



Partners for Growth

“Believe in the Future”

A five-year initiative of the Mobile Area Chamber to sustain
and accelerate Mobile's economic development

2013 - 2017

Case for Support

March 2012

Partners for Growth: An impressive track record of success

For more than 25 years, the Mobile Area Chamber of Commerce has led our community's economic development efforts, with impressive and undeniable results. Operating as a public-private partnership – this approach has a strategic direction, complete with governance, and funding from 160-plus business leaders, the City of Mobile and Mobile County; and competent, dedicated professional staff. Our organization's team approach is widely considered "best practice" by peers and professionals, nationwide. We have garnered many accolades and repeated top rankings from a variety of national and global publications.

Most importantly, we have delivered significant return on the community's investment by creating and retaining jobs and investment; elevating incomes and salaries; and diversifying our economic base.

Even in the midst of a global recession and high national unemployment, the current Partners for Growth program has exceeded its performance goals, with nearly a full year remaining of implementation (Table 1). Since the program's inception in 1985, the results have been even more impressive (Table 2). Moreover, these efforts have played a central role in fundamentally transforming our economy.

Partners for Growth 2008-2012 Return on Investment Progress to Date:

- **Jobs: 6,176** (65% over five-year goal)
- **Capital Investment: \$1.4 Billion** (40% over five-year goal)
- **Avg. Annual Salary: \$52,552**

Table 1

Chamber Economic Development Impacts since 1985:

- 40,000 new primary jobs
- 75,000 total jobs
- 300 new and expanded companies
- \$14.3 billion in capital

Table 2

With our past efforts serving as a guide to successful strategies, and establishing high expectations for community impact and benefit, current Chamber staff and volunteer leaders have completed our next multi-year economic development initiative, designed to accelerate our region's growth and prosperity.

2013-2017 Program Overview – Believe in the Future

Initiative One: Existing Business Retention and Expansion

Goal: Promote the retention and expansion of existing industries in Mobile County.

2013-2017 Strategic Objectives:

- Partner with local industry to recruit upstream and downstream companies to Mobile;
- Expand the Foreign Trade Zone and market the advantages and benefits of the Enterprise Zones within the area;
- Formalize a business calling program to identify growth and expansion opportunities
- Establish new programs to assist businesses with innovation, production, and research;
- Provide customized business services;
- Develop and market new programs that help small businesses address revenue growth, profitability, and access to new markets; and
- Establish links with new venture capital investors outside the region and solicit their entry into the Mobile-Area market.

Resource Allocation: \$3.5 million (35 percent)

Initiative Two: New Business Development / Attraction

Goal: Attract new jobs and investment to Mobile County.

2013-2017 Strategic Objectives:

- Strategic targeting of best fit / target industries:
 - Aviation / Aerospace
 - Biomedical and information technology
 - Advanced manufacturing
 - Maritime / Shipbuilding
 - Energy
 - Logistics / Distribution
- Organize and execute foreign trade missions;
- Support trade related educational events for local industry;
- Participate in key industry trade shows;
- Conduct domestic and international seminars on doing business in Mobile;
- Enhance marketing efforts (travel, materials, website, etc);
- Develop robust research capabilities to provide current, customized data and information;

- Increase public relations efforts, targeting national media; and
- Organize and host “red carpet” and familiarization tours for site selectors, allies, and other decision makers and influencers.

Resource Allocation: \$3.5 million (35 percent)

Initiative Three: Workforce Development

Goal: Improve workforce development, for all segments of the population.

2013-2017 Strategic Objectives:

- Partner with South Alabama Workforce Development Council (SAWDC) to increase communication and mutual understanding between employers and all training and educational institutions;
- Partner with SAWDC to expand and coordinate the *Worlds of Opportunity* program;
- Enhance research capabilities needed to maintain a database of comprehensive labor market information;
- Coordinate and leverage all workforce resource agencies to assist in new business recruitment;
- Partner with SAWDC to market critical occupations in the Mobile Bay region;
- Expand the Bay Area Healthcare Coalition’s *Health Occupations Career Fair* and *Summer Scrubs*; and
- Actively support and promote the Mobile Area Education Foundation’s 80/20 initiative.

Projected Resource Allocation: \$1.5 million (15 percent)

Initiative Four: Infrastructure and Business Climate Improvement

Goal: Make Mobile County an even better place to do business and the most viable location to invest in physical and human assets. Paramount to these are an improved transportation infrastructure, (roads, bridges, air service) and the regulatory / tax climate.

2013-2017 Strategic Objectives:

- Deliver an effective legislative, advocacy and lobbying effort that builds the necessary private/public partnerships to secure needed infrastructure;
- Advocate for a business-friendly environment at the local, state, and federal levels;
- Lead business support for the Coastal Alabama Leadership Council’s efforts to build a more sustainable, resilient region that balances job growth and our quality of life;
- Formalize and broaden an I-10 Bridge coalition to deepen community involvement and secure federal approval of the project;
- Dedicate resources and expertise and leverage airport users in an effort to secure more competitive air service; and
- Provide leadership on regional, long-range planning efforts.

Projected Resource Allocation: \$1.5 million (15 percent)

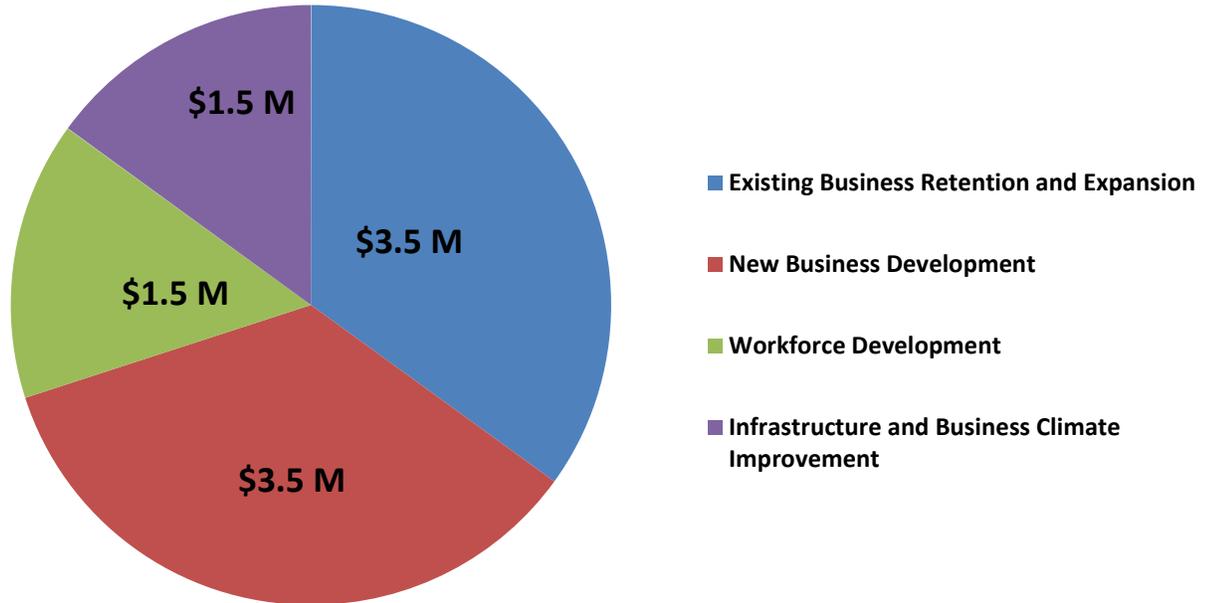
The Goals

Partners for Growth – Investing Today to Re-cast our Future, campaign, will produce the following attainable and measurable improvements for Mobile County over the five-year (2013-2017) period.

- ❖ Create 4,000 new jobs with average annual wage of \$40,000.
- ❖ Attract new and expansion project capital investment of \$1.5 billion.
- ❖ Conduct 750 calls on existing industry for job retention and expansion opportunities.

The Cost

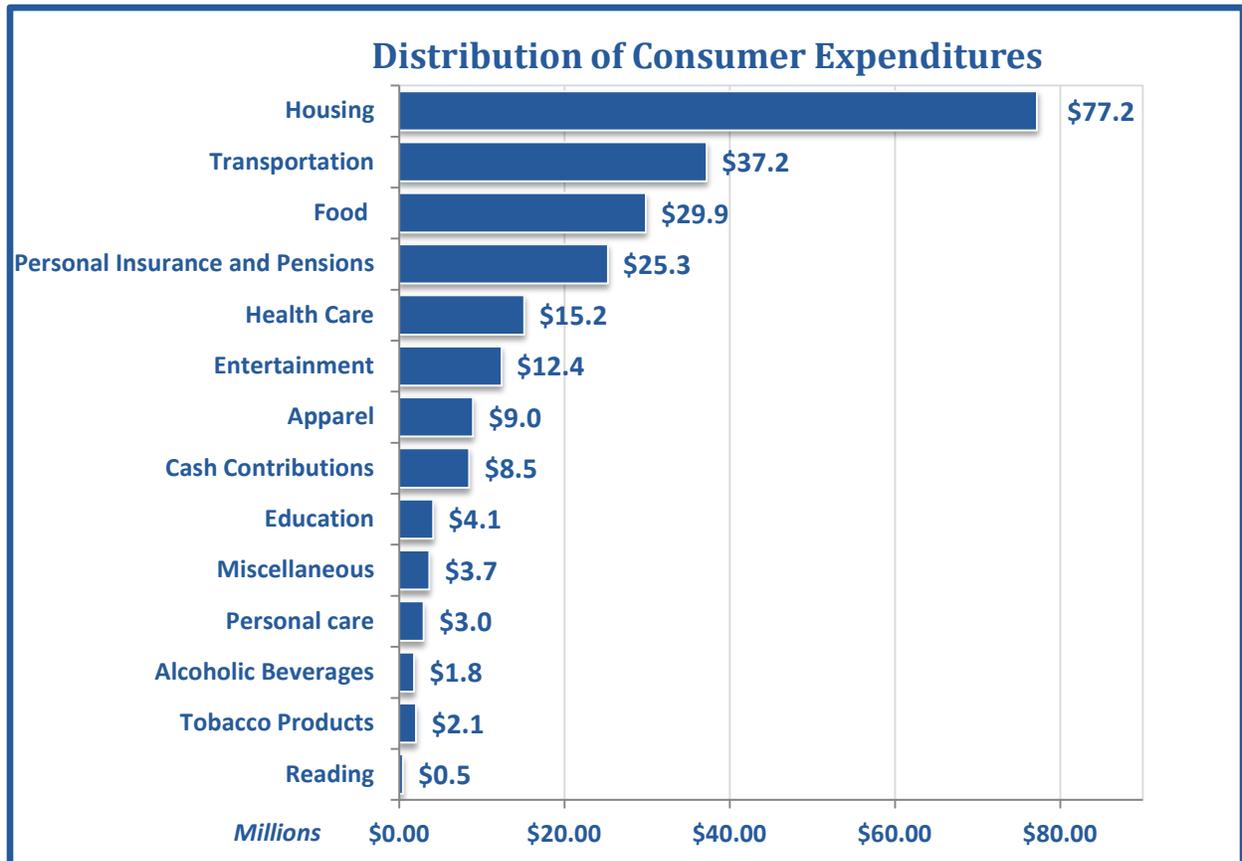
Partners for Growth Five-Year Budget 2013-2017



The Benefits

Total Jobs (Direct & Indirect)	8,308
Wages of Targeted Jobs (per year)	\$40,000
Total Payroll of New Jobs	\$320.9M
Personal Consumption Expenditures	\$229.8M
Bank Deposits	\$104.4M

Projected Annual Impact on Selected Industries



The Governance

The governance of *Partners for Growth 2013-2017* will be vested in a steering committee composed of individuals whose financial investment clearly identifies their commitment to the program's success. The committee will also include representatives of the Mobile Area Chamber of Commerce who are charged with implementing an annual economic development plan.

Conclusion

Partners for Growth, Investing Today to Re-cast our Future is a five year, \$10 million economic development initiative. Like its predecessor *Partners for Growth, Seizing the Opportunity*, it is designed to continue an aggressive economic development program that will help to generate the momentum necessary to continue building the area's position as a top location in the U.S. for job growth and quality living. By continuing the momentum, Mobile County will yield significant tangible results, which will insure our communities are re-cast for growth and our future.