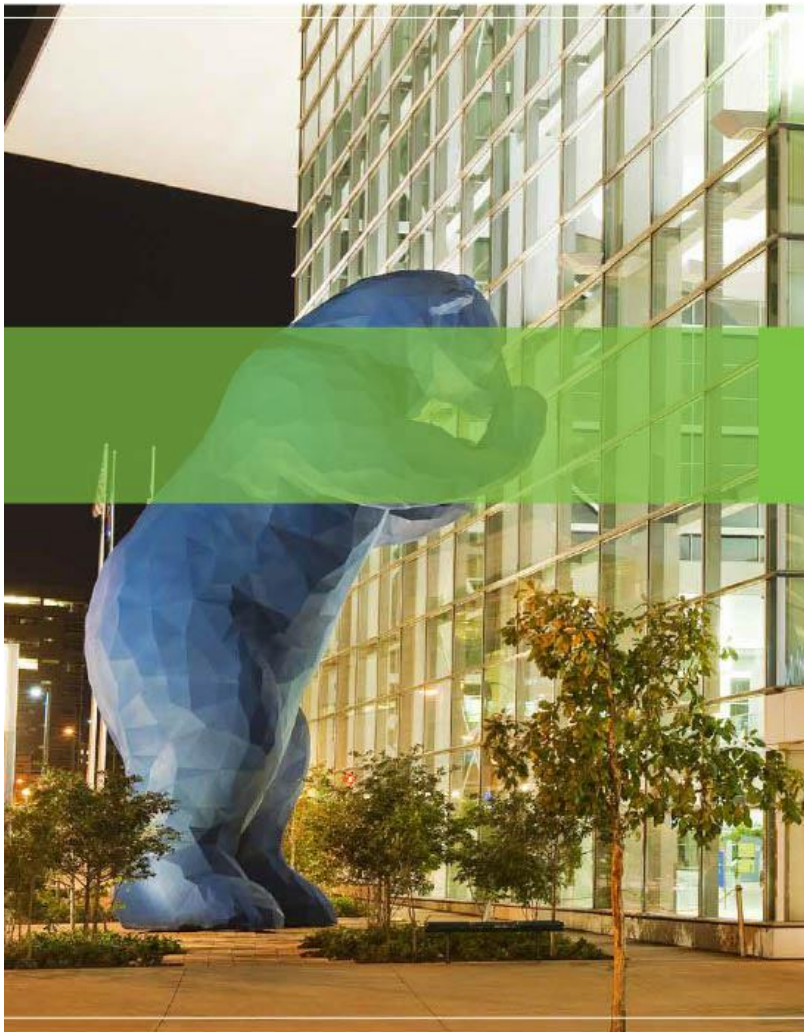
CREATIVE ECONOMY

Northwest Arkansas is home to a thriving arts scene that includes not only Crystal Bridges Museum of American Art but also fashion, music and culinary arts.

OUTDOOR RECREATION

Attendees learned how northwest Arkansas communities use outdoor amenities like bike trails to attract and retain talent.





2022 DENVER, CO

COMMUNITY INVESTMENTS

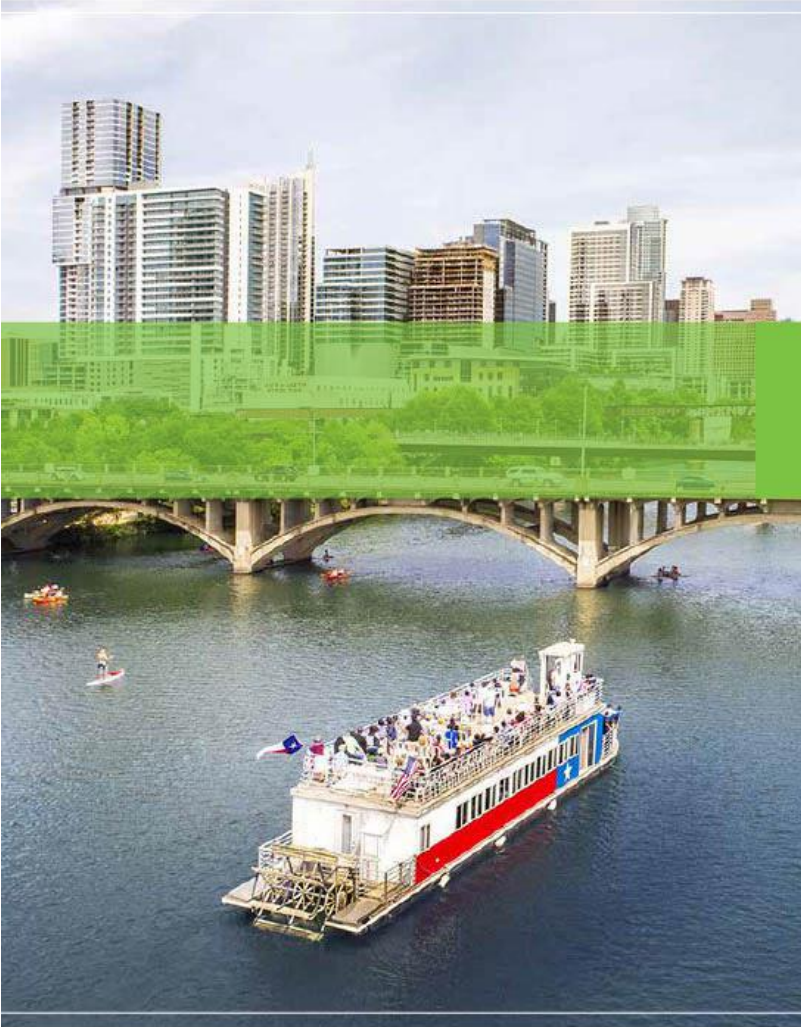
During the past several decades, Denver has invested in a wide variety of community enhancements, from public art to tourism assets to multi-modal transit plans.

MENTAL HEALTH AND HOMELESSNESS

Like many cities across the country, Denver is employing some innovative approaches to address a variety of challenges related to mental health and homelessness.

SHIFTING DOWNTOWNS

Denver's downtown has undergone changes of late, and trip attendees heard from urban experts on the shifting use of downtown spaces in the wake of the COVID-19 pandemic.



2023 AUSTIN, TX

INFRASTRUCTURE INVESTMENTS

From hotels to housing, cities like Austin and Tulsa must invest in infrastructure to serve residents and visitors, especially after attracting big economic development projects.

THE POWER OF MUSIC

Austin has built its brand as the "Live Music Capital of the World," and Tulsa can similarly lean into its musical heritage to spur future growth.

CULTIVATING TALENT

Companies are following talent as much as they are chasing incentives, so it behooves Tulsa to grow its skilled talent pool, and collaboration with the tribal nations can help.



TULSA REGIONAL CHAMBER

One West Third Street, Suite 100
Tulsa, OK 74103
TulsaChamber.com

WILLIAMSON, INC.



Reason For Inclusion:

Following our best-practice call with Nashville, it was suggested we connect with Williamson, Inc. as a newer organization that merged its economic development group and Chamber of Commerce. Williamson County continues to lead the state in population growth and is among the leaders in job growth nationwide.

About:

Williamson, Inc. incorporates both the Chamber of Commerce and Economic Development, which together provide unparalleled access to education, leadership development, relationship-building and up-to-the-minute information about doing business in one of the country's fastest growing counties.

Part of Williamson, Inc. is the Economic Partnership. It is comprised of leadership from the public and private sectors who have joined in an effort to make strategic economic growth in Williamson County a primary focus. Williamson, Inc. is the single point of contact for the coordination and facilitation of the continued development of Williamson County and its six municipalities. Its purpose is to grow Williamson County's economy and improve the quality of life of residents by partnering with the public and private sectors to implement a set of strategic, multi-year initiatives to encourage job and wealth creation.

Funding:

Tax filings show that in 2022, Williamson, Inc. had \$2.5m in revenue and \$1.6m in assets.

Focus Areas:

Williamson has identified four target industries to provide a concentrated focus to strategically grow the county:

- Corporate Operations
- Health Care
- Technology
- Research and Development.

Efforts Towards Technology:

Of note, is the efforts towards technology. The Williamson, Inc. website states:

“Some economists have made the case that IT and the creation of intellectual property is the 21st century’s version of manufacturing. Whether that is the case or not, there is no doubt information technology is playing a key role in the future of the US economy. Williamson County is poised to reap the benefits largely because of the concentration of existing high tech companies in the Brentwood/Maryland Farms and Franklin/Cool Springs area and the education and skill level of the existing workforce. This highly talented labor pool makes Williamson County an ideal location for technology companies looking for innovation, high quality resources and creative people and spaces. In fact, roughly 40% of the members of the Nashville Technology Council are based in Williamson County.

Over the last 10 years, technology jobs, specifically computer systems design and related jobs have grown by 115%. An even greater growth was seen with Technical Consulting Services which grew by nearly 240%. This significant growth proves the technology industry continues to expand in Williamson County and offers many advantages for technology companies looking to relocate here.”

Learn more about the [Nashville Technology Council, click here.](#)

Another part of the Williamson, Inc. website is “market research.” This includes information on 5 key areas: Overview, Real Estate, Workforce, Quality of Life and Projections.

Please see:

[Market Research | Williamson, Inc. \(williamsonchamber.com\)](#)

In addition, the website provides detailed information for starting a business.

Please see:

[Start a Business | Williamson, Inc. \(williamsonchamber.com\)](#)



WHO ARE WE?

- **FRANKLIN AND BRENTWOOD** RANK AMONG THE SAFEST CITIES IN THE COUNTRY, AND WILLIAMSON COUNTY IS CONSISTENTLY IN THE TOP 5 FOR **LOWEST CRIME RATES** IN TENNESSEE.
- **WILLIAMSON COUNTY, TN** IS WIDELY RECOGNIZED FOR ITS **OUTSTANDING QUALITY OF LIFE** AND AN ATTRACTIVE PLACE TO BUILD A BUSINESS AND RAISE A FAMILY.
- **AAA BOND RATING** FOR THE COUNTY: 1 OF 3 COUNTIES WITH THAT DESIGNATION IN THE STATE.
- **LOWEST PROPERTY TAX RATES** IN THE REGION.
- **ZERO PERSONAL INCOME TAX** AT STATE AND LOCAL LEVELS.

WHO IS HERE?



HOME TO **25% OF TENNESSEE'S INC. 500 COMPANIES**, INCLUDING NATIONAL AND INTERNATIONAL CORPORATE HEADQUARTERS FOR OVER 40 COMPANIES.

12 OF THE 25 LARGEST PUBLICLY TRADED COMPANIES IN THE NASHVILLE REGION ARE IN WILLIAMSON COUNTY, INCLUDING **5 OF THE TOP 10**.

NISSAN

TSC TRACTOR SUPPLY CO.



Kirkland's



TALENT PIPELINE

57%

OF WORKFORCE HOLDS A BACHELOR'S DEGREE OR HIGHER

2ND

FASTEST GROWING METRO ECONOMY IN THE COUNTRY SINCE THE GREAT RECESSION

1,042,993+ LABOR FORCE

24

COLLEGES & UNIVERSITIES

IN THE METRO STATISTICAL AREA PRODUCING OVER

26K

GRADUATES

AND A REGIONAL WORKING RETENTION RATE OF OVER

60% ANNUALLY

TENNESSEE PROMISE: TWO YEARS OF TUITION-FREE ATTENDANCE AT A COMMUNITY OR TECHNICAL COLLEGE IN TENNESSEE.

EXEMPLARY K-12 SCHOOL SYSTEM CONSISTENTLY RECOGNIZED AS **BEST IN TENNESSEE.**

CLASS OF 2019 AWARDED OVER

\$182M IN ACADEMIC SCHOLARSHIPS

NASHVILLE INTERNATIONAL AIRPORT

- LOCATED 8 MILES FROM DOWNTOWN
- 540 AVERAGE DAILY FLIGHTS
- 16 CARRIERS WITH MORE THAN 75 NON-STOP DESTINATIONS
- 75% OF U.S. MARKET WITHIN A 2 HOUR FLIGHT
- NEW NONSTOP SERVICE TO LONDON STARTED MAY 2018

● NONSTOP FLIGHTS FROM BNA



SIoux FALLS DEVELOPMENT FOUNDATION AND GREATER SIoux FALLS CHAMBER



Reason For Inclusion:

US census data shows that Sioux Falls is the fastest-growing city in the Midwest at 6.3%.

About:

Sioux Falls is an example of two independent organizations with an “umbrella” organization focused on capital campaigns. The two organizations include the Greater Sioux Falls Chamber of Commerce which advocates for businesses. The other is the Sioux Falls Development Foundation which facilitates the attraction of new business, the retention and expansion of existing firms and the formation of new companies.

The “umbrella” is Forward Sioux Falls.

www.Startupsiouxfalls.com

Forward Sioux Falls:

The Chamber and Foundation’s Executive Committees are part of a joint venture management committee (Forward Sioux Falls) that was started in 1987. The Chamber has 5 representatives, the Foundation has 5 representatives and there are 5 at-large representatives. Forward does a massive capital campaign every 5 years. The funding goes towards workforce initiatives, economic development, advocacy plus other items that make it into the “plan.”

The last campaign had the two competing hospital CEO’s serve as Chairs.

Forward has one program director that reports to the Chamber CEO. They oversee dollars and allocate money to fund the agreed upon initiatives. In the 5-year campaign that kicked off in 2022, \$16.7m was raised.

The campaign begins with a feasibility analysis of investors. Staff asks, “what do you need us to do to make it better for you to operate?” Key issues are identified, and a plan of action is created with price tags. Then, the Forward Sioux Falls Campaign Cabinet begins raising the needed funds.

The City is contributing \$500k annually and the remainder comes from the private sector.

Development focuses on retention, expansion and attraction. They work with site selectors, real estate, Also, they focus on workforce, create, and fill jobs. Active workforce recruitment efforts.

Sioux Falls has other independent organizations in its ecosystem and considered partners. For example, Downtown Sioux Falls, membership based, meets quarterly. They do not do “economic development.” They do promotions, retail engagement...makes downtown run. In addition, there is a robust Convention Visitors Bureau. It was part of the Chamber and then broke away. All of these organizations share office space in the same building. However, they get funding from taxes and not from the Forward campaign.



Advancing our region's
economy through vision,
strategy and collaboration



FORWARD
SIOUX FALLS
2026

“ For over three decades, this city has shown how collaborative efforts driven by Forward Sioux Falls have propelled us forward—from nationwide marketing efforts to business expansion and recruitment programs, from Good Earth State Park to Foundation Park—the impact of Forward Sioux Falls on this community can be seen everywhere. Every resident and business in this community, in some way, has been positively impacted by Forward Sioux Falls. When you can say that about a program—that’s powerful. **”**

Mayor Paul TenHaken
City of Sioux Falls, Honorary Co-chair





Over thirty years ago, forward-thinking community leaders established a vision for a prosperous, dynamic region to be achieved through bold and intentional economic development efforts. Critical to that vision was a public-private platform for setting agendas and executing strategies in pursuit of long-term objectives but aligned with near-term needs and opportunities.

This platform—Forward Sioux Falls—has become nationally recognized for creating decades of economic growth and corresponding quality of place enhancements that have made Sioux Falls the envy of communities across the Midwest and throughout the United States.

Every five years, Forward Sioux Falls engages the business community and civic leaders to design a freshly imagined program of work. This is accomplished in a collaborative way, where broad-based input is combined with metric-driven data so that the objectives are well-focused and measurable outcomes are established. Much of this work is accomplished through the Sioux Falls Development Foundation and the Greater Sioux Falls Chamber of Commerce; however, other community partnerships are also leveraged to maximize our resources in an efficient and effective manner.

Sioux Falls area businesses, as well as our public partners, understand the importance of working together. Competitors put their differences aside for the collective benefit of our community through a unified effort to grow and diversify our economy. And the results continue to exceed expectations!

We appreciate the commitment from our 400+ investors and we ask for your continued engagement. We also encourage organizations considering a first-time investment to join the effort to elevate our region's economy as Forward Sioux Falls 2026 continues to build on our momentum.

A red rounded rectangle containing the Sioux Falls logo (a stylized 'S' and 'F' intertwined) at the top. Below the logo, the text reads: **CABINET CO-CHAIRS**, **Paul Hanson** Sanford Health, **Dave Rozenboom** First PREMIER Bank, and **Dave Flicek** Avera McKennan Hospital & University Health Center.

FORWARD SIOUX FALLS CAMPAIGN CABINET

CABINET CO-CHAIRS

HONORARY CO-CHAIR



Dave Flicek
Avera McKennan
Hospital & University
Health Center



Paul Hanson
Sanford Health



Dave Rozenboom
First PREMIER Bank



Mayor Paul TenHaken
City of Sioux Falls



Katie Ashmore
Schemmer



Amange Aware
Wells Fargo Bank



Erica Beck
City of Sioux Falls



Michael Bender
Bender Commercial
Real Estate Services



Pam Bonrud
NorthWestern Energy



Paul Brufat
CNA Surety



Holly Brunick
Gloria Dei
Lutheran Church



Pat Costello
Schoeneman's Building
Materials Center



Dan Doyle
Lloyd Companies



Chris Ekstrum
The First National Bank
in Sioux Falls



Todd Ernst
Ernst Capital Group



Lucas Fiegen
Fiegen
Construction Co.



James Gaspar
Interstate Office
Products



Sharon Haselhoff
Grand Falls Casino &
Golf Resort



Jason Herrboldt
First Bank & Trust

FORWARD SIOUX FALLS



Stephanie Herseht Sandlin
Augustana University



Kristin Hoefert-Redlinger
Northwestern Mutual



Rhiannon Israel
Welcome Sioux Falls, LLC



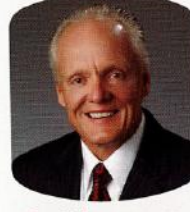
Randy Knecht
Journey Group Companies



Steve Kolbeck
Xcel Energy



Derrick Larson
Eide Bailly LLP



Scott Lawrence
Lawrence & Schiller, Inc.



Dan Letellier
Sioux Falls Regional Airport Authority



Kurt Loudenback
Grand Prairie Foods



Nichelle Lund
Holiday Inn City Centre



Kuol Malou
ACE Academy
Sioux Falls



Joe Marsh
U.S. Bank



Tim McCarthy
Sioux Valley Energy



Tolcha Mesele
Smithfield Foods



Erik Nyberg
Cutler Law Firm, LLP



Matt Paulson
MarketBeat



Paige Pearson Meyer
Midco



Alex Ramirez
USA Media TV



Mark Shlanta
SDN Communications



Jared Swenson
Sands Drywall, Inc.



Kathy Thorson
Central Bank



Rachelle Tieszen
Sammons Financial Group Companies



Steve Van Buskirk
Van Buskirk Companies



Roger Weber
CorTrust Bank

*Photographs courtesy
Chad Phillips Photography*

TALENT ATTRACTION, RETENTION & DEVELOPMENT

HOUSING FUND

Partner with the City of Sioux Falls, Sioux Empire Housing Partnership (SEHP), U.S. Department of Housing and Urban Development (HUD) and others to create a fund to provide resources to address our workforce accessible housing needs.

EXTERNAL TALENT RECRUITMENT

YPN Marketing: Outreach and communications to millennials through the Chamber's Young Professionals Network.

Talent Draft: Facilitate direct contact between companies and students at trade and technical schools within a 150-mile radius of Sioux Falls.

Talent Tours: Facilitate direct contact between companies and students at community colleges and four-year institutions within a 150-mile radius of Sioux Falls.

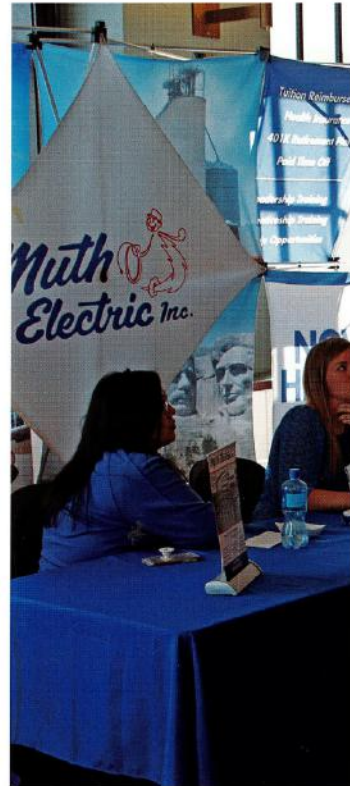
Talent Rebound: Facilitate direct contact between companies and alumni of all higher education institutions within a 150-mile radius of Sioux Falls.

Electronic Recruitment: Identify regional markets to conduct recruitment campaigns aimed at talent prospects in the key workforce need areas of bioscience, cyber/IT, advanced manufacturing, logistics/distribution and technical trades.

INTERNAL TALENT TRAINING & DEVELOPMENT

Career Connections: Partnering with local businesses from a variety of industry sectors, Career Connections will provide high-potential at-risk high school juniors and seniors with a career exploration and mentorship opportunity and financial assistance for dual-credit course work to help them begin their post-secondary education and career journey.

Your Future STEM/IT: Target regional middle and high schools for career exploration in STEM and IT.





SUPPORT ADDITIONAL WORKFORCE EXPANSION

Non-Traditional Workforce Recruitment: Work with community partners to identify and engage the immigrant population, people with disabilities, former inmates during re-entry, veterans and other special populations to further employment and labor participation among these citizens.

REACH: Support to expand the workplace literacy program.

BUSINESS PARTNERSHIPS

Recruitment Council/WIN Summit: Leverage best practices of local companies through the 300-member Recruitment Council quarterly meetings as well as the annual Workforce Innovation Network (WIN) Summit.

WIN Engagement Platform: Support an electronic engagement platform for local employers to monitor best practices, engage in virtual dialogue and keep up to date on new and creative HR practices.

SIOUX FALLS THRIVE

Further advance this cradle to career long-term workforce development initiative using the collective impact model to provide enhanced outcomes for youth so that each child can reach their highest potential and enjoy future success in the workplace and in our community.



2026 OUTCOMES

- 1,000 new housing units from the Housing Fund
- 25,000 new residents
- 12 ongoing talent/workforce recruitment programs
- 350 post-secondary recruitment partners
- 1,000 apprenticeships/internships/job shadows

BUSINESS RETENTION, EXPANSION & ATTRACTION

Software, technology, research and data resources to analyze opportunities, threats and market conditions and to curate information for various audiences.

Business Retention Calling Program:

Assist existing local companies with retention and expansion opportunities including state programs, local programs and assistance with permitting, licensing, workforce and financing programs.

Comprehensive Marketing:

Target industries, companies, site selectors, and others.

- Partnerships with local commercial real estate professionals
- Lead generation through direct marketing channels
- Trade shows
- Electronic recruitment campaign
- Siouxfalls.com website
- Target industries:
 - Bioscience
 - Cyber/IT
 - Advanced manufacturing
 - Logistics and distribution

International Trade Programs:

Partner with the South Dakota Small Business Development Center and U.S. Department of Commerce Bureau of Industry & Security to market to potential companies. Optimize the use of the FSD International Port of Entry to import and export goods in the region.



Foundation Park support and development



2026 OUTCOMES

- 4,500 new direct jobs at above median wage
- \$500 million new capital investments
- \$250 million new property tax revenues
- 300+ acres land sold and developed
- 300 existing companies assisted
- 30 foreign trade relationships formed

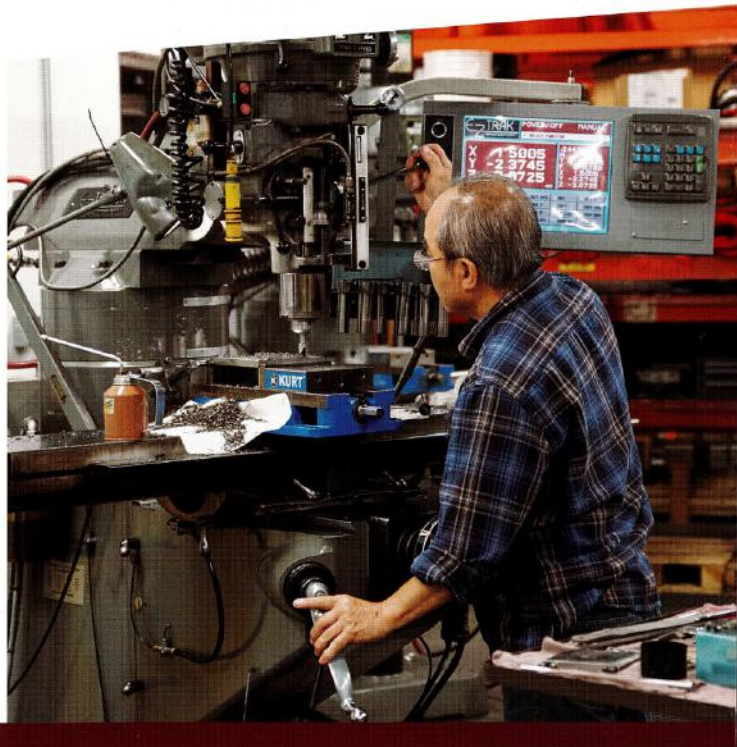


INNOVATION & ENTREPRENEURSHIP

Cyber/IT Park: Seed funding for a new vision to partner with Dakota State University, local tech companies and the City of Sioux Falls to create a cyber/IT campus in Sioux Falls.

USD Discovery District: Assist with operating funds and enhanced marketing to target bioscience firms to locate in the USD Discovery District.

Zeal Center for Entrepreneurship/Startup Sioux Falls: Administrative and program support for the entrepreneurial community and initiative expansion.





BUSINESS ADVOCACY, AIRPORT & QUALITY OF PLACE ENHANCEMENT

Innovation Center of Excellence: A proposed new center within the Chamber where public and private sectors will partner and collaborate to deliver innovative programming focused on diversity, equity and inclusion. The center will also support Next Level Leadership Academy, New Ideas Think Tank and others.

Future Sioux Falls Strategic Planning: Provide funding for our next community-wide, long-range vision and strategic planning process.

Effective Advocacy: Forging relationships with elected officials at all levels of government to ensure measurable outcomes to support economic development, workforce education, business climate, diversity and inclusivity, health care and limited taxes and regulation.

Legal and Lobby Counsel: Engagement of legal counsel on legislative proposals that impact the business community and quality of place initiatives.

Airport Marketing: Continue efforts of the Air Service Committee to market the Sioux Falls Regional Airport at Joe Foss Field in conjunction with the Sioux Falls Airport Authority. Our goals include: expanding marketing to new regions as a preferred destination for business and leisure travelers, increasing passenger enplanements, reducing leakage to other airports, expanding provider routes, increasing the level of commercial air service and providing financial incentives to carriers to add new service destinations to FSD.

A photograph of a white airplane on a tarmac, viewed from the front. The number '305' is visible on the nose. A red graphic overlay is positioned in the foreground, partially obscuring the bottom of the image.

2026 OUTCOMES

- 35+ site selector/broker events
- 75+ company hostings
- 30,000 direct workforce contacts
- 250,000 electronic workforce exposures
- Refreshed Future Sioux Falls strategic plan



PROGRAM MANAGEMENT & ADMINISTRATION

As a joint venture between the Greater Sioux Falls Chamber of Commerce and the Sioux Falls Development Foundation, Forward Sioux Falls provides resources to deliver on a number of strategies and initiatives.

The Joint Venture Management Committee (JVMC) is the governing body of Forward Sioux Falls. Comprised of the respective executive committees from both the Chamber and Development Foundation, as well as at-large and ex-officio members, the JVMC is responsible for oversight, management and strategic planning for Forward Sioux Falls.

Program management and administration, investor relations services, development of a capital campaign, volunteer/staff management and coordination, events/meetings, as well as program and brand marketing are included within this pillar.

BUDGET FOR FORWARD SIOUX FALLS 2026: \$15 MILLION

- Talent Attraction, Retention & Development \$4 million
- Business Retention, Expansion & Attraction \$3.2 million
- Innovation & Entrepreneurship \$2.5 million
- Business Advocacy, Airport & Quality of Place Enhancement \$3 million
- Program Management & Administration \$2.3 million



ECONOMIC IMPACTS & GOALS

Economic impacts were computed by an Input/Output model, created for Minnehaha County and Lincoln County. The model is based on the latest data available from IMPLAN®, the most widely used system to compute impacts. This analysis incorporates revisions of IMPLAN® to increase industry details and incorporate newly released 2019 data and benchmarks for I/O tables from all U.S. data reporting agencies.

The revised IMPLAN® data has 546 possible sectors. Economic impacts are measured by jobs, income, value added, output and taxes received.

The table below summarizes the annual economic impacts (direct, indirect, and induced) for programs that create jobs and investment.

ANNUAL ECONOMIC IMPACT SUMMARY FORWARD SIOUX FALLS 2026

Source: NCDS, ESC I/O model for Sioux Falls, SD.

IMPACT TOTAL

Jobs	Income	Value Added	Output
9,222	\$600,184,856	\$949,133,890	\$2,151,246,155

Disposable Income	Consumer Spending	Savings Deposit Potential
\$528,882,895	\$488,053,136	\$42,099,078

Minnehaha/Lincoln Counties taxes	Minnehaha/Lincoln Counties municipal taxes	Minnehaha/Lincoln Counties tax districts
\$3,062,225	\$10,312,883	\$9,821,333

ROI - private sector
\$13.27 profits
for every \$1 invested

ROI - Minnehaha/Lincoln Counties taxing units
\$9.28 in taxes
for every \$1 invested



PROJECTED OUTCOMES & GOALS 2021-2026

FIVE-YEAR PROGRAM STRATEGIES

1. Talent Attraction, Retention & Development
2. Business Retention, Expansion & Attraction
 - Cyber/IT
 - Biosciences/pharmaceuticals
 - Advanced manufacturing/ value added agriculture
 - Logistics/distribution
3. Innovation & Entrepreneurship
4. Business Advocacy, Airport & Quality of Place
5. Program Management & Administration

BUSINESS RETENTION, EXPANSION & ATTRACTION

- 4,500 new direct jobs at above median wage
- \$500 million new capital investments
- \$250 million new property tax revenues
- 300+ acres land sold and developed
- 300 existing companies assisted
- 30 foreign trade relationships formed

TALENT & WORKFORCE DEVELOPMENT

- 1,000 new housing units from the Housing Fund
- 25,000 new residents
- 12 ongoing talent/workforce recruitment programs
- 350 post-secondary recruitment partners
- 1,000 apprenticeships/internships/ job shadows

MARKETING

- 35+ site selector/broker events
- 75+ company hostings
- 30,000 direct workforce contacts
- 250,000 electronic workforce exposures

FORWARD SIOUX FALLS HISTORY

1987 
Forward Sioux Falls • 1987-91
 Goal: \$1.4 million • Raised: \$1.9 million
 Campaign Chair: Lyle Schroeder

1992 
Forward Sioux Falls II • 1992-96
 Goal: \$2 million • Raised: \$2.2 million
 Campaign Chair: John Mulligan

1997 
Forward Sioux Falls III • 1997-2001
 Goal: \$3 million • Raised: \$4.2 million
 Campaign Chair: Gary Olson

2002 
Forward Sioux Falls IV • 2002-06
 Goal: \$5.5 million • Raised: \$6.4 million
 Campaign Chair: Tom Everist

2006 
Forward Sioux Falls V • 2006-11
 Goal: \$8.5 million • Raised: \$10.5 million
 Campaign Co-chairs:
 Dana Dykhouse and Kelby Krabbenhoft

2011 
Forward Sioux Falls 2011-2016
 Goal: \$11.2 million • Raised: \$12.2 million
 Campaign Co-chairs:
 Dana Dykhouse and Mark Shlanta

2016 
Forward Sioux Falls 2016-2021
 Goal: \$15.5 million
 Campaign Co-chairs:
 Dave Rozenboom, Mark Shlanta and Mayor Mike Huether

1993-1994

Forward Sioux Falls was significantly involved in the development and realization of the Sioux Falls Convention Center and Washington Pavilion projects, which Sioux Falls residents approved in October 1994. The Sioux Falls Convention Center opened in January 1997. The Washington Pavilion opened in June 1999.

1994

FSF initiated and funded the Sioux Falls Tomorrow community-based planning process, which was completed in 1994 and developed a vision and goals for Sioux Falls. This process has been repeated several times, most recently in 2014.

1997

The Sioux Empire Housing Partnership was created to address affordable housing needs within the community, a key initiative in the community's efforts to grow and expand the workforce.



January 2004

After more than two years of planning, the South Dakota Technology Business Center (now known as the Zeal Center for Entrepreneurship) opened its doors, providing services to help start-ups grow and graduate into the community.



2010-11

The Future Sioux Falls community strategic planning process helped shape the Forward Sioux Falls 2011-2016 program.



July 2013

The SDTBC partnered with USD in managing the developing research park located on the grounds of University Center. The 80-acre USD Discovery District shares a campus with the Graduate Education and Applied Research (GEAR) Center. The USD Discovery District will provide an environment where university research can be conducted and commercialized and a resource to help grow companies in South Dakota.



January 2015

Forward Sioux Falls engaged national economic and workforce development consulting firm Market Street Services to conduct a workforce analysis. A task force made up of business and education leaders oversaw the process, which included online surveys, interviews and focus groups. The Workforce Action Agenda was shared in the fall of 2015. Market Street analyzed Sioux Falls talent requirements and market changes and compared the city to other regional communities.

June 2015

The Sioux Falls Development Foundation announced the creation of Foundation Park, the state's first mega site that features 820 contiguous acres adjacent to rail and two interstates.





BECOME AN INVESTOR

For over thirty years, Forward Sioux Falls has been a productive platform for pursuing economic growth and implementing priority strategies, programs and projects. It has played a key role in our unique and proud story of success.

Significant financial investments from the private and public sectors combined with the commitment of engaged volunteers and staff have fueled our programming and achievements. As we prepare for the eighth multi-year initiative, we implore our investors—and all of the region's stakeholders—to remain diligent and to maintain a requisite sense of urgency for our region's continued growth and prosperity. Complacency and indifference among our stakeholders would threaten our progress. We owe it to those that came before us and to those who will follow to carry the torch. To do that, we need your support.

We appreciate your thoughtful consideration of an investment in Forward Sioux Falls 2026.





FORWARD
SIOUX FALLS

200 N. Phillips Ave. Suite 200, Sioux Falls, SD 57104
(605) 373-2008 | forwardsiouxfalls.com



Part Three:

RECOMMENDATIONS

RECOMMENDATIONS

While six organizations were invited to participate in the study, there are three organizations that actively participated and have complementary missions. Based on participant meetings, there is one recommendation that Invest Aurora, the Aurora Chamber, and Aurora Downtown consider possibly merging. The Quad County African American Chamber of Commerce (QCAACC) provided a partial response to the request for information and the Hispanic Chamber of Commerce did not respond. Therefore, there was not the necessary insight into these organizations to determine if a merger was a good fit. If a merger should go forward and if there is future interest, both the QCAACC and the Hispanic Chamber could join the merged group in a phase II. The Aurora Area Convention and Visitors Bureau does not have the same mission overlap as the others nor does it have the same structural deficits as the others. Therefore, a phase I merger recommendation is initially focusing on Invest Aurora, the Aurora Chamber and Aurora Downtown.



These three organizations, working as one, could greatly benefit Aurora. Currently, Invest Aurora, the Aurora Chamber, and Aurora Downtown share office space. All three engage in economic development activities, and all three organize programming. However, they each have limited resources and staff which minimize the ability to undertake truly transformative work.

Currently, both Invest Aurora and Aurora Downtown are funded with public dollars. The Chamber is currently the only organization supported by membership dues. Many other metro's have dues for Board members at \$10k, stakeholders at \$5k, and small business (less than 5 employees) at \$1000 annually. The Executive Committee of a newly merged organization would need to determine the best fee structure.

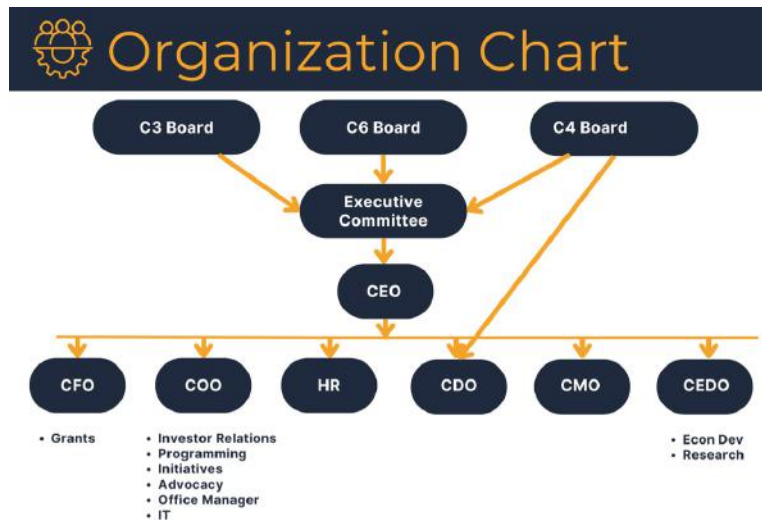
If a merger is agreed upon, all three legal structures could stay intact. The Aurora Area Chamber is a 501(c)(6) and would be considered the administrative arm. All employees would be hired by this entity, and it would be responsible for payroll and all expenses. Invest Aurora's legal entity is a 501(c)(3), and it would be used for grant awards and other donations that need to go specifically to a C3. Aurora Downtown is a 501(c)(4) and the C4 would continue to collect the SSA tax funding. There would be operating agreements put into place between these entities so the monies going to the C3 and/or the C4 would be transferred to the C6 to cover operating and expenses.

RECOMMENDATIONS

All current Board Members could be invited to continue their service. The existing C3 Board and C4 Board would each keep three Directors and the other Directors would be transferred to the C6 Board. An Executive Committee would be comprised of at least one person from the C3 Board and one person from the C4 Board and the others would come from the C6 Board. The number of Executive Board members would need to be determined. The Executive Board would meet monthly. The C6 Board would meet quarterly. The C3 and C4 Boards would meet annually and more as needed.



A proposed organizational chart is below. In order to design and support new activities and initiatives, additional staff would be required. Most urgently: a Chief Financial Officer, a Chief Communications Officer, a Chief Strategy and Initiatives Officer, event logistics staff, fundraising team, a VP for economic development, VP for government affairs, an HR person and grant specialist.



A robust organization could include the following departments with the following roles:

Administration:

- Chief Financial Officer
- Director of Finance and Accounting
- Reception and Office Coordinator
- IT
- HR

Economic Development:

- Chief Economic Development Officer
- Senior VP Economic Development
- VP Economic Development
- Director of Economic Development

RECOMMENDATIONS

Research:

Responsible for collecting data, answering requests for information and grant applications, conducting flash polls, and publishing quarterly economic overview/growth reports.

Chief Research Officer
VP of Research
Research Analyst

Marketing & Communications:

Oversees digital marketing, media relations, social media, promotional marketing including events, and market research.

Chief Marketing and Communications Officer
Marketing Director
Director of Public Relations and Social Media
Digital Content Strategist

Advocacy:

Build relationships and lobby local, state and federal officials, manage referendum campaigns, organize a committee of Aurora companies government affairs specialists, draft Legislative Agenda and organize visits to Springfield and Washington, DC.

Chief Advocacy Officer
VP of Local and State Relations

Investor Relations and Programming:

Responsible for growing membership, organizing programs and for developing key initiatives.

Chief Development and Investor Relations Officer
Chief Strategy and Initiative Officer
VP of Investor and Investor Relations
Manager of Member Development
Manager of Member Engagement
Manager of Talent Development
Manager of Small Business and Growth Initiatives
Manager of Education and Workforce Partnerships
Director of Event Logistics

RECOMMENDATIONS

Next steps include raising money, obtaining legal support and addressing key action items.

Raising Money:

The research shows that many organizations in similar size metros have annual budgets in the \$3m range. The goal will be to secure three-year commitments from President Circle level investors, grow membership dues, obtain sponsorships, foundation funding and grant awards.

Many other metro's have dues for Board members at \$10k, stakeholders at \$5k and small business (less than 5 employees) at \$1000 annually. The Executive Committee of a newly merged organization would need to determine the best fee structure and be actively involved in soliciting and securing funding.

A "Funding Cabinet" should be organized to assist with outreach to potential investors, and smaller-sized gatherings targeting CEOs should be organized to inspire business leaders to get involvement.

Legal:

All bylaws and legal documents would need to be amended. Fiscal years should be aligned. In addition, given the City currently funds both Invest Aurora and Aurora Downtown, at the appropriate time, these agreements and funding appropriations would need to be updated.

Key Action Items:

Board members from Invest Aurora, the Aurora Chamber and Aurora Downtown are invited to a joint Board meeting on June 25, 2024 to discuss the possibility of a merger. If the Boards agree to merge, several immediate actions would be needed including a decision on who will serve on an Executive Committee. A review of current staff and salaries would assist in determining staffing structures. A compensation study should be undertaken to assist with salaries. Job descriptions would need to be drafted and posted for the most pressing roles. An RFG/RFP should be posted, and a firm selected to assist with drafting a strategic plan. A branding rollout would be needed for the newly formed organization. A slide deck from the June 25, 2024 Board meeting, with further details on these topics, is included in this section of the document.

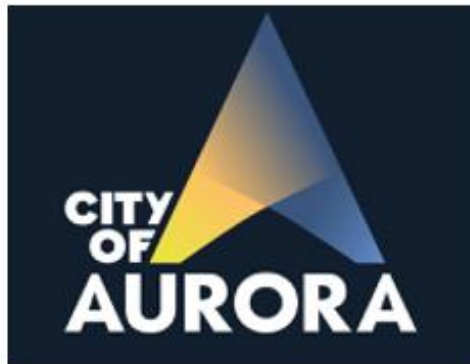
A "Leadership Retreat" could be organized for October for current and potential investors for input on prioritizing strategic initiatives.

The goal aims to have a new organization fully operational by Q1 2025.

WELCOME

AURORA ECOSYSTEM REVIEW & BEST PRACTICES

Different ways in which other counties and cities manage their Chamber of Commerce, Economic Development, and Downtown efforts.



MAYOR RICHARD IRVIN



TINA DE CHAUD



JEN MENDOZA



KELLY O'BRIEN

AURORA ECOSYSTEM SELECTED TO STUDY



Organizations Involved:

- City of Aurora
- Aurora Area Convention & Visitors Bureau
- Aurora Regional Chamber of Commerce
- Aurora Downtown
- Aurora Regional Hispanic Chamber of Commerce
- Invest Aurora
- Quad County African American Chamber

LESSONS LEARNED

GENERALLY, ECOSYSTEMS FALL INTO ONE OF THREE CATEGORIES

1

All
Independent

2

Autonomous
Organizations
With an umbrella
for funding.

3

Merged
Organizations

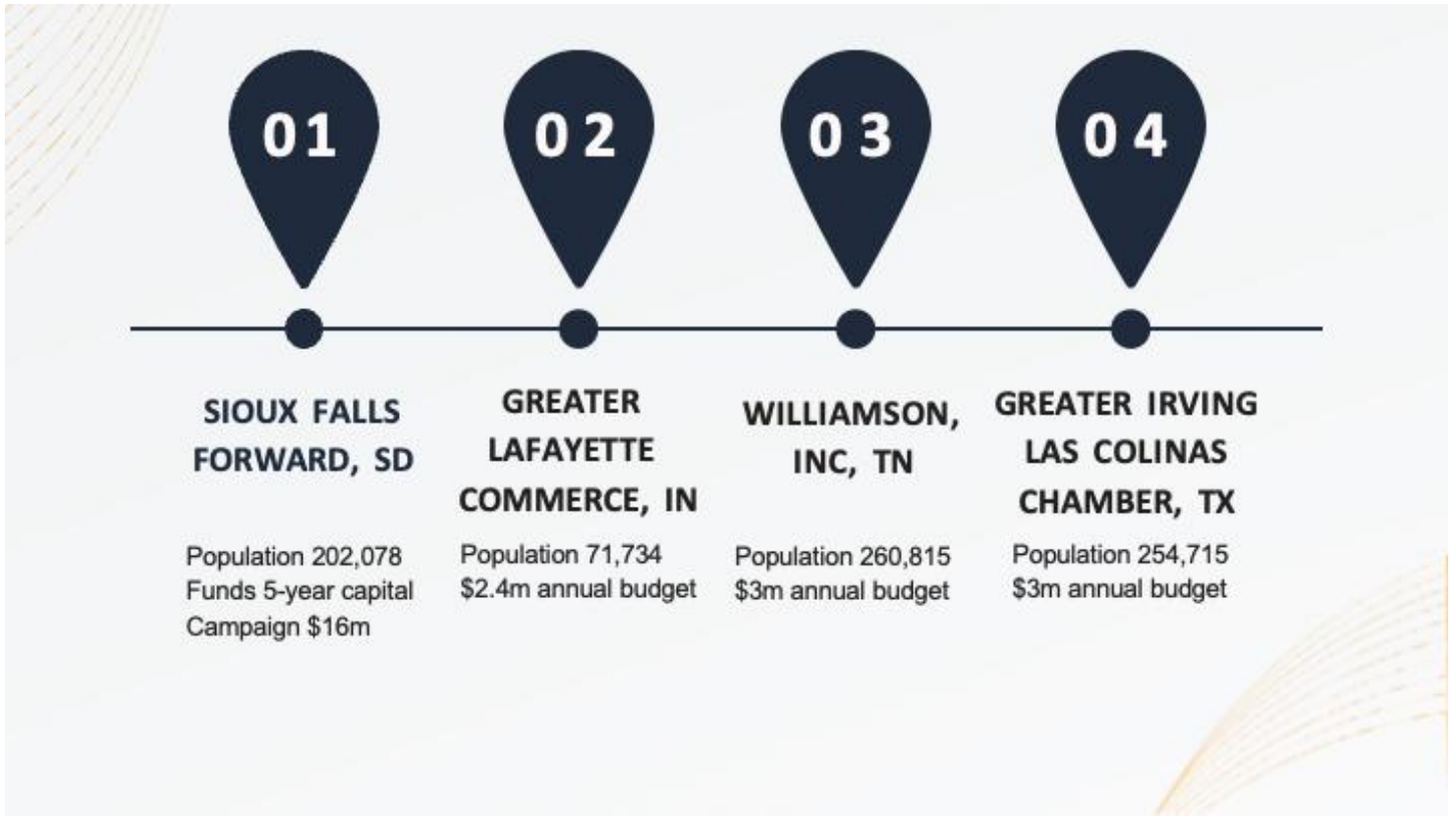
CITIES AND COUNTIES RESEARCHED

Combined

- Charlotte, NC
- Lafayette, IN
- Nashville, TN
- Tulsa, OK
- Williamson, INC. ,TN

Not Combined

- Boise, ID
- Fort Worth, TX
- Jacksonville JAX, FL
- Sioux Falls, SD



2026 OUTCOMES

- 1,000 new housing units from the Housing Fund
- 25,000 new residents
- 12 ongoing talent/workforce recruitment programs
- 350 post-secondary recruitment partners
- 1,000 apprenticeships/internships/job shadows
- 4,500 new direct jobs at above median wage
- \$500 million new capital investments
- \$250 million new property tax revenues
- 300+ acres of land sold and developed
- 300 existing companies assisted
- 30 foreign trade relationships formed
- 35+ site selector/broker events
- 75+ company hostings
- 30,000 direct workforce contacts
- 250,000 electronic workforce exposures
- Refreshed Future Sioux Falls Strategic Plan

PHASE 1

RECOMMENDATION: 3 ENTITIES MERGE



1

Invest Aurora

501 C3

2

Aurora Chamber

501 C6

3

Aurora Downtown

501 C4

WHY THESE 3 ORGANIZATIONS?

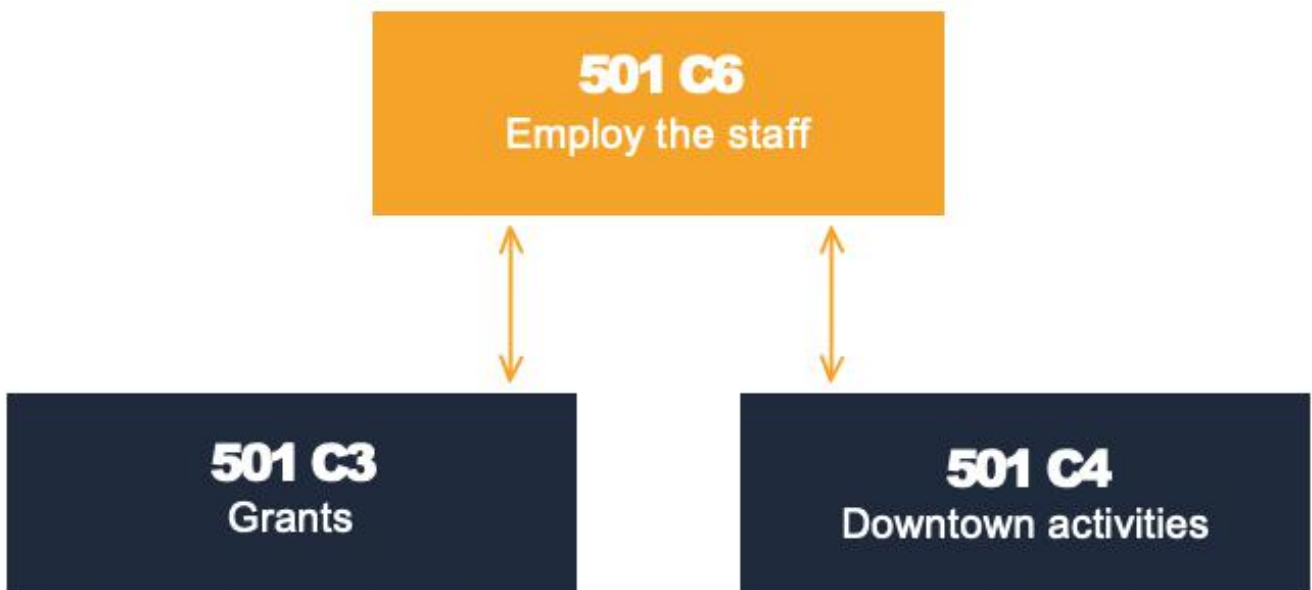
- Each of the 3 organizations works directly with the business community
- Synergy exists between missions and initiatives
- Each of these organizations can tap into stakeholders to support businesses, attraction, expansion, and retention
- Each organization can contribute to market research given different but similar audiences
- The collaboration will provide a stronger narrative with grant applications
- Better for the Business Community to see coordinated calendars and improved strategic initiatives
- The collaboration will streamline activities, programming, and branding
- Each organization is in need of additional resources

MERGE

The 501C6 will serve as the central entity and all three legal structures will stay intact.



HOW WILL THIS WORK?



HOW WILL THIS WORK?

Operating agreements will be executed between:

501C6 ← 501C3

AND

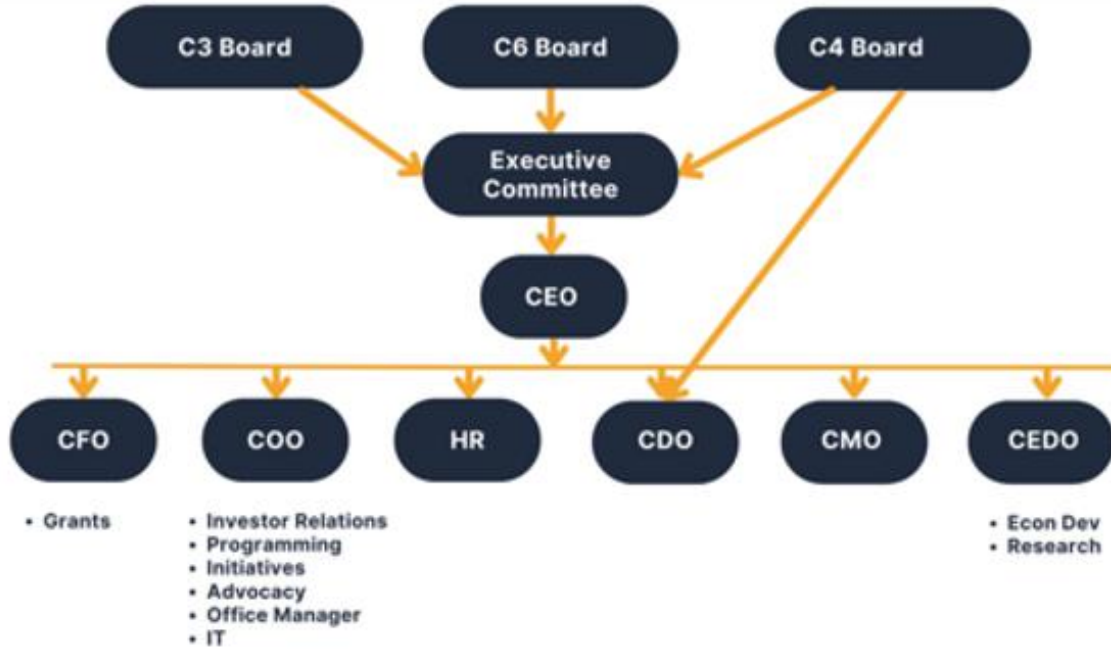
501C6 ← 501C4

HOW WILL THIS WORK?

BOARDS:



Organization Chart



NEXT STEPS:

- 01**
Raise Money
- 02**
Legal Help
- 03**
Action Items

RAISE MONEY

- Raise capital as part of transition activities and launch of new structure
- Create a Funding Committee
- Secure 3-year funding commitments for a goal of \$3m annually

LEGAL HELP

- All Bylaws and Legal documents will need to be amended
- Explore requirements of city council actions needed for Invest Aurora and Aurora Downtown agreements in place along with amending the city budgets.



**WHAT IS BEING ASKED
OF EACH BOARD?**

YES VOTE TO PROCEED

What?

Vote "YES" to proceed

When?

June 25, July 12, Q1 2025 (key dates)

Why?

Make Aurora, the second largest city in Illinois, more competitive and become tomorrow's "Best Practice"

How?

New Name/Operating Agreements/Identify Funding

Who?

Invest Aurora, Aurora Regional Chamber of Commerce, and Aurora Downtown



**Thank YOU
for your service!**



**RESPONSE
FROM BOARD
CHAIRS AND
MAYOR**



QUESTIONS?



MEETING DATES

- **AURORA DOWNTOWN:**
JUNE 27 FROM 3-4 PM
- **AURORA REGIONAL CHAMBER OF COMMERCE:**
JULY 1 AT 8:30 AM
- **INVEST AURORA:**
JULY 9 FROM 3-4 PM

Part Four:

FEDERAL RESERVE BANK OF CHICAGO:
PEER CITY IDENTIFICATION TOOL
DATA FOR AURORA

FEDERAL RESERVE BANK OF CHICAGO: PRESENTATION PEER CITY IDENTIFICATION TOOL

Key Takeaways:

1. Aurora's "Labor Participation Rate," which is the percentage of the population that is either working or actively looking for work, is strong at 72.7% and higher than its peer cities.
2. Aurora's manufacturing workforce share of total workforce employed in manufacturing stands at 14.5% with a 67% decrease between 1970-2021. While a significant decline, this reflects macro trends of deindustrialization, and other indicators point to a more diversified economy.
3. Aurora's Median Family Income is – higher than its peers – but has declined by 9.5% since 2000. While incomes have declined in many peer cities, this decline is greater than most.
4. Aurora has an 8.6% poverty rate with a 2.4% increase between 2000-2021. This increase is slightly greater than peers and aligns with the more marked decrease in median family incomes.
5. More than 35% of Aurora's adult residents have a bachelor's degree – well in line with its peer group.
6. Aurora's population is growing and is diverse and vibrant with 26% foreign born residents, 58% of families with children and 60% are between the ages of 20-64.
7. Housing is not a pain point for Aurora and appears to be relatively affordable with a newer housing stock.
8. Aurora has strong assets: a well-educated, diverse workforce, affordable housing, and strong labor force participation.

Goals for Consideration:

1. Create strategies to increase median family income with a high-quality job attraction plan.
2. Design and implement programs to lower the poverty rate.
3. Explore opportunities given Aurora's diverse population.
4. Understand assets in the "aspirational cities" for Aurora and create strategies to implement (cities provided by the FRBC include Santa Clarita, CA, Irving, TX, Fremont CA, Scottsdale, AZ, Tacoma, WA, Chula Vista CA, Grand Rapids, MI, Elgin, IL, Des Moines, IA, Thornton, CO).

RECAP:

The Peer City Identification Tool (PCIT) has four main themes:

- Resilience**
- Equity**
- Outlook**
- Housing**

RESILIENCE:

Resilience speaks to issues related to economic diversification by considering current conditions and trends in manufacturing employment, labor force participation, and unemployment.

Within "Resilience," the tool looks at 9 categories.

Labor Force Participation Rate:

The tool showed 7 peer cities in this category. Aurora's "Labor Participation Rate," which is the percentage of the population that is either working or actively looking for work, is at 72.7%. This is the second-highest rate among its peers with the PCIT median being 64.7% and the peer group median being 69.9%. The closest only peer city with a higher rate at 74.7% is Lakewood, Ohio.

The Federal Reserve Bank of St. Louis website has a post explaining the Labor Force Participation Rate: [The Labor Force Participation Rate, Explained | St. Louis Fed \(stlouisfed.org\)](#).

It explains that a decline in the number of people participating in the labor force can have a negative impact on the overall economy. According to research published by the Federal Reserve Bank of Philadelphia in 2017, a falling LFP rate can slow the growth of GDP, since "fewer people are contributing to the nation's output of goods and services." Additionally, a lower participation rate can lead to higher tax rates, since the government has a narrower tax base from which to draw revenue, the authors noted.

The labor force participation rate is one of many important statistics to look at when examining the overall health of the labor market. Understanding the factors affecting the rate can also help in understanding the potential impact of LFP trends on the economy as a whole.

It is a positive talking point for Aurora that it has a high LFP rate.

Manufacturing Workforce and Change in Labor Share for Manufacturing:

The tool also calculates Aurora's manufacturing workforce at 14.5%. This is more than the country's median of 9.2% and its identified peers who have a median of 12.4%. The tool also showed that the "change, labor share of manufacturing, 1970-2022" is a dramatic -66.7%. This decline in Aurora's manufacturing workforce is typical of its peers. Anaheim, CA had the least change in the group, 61.5%, still a larger decline than the nationwide city median. Given that Aurora has a low unemployment rate and high labor participation rate, a -66.1% is not necessarily a bad thing. It shows that Aurora's economy has diversified.

Median Family Income and Change in Income:

Aurora's "Median Family Income" is \$97,491. The PCIT median is \$83,883 and the Peer Group is \$97,979. The highest peer city, Des Plaines, IL, is \$106,684.

Additionally, Aurora's family income has declined -9.5% from 2000-2022. This is the largest decline among its peers. Among its peers, Leominster, Massachusetts experienced the largest increase in median family income since 2000. Leominster's municipal website describes the local economy thusly:

Economic Development:

Leominster, Massachusetts has maintained a solid economic base through a variety of strategies and resources. The city offers numerous economic development programs, including Tax Increment Financing (TIF), Special Tax Assessment (STA), and the Abandoned Building Renovation Tax Deduction (ABRTD). Additionally, Leominster provides support through the Housing Development Incentive Program (HDIP) and hosts the North Central MA Career Center and Workforce Investment Board.

Manufacturing plays a crucial role in Leominster's economy, with over 120 companies engaged in the production of medical, military, household, and life science products. The city's blend of municipal and private services has positioned it to actively promote economic development opportunities for businesses of all sizes, regardless of their scale.

In a recent comparative analysis, another Massachusetts city, Lowell, was identified as a peer to Aurora, experiencing a significant increase in median family income.

Lowell publicizes:

[Economic Development | Lowell, MA \(lowellma.gov\)](#)

There are a number of reasons why businesses across all industries have located and prospered here in the Mill City. Whether it is because of its prime location at the intersection of Routes 3 and 495, its state of art office facilities, or because of the talented workforce driven by higher education institutions like UMass Lowell and Middlesex Community College, businesses have found Lowell to be a great place to grow and succeed. In recent years, companies such as UKG (former Kronos), IBM, JABRA, and Somerset Industries have relocated their headquarters to Lowell. Lowell is also home to some of the region's top employers like Lowell General Hospital and MACOM Technology Solutions.

Population:

While Aurora is currently disputing the most recent census, the tool shows Aurora's population at 181,405. Even at this number, Aurora is larger than most of the peers shown with the peer group median being 64,163. Only Anaheim, CA is larger among Aurora's "Resilience" peers.

EQUITY:

Equity addresses questions regarding inclusion, access, and diversity using wage-based Gini coefficient, race and ethnicity-based dissimilarity indices, changes in poverty levels, and educational attainment.

Within "Equity," the tool looks at 10 variables.

Aurora's "Equity" Peers are located in Southern California and the New York City metropolitan area: Englewood, New Jersey, Palmdale, California, Escondido, California, and Cathedral City, California. All are Majority minority. with relatively higher wage inequality and large Hispanic populations which are somewhat segregated from the non-Hispanic White population. Measures of segregation (using a dissimilarity index) reflect characteristics that are in line with its peers. Measures of dissimilarity can range from 0 (completely integrated) to 100 (completely segregated) and are impacted by the level of diversity within the community as a whole, so one should always consider the context for interpretation. For example, a community with very little diversity will likely have a lower dissimilarity score. For a community like Aurora, with relatively high levels of diversity, the Hispanic-White dissimilarity index is elevated in comparison to its peers.

Aurora has an 8.6% poverty rate with a 2.4% increase between 2000-2022. A goal for Aurora could be to lower the poverty rate, however, the peers present at 11.4% and the tool's median is 9.6%. However, this increase potentially also reflects the overall decline in median family incomes mentioned earlier. It could also reflect that Aurora has a relatively younger population that may holding lower wage jobs given their age.

Aurora's population is above the median with 35.2% of residents having a bachelor's degree, and above all of its peer in this group except for Englewood, New Jersey (at 44.1%).

HOUSING:

Housing speaks to issues of affordability by incorporating data relating to home ownership and renting, the quality and competitiveness of housing stock by using the age of housing as a proxy, and housing vacancies.

Within "Housing," the tool looks at 7 variables.

In this peer theme, 9 peer cities, in addition to Aurora appear. As a whole, this group includes midsize cities within large metropolitan areas, which offer affordability with a low vacancy rate.

It shows that 43.5% of Aurora's housing units were built pre-1980 with an overall vacancy rate of 4.7%. This is very good when compared to the median pre-1980 stock of 62.94% with 7.2% vacancy. The takeaway is that the majority of Aurora's housing stock is newer, which could also translate into higher quality.

HOUSING CONTINUED:

Home value to income ratio -- a comparison of annual income to home value -- shows affordability. Both low and high values for home value to income ratios may indicate challenges for housing markets, but values around 3 to 4 indicate that the median household can afford the median home. At 2.8, Aurora shows positive affordability.

Aurora "Homeownership Rate" is 66.8%. While that is stronger than the tool's median, it is lower than the 70.8% shown for the peer cities, including Elgin, IL. Further, 45.9% of families are rent burdened, a number that, while high, is in line with peers. Renters are cost-burdened if the cost of rent and utilities exceeds 30% of household income.

Overall, Aurora's housing profile is positive reflecting a newer, largely affordable housing stock, although a lower vacancy rate could place pressure on affordability, especially for lower-income residents.

OUTLOOK:

The Outlook theme explores signs of a city's demographic and economic future by incorporating immigration, family composition, age structure and changes in total population.

Within "Outlook," the tool looks at 6 variables. Aurora's 8 other peer cities in this theme are located within large metropolitan areas including the Chicago, Dallas, Houston, Los Angeles, and San Diego MSAs. They include mainly midsize cities with significant foreign born populations and many families, and all have grown over the past two decades.

Aurora's population includes 58.1% of families with children and a higher share of foreign-born population, even compared with its peer group, at 25.6%. Among its peers, only Pasadena, Texas and Rialto, California match or exceed Aurora's foreign-born population share. While Aurora is contesting the results of the last census, the tool shows the population at 181,405, slightly higher than the 180,542 that the census reported for 2020, and 59.6% of the population is between the ages of 20-64. This percentage of the population being working age aligns with the tool's median.

One standout statistic is Aurora's 26.9% for "Percent change in population from 2000-2022." This shows that even with lower-than-expected census numbers, the city is still growing. Among cities in the tool, this median is only 10%. However, several of Aurora's peers have undergone even greater growth in the past two decades, including nearby Joliet. Understanding the role of immigration in that robust growth number, as well as policies that may have taken place since the turn of the century will help to manage the drivers of population growth.



Aurora Economic Development and Business Association Ecosystem Meeting of the Whole

PEER CITY IDENTIFICATION TOOL

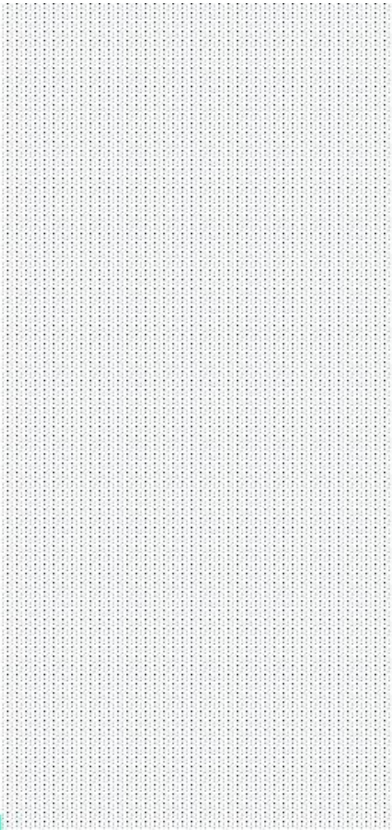
SUSAN LONGWORTH
MARK O'DELL
FEBRUARY 20, 2024

PCIT

Agenda

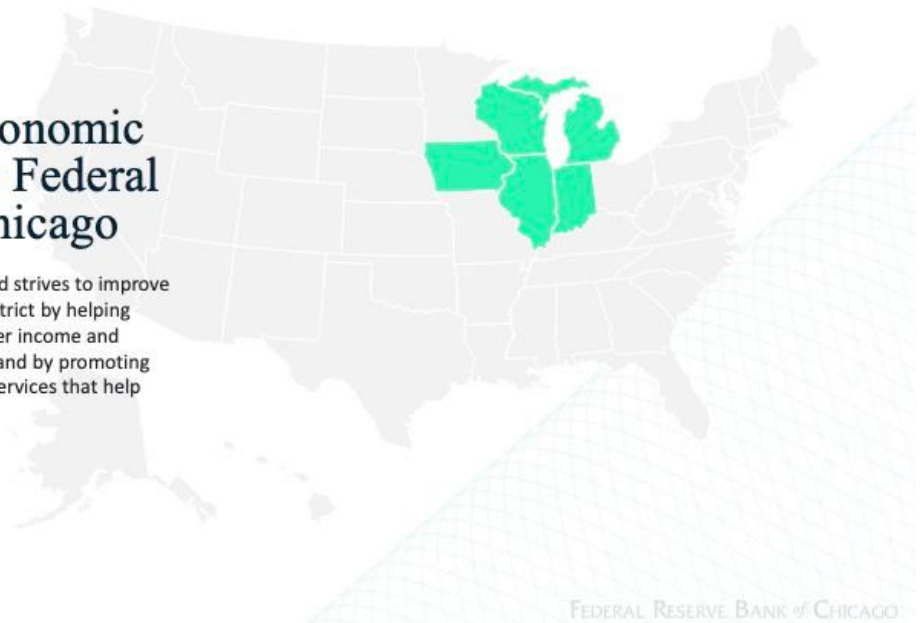
1. About Community and Economic Development at the Fed
2. About the PCIT
3. Aurora and the PCIT Themes of Resilience, Equity, Housing and Outlook
4. Discussion

The views expressed in this presentation are those of the authors and don't necessarily reflect the position of the Federal Reserve Bank of Chicago or the Federal Reserve System.



Community and Economic Development at the Federal Reserve Bank of Chicago

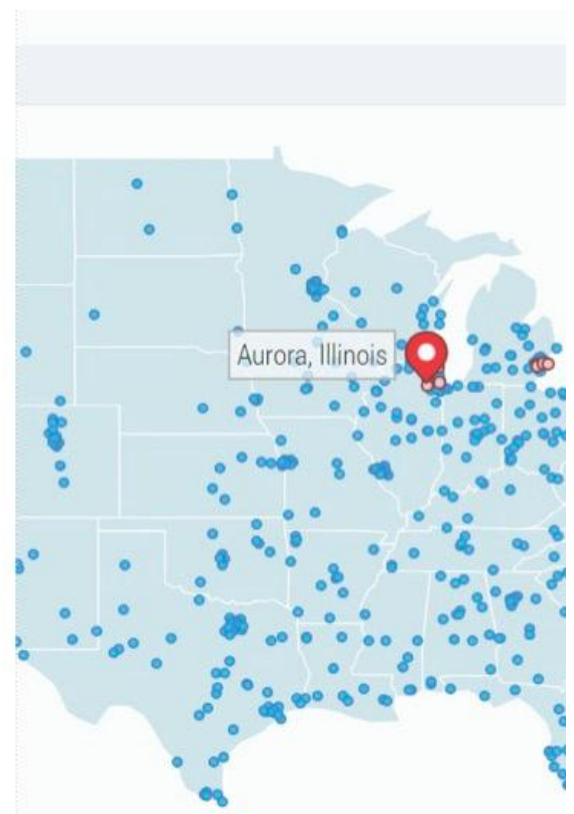
Community Development at the Chicago Fed strives to improve socioeconomic prospects in the Seventh District by helping remove barriers to upward mobility for lower income and underserved households and communities and by promoting access to credit, investment, and financial services that help them thrive.



FEDERAL RESERVE BANK OF CHICAGO

Overview of the Peer City Identification Tool

- Why we developed the PCIT
- How it works
- [Peer City Identification Tool - Federal Reserve Bank of Chicago \(chicagofed.org\)](https://chicagofed.org)



PCIT Themes



Resilience

Resilience speaks to issues related to economic diversification by considering current conditions and trends in manufacturing employment, labor force participation, and unemployment.



Equity

Equity addresses questions regarding inclusion, access, and diversity using the wage-based Gini coefficient, race and ethnicity-based dissimilarity indices, changes in poverty levels, and educational attainment.



Outlook

The Outlook theme explores signs of a city's demographic and economic future by incorporating immigration, family composition, age structure and changes in total population.



Housing

Housing speaks to issues of affordability by incorporating data relating to home ownership and renting, the quality and competitiveness of housing stock by using the age of housing as a proxy, and housing vacancies.

PCIT: Resilience

Resilience Peer Group

[Download Data](#)

Peer Cities	Unemployment rate	Labor force participation rate	Change in labor force participation rate	Labor share of manufacturing	Change, labor share of manufacturing, 1970-2022	Median family income	Change in median family income, 2000-2022	Share of metropolitan area population
PCIT-960 Median	5.6%	64.7%	-0.2%	9.2%	-58.9%	\$83,883	1.3%	6.1%
Peer Group Median	5.5%	69.9%	1.9%	12.4%	-68.3%	\$97,979	-1.3%	2.5%
Anaheim, California	5.4%	67.4%	3.2%	12.4%	-61.5%	\$95,320	8.2%	2.6%
Aurora, Illinois	5.6%	72.7%	1.3%	14.5%	-66.7%	\$97,491	-9.5%	1.9%
Bristol, Connecticut	6.6%	71%	2.4%	12.8%	-74.3%	\$102,677	0%	5%
Des Plaines, Illinois	4.6%	65.3%	2%	11.7%	-62.8%	\$106,684	-8%	0.6%
Grand Prairie, Texas	5%	70%	-0.3%	12%	-69.9%	\$88,342	-2.6%	2.6%
Haverhill, Massachusetts	6%	69.8%	1.8%	12.5%	-71.3%	\$98,467	-6.6%	1.4%
Lakewood, Ohio	5.4%	74.7%	2.6%	10.2%	-62.2%	\$95,516	1.4%	2.4%
Leominster, Massachusetts	6%	67.5%	1.1%	13.4%	-72.7%	\$105,157	9.1%	4.5%

PCIT: Equity

Equity Peer Group

[Download Data](#)

Peer Cities	Hispanic-white dissimilarity index	Black-white dissimilarity index	Poverty rate	Change in poverty rate, 2000-2022	Wage-based Gini coefficient	Change in inequality index, 2008-2014	Percent white	Percent with a bachelor's degree	Share of metropolitan area population
PCIT-960 Median	32.7	42.4	9.6%	0.6%	0.3258	0.0079	53.5%	31%	6.1%
Peer Group Median	46.4	44.2	11.4%	1.2%	0.3696	0.0105	30.3%	26.6%	1.3%
Aurora, Illinois	57.3	36.5	8.6%	2.4%	0.3620	0.0148	33.3%	35.2%	1.9%
Cathedral City, California	46.9	35.6	11.4%	1.2%	0.3745	0.0076	29.7%	26%	1.1%
Englewood, New Jersey	46.4	58.2	13.4%	6.8%	0.3696	0.0167	30.3%	44.1%	0.1%
Escondido, California	41.2	44.2	9.9%	0.6%	0.3768	0.0074	34.9%	26.6%	4.6%
Palmdale, California	40	47.4	11.8%	-1.1%	0.3473	0.0105	17.6%	16.7%	1.3%

FEDERAL RESERVE BANK OF CHICAGO

PCIT: Housing

Housing Peer Group

[Download Data](#)

Peer Cities	Percent of housing units built pre-1980	Vacancy rate	Home value to income ratio	Homeownership rate	Percent rent-burdened households	Share of metropolitan area population
PCIT-960 Median	62.9%	7.2%	3.9	56.4%	51.2%	6.1%
Peer Group Median	42.7%	4.3%	3.5	70.8%	45.1%	2.5%
Aurora, Illinois	43.5%	4.7%	2.8	66.8%	45.9%	1.9%
Carrollton, Texas	28.4%	4.3%	3.4	58.3%	45.2%	1.7%
Eagan, Minnesota	25.8%	2.2%	3.5	70.3%	42.9%	1.9%
Elgin, Illinois	53.7%	3%	2.8	71.2%	46.4%	1.2%
Hendersonville, Tennessee	37.4%	5.1%	4.2	71.8%	43.4%	3.1%
Minnetonka, Minnesota	50.8%	5%	3.8	72.2%	40.9%	1.5%
Sandy City, Utah	41.8%	4.7%	4.5	76.5%	43.3%	7.6%
Shawnee, Kansas	40.7%	4.3%	3	73.8%	45.1%	3.1%
Taylorsville, Utah	47.1%	3.8%	4.4	70.4%	45.2%	4.8%
Waukesha, Wisconsin	51.7%	2.8%	3.5	58.7%	47.1%	4.5%

FEDERAL RESERVE BANK OF CHICAGO

PCIT: Outlook

Outlook Peer Group

[Download Data](#)

Peer Cities	Percent foreign-born	Percent change in population, 2000-2022	Percent of families with children	Percent of population 20-64	Total population	Share of metropolitan area population
PCIT-960 Median	12.2%	10.4%	48.1%	59.5%	75,363	6.1%
Peer Group Median	23%	41.4%	56.5%	57.8%	150,221	1.9%
Aurora, Illinois	25.6%	26.9%	58.1%	59.6%	181,405	1.9%
Hesperia, California	17.6%	59.6%	57.5%	57.9%	99,878	2.2%
Joliet, Illinois	14.7%	41.4%	58.2%	60.1%	150,221	1.6%
Lancaster, California	13.3%	44.4%	55.9%	57.8%	171,465	1.3%
Mesquite, Texas	20%	20%	53.3%	56.9%	149,439	1.9%
Palmdale, California	25.3%	43%	56.5%	57.7%	166,895	1.3%
Pasadena, Texas	26.2%	6.3%	54.2%	57.3%	150,620	2.1%
Rialto, California	25.6%	13.1%	60.1%	59.9%	103,873	2.3%
San Marcos, California	23%	71.6%	54.3%	57.2%	94,360	2.9%

FEDERAL RESERVE BANK OF CHICAGO

Thank you

Further Questions
Susan.Longworth@chi.frb.org;
Mark.E.ODell@chi.frb.org

Part Five:

EXHIBITS

EXHIBIT X

WILLIAMSON, INC. CHAMBER OF COMMERCE CORPORATE SPONSOR LEVELS

BENEFITS	\$2,500 GOLD MEMBER	\$5,000 PLATINUM MEMBER
Online directory listing on website (over 60k visitors annually) with unlimited category listings	✓	✓
Logo digitally displayed at Williamson, Inc. office, signature business luncheons and prominently on williamsonchamber.com	✓	✓
Unlimited event postings on Williamson, Inc.'s online Community Calendar	✓	✓
Access to complimentary member only events and over \$500 in savings to public ticketed events	✓	✓
Access to member discount programs including 500 free business cards, discounted printing and payment processing	✓	✓
Invitation to serve on steering committees such as member engagement, ambassadors, women in business and more	✓	✓
Mention in weekly newsletter received by nearly 10k subscribers	✓	✓
Representation with local, state and federal officials including invitations to meet and greet events with local elected officials	✓	✓
Access to Chamber Facebook groups	✓	✓
Unlimited job postings on williamsonchamber.com/jobs	✓	✓
Williamson 101 Orientation, storefront and digital decal	✓	✓
Printed Chamber Member Directory mailing labels	1 Free	Unlimited
4 premiere conference space rental options for 2-50 attendees	\$500 Credit	\$1,000 Credit
Certificates of Origin	Unlimited	Unlimited
Table sponsorship or exhibit table at a signature business luncheon (\$1,500 value)	Member Rate	1 Free
Ribbon Cutting services for grand openings, expansions, product releases, anniversaries, ground breakings and more	1 Free	Unlimited
Annual complimentary tickets (up to \$1,600 in savings)	8	16

A. Marshall Hospitality AmericanEagle.com AP Live Ascension Saint Thomas Bank of America Bradley Cadence Bank CapWealth Community Health Systems CSI Companies Currax Pharmaceuticals, LLC Family Care Center Fifth Third Bank First Citizens National Bank First Horizon FirstBank Gray Line Tennessee Harpeth True Value InfoTech Iris Medical Group Jackson	Kaiser Aluminum Corporation LBMC Lee Company Meritage Homes Mitsubishi Motors North America Inc. Mountain Commerce Bank Nissan North America, Inc. Pinnacle Financial Partners Regions Bank Reliant Bank Ryman Hospitality Properties Southern Events Party Rental Stites and Harbison, PLLC United Community Bank U.S. Bank UHY USI Insurance Services Vanderbilt Health Williamson Health Wilson Bank & Trust
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Advanced Correctional Healthcare, Inc. B.L. Harbert International Bone and Joint Institute Boxwood Insurance Group Brentwood Academy Bridge Street Dentistry Candlewood Suites Franklin Capitol Insurance Services, LLC Carzato Censis Technologies, Inc. Chartwell Hospitality Commercial Bank CoreCivic DaVita HealthCare Partners, Inc. Deloitte and Touche LLP Doster Construction Company, Inc Fourth Capital Guaranty Home Mortgage Gresham Smith & Partners Gutterglove, Inc ID•A, Inc. Kroger	Landmark Recovery Lasko Products, Inc. Liberty Financial a division of ETFCU Lineage Bank Manchester Bank Marquee Dental Partners Mars Petcare McDonald Investments Inc Metropolitan Nashville Airport Authority NFP Pinnacle Dermatology Red Collar Pet Foods, Inc. Republic Bank Sanitas Medical Centers ServisFirst SmartBank Studio Bank The Pool Boys TMPartners, PLLC TriStar Health Urban Air Cool Springs Vulcan Materials Company Woodhouse Spa Franklin
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Membership Benefits

President's Circle	Leadership Circle	Premier	Executive
\$10,000	\$5,000	\$2,500	\$1,000

Connections & Growth		<i>Level up with a vast and exclusive network</i>			
Annual strategic engagement consultation	✓	✓	✓	✓	✓
Members-only rate for events	✓	✓	✓	✓	✓
Complimentary invites to select events and programs	✓	✓	✓	✓	✓
Targeted matchmaking between members	✓	✓	✓		
Invitation to Premier Luncheons	✓	✓	✓		
Invitations to select meetings and VIP events	✓	✓			
Invitation to Board of Directors	✓				
One-on-one meeting with Chamber CEO	✓				
Advocacy & Public Policy		<i>Join the leading independent voice for business</i>			
Invitations to exclusive legislative programs and events	✓	✓			
Receive regular government relations updates	✓	✓			
Receive individualized advocacy support	✓				
Eligible to be invited to Public Policy Committee	✓				
Eligible to be invited to Infrastructure Committee	✓				
Programming & Education		<i>Gain a sharp competitive edge</i>			
Employee Training Grant support	✓	✓	✓	✓	✓
Serve on a committee and/or council	✓	✓	✓		
Lead a committee and/or council	✓	✓			
Serve as an event panelist	✓	✓			
Visibility & Marketing		<i>Stand out from the crowd</i>			
Member Directory listing on Chamber website	✓	✓	✓	✓	✓
Receive communications and business updates	✓	✓	✓	✓	✓
Additional sponsorship opportunities	✓	✓	✓	✓	✓
Social media posts	10	8	6	4	
Member Spotlight features on Chamber website	3	2	1		
E-newsletter feature sent to 16,000+ business contacts	3	2	1		
Highlight discounts on Chamber Affinity Page	✓	✓	✓		
Executive Insights feature of C-suite leader	1	1			

WWW.CHICAGOLANDCHAMBER.ORG

Contact us at membership@chicagolandchamber.org



INVESTMENT LEVELS

CHAIRMAN'S CIRCLE \$300,000+

- Nomination for a Seat on the Executive Committee
- Evergreen Recognition on All Signature Events
- Evergreen Recognition Throughout the Organization
- Attendance Included for Company Representatives at all Signature Events
- Includes all Benefits Provided to Visionary, Cornerstone, Leader, Champion & Ally Investors

CORNERSTONE \$100,000

- Top Priority Placement as Cornerstone Investor on Website
- Priority Setting on Key Strategies and Regional Competitiveness Initiatives
- Recognition as Cornerstone Investor in the Alliance Annual Report
- Two Participants in the Emerging Business Leaders Program
- Two Seats for a Senior Executive at VIP Experience for Annual Outlook Event
- Selection of Leadership Position on a Council (Chair or Co-Chair)
- Includes all Benefits Provided to Visionary, Leader, Champion & Ally Investors

VISIONARY \$50,000

- Nomination for a Seat on the Board of Trustees
- Opportunity to Serve on all Councils and Committees
- Top Priority Placement as Visionary Investor on Website
- Recognition as Visionary Investor in the Alliance Annual Report
- One Participant in the Emerging Business Leaders Program
- One Seat for a Senior Executive at VIP Experience for Annual Outlook Event
- Knowledge Share with CEO
- Includes all Benefits Provided to Leader, Champion & Ally Investors

LEADER \$25,000

- Opportunity to Serve on Three Councils
- Priority Invitations to VIP Events (Including Exclusive Economic Development Announcements, as Appropriate)
- Priority Placement as Leader Investor on Website
- Recognition as Leader Investor in the Alliance Annual Report
- Exclusive Invitations to Investor Experiences
- Opportunity to Attend an Select CLT Meeting (as Available)
- Includes all Benefits Provided to Champion & Ally Investors

CHAMPION \$12,500

- Opportunity to Serve on Two Councils
- Priority Placement as Champion Investor on Website
- Recognition as Champion Investor in the Alliance Annual Report
- Regional Insights Forum Invitations
- Significant Economic Development News and Notifications (Including Major Relocation Announcements, as Appropriate)
- Includes all Benefits Provided to Ally Investors

ALLY \$5,000

- Placement as Ally Investor on Website
- Recognition as Ally Investor in the Alliance Annual Report
- Invitation to Investor Quarterly Meetings
- Invitation to Attend Annual Leadership Retreat
- Invitation to Attend Exploring Economies
- Access to Alliance Research



Nashville Chamber:
Membership Level

The Nashville Area Chamber of Commerce is a 501(c)(6) organization. Ninety-five percent of membership dues are tax deductible as a business expense. Consult your tax advisor for more information.

VISIONARY level - \$65,000

INFLUENCE level - \$32,000

IMPACT level - \$15,000

PROSPER level - \$8,000

LEAD level - \$4,000

ENGAGE level - \$1,800

*BELONG level - \$600 *ONLY for companies of 25 employees or less

THANK YOU

To All Who Participated

