



DEVELOPING HIGH GROWTH  
ENTREPRENEURIAL BUSINESS



ENHANCING COMMUNITY DEVELOPMENT  
& BUILDING COMMUNITY SPIRIT



TARGETING  
INDUSTRY CLUSTERS



CAPITALIZING ON  
COLLEGES & UNIVERSITIES



ENSURING  
DEVELOPMENT READY SITES



ENHANCING  
GOVERNMENT RELATIONS

ACTION + COMMERCIAL + ECONOMIC DEVELOPMENT



# GREENSBORO

## CAMPAIGN CO-CHAIRS



**Shirley Frye**  
WFMY NEWS 2, RETIRED



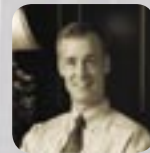
**Mackey J. McDonald**  
VF CORPORATION  
EXECUTIVE COMMITTEE



**Jim Melvin**  
JOSEPH M. BRYAN FOUNDATION



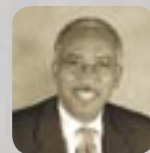
**William V. Nutt Jr.**  
AIG UNITED GUARANTY  
EXECUTIVE COMMITTEE



**Tim Rice**  
MOSES CONE HEALTH SYSTEM  
EXECUTIVE COMMITTEE

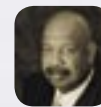


**Arthur Samet**  
SAMET CORPORATION



**Ralph K. Shelton**  
SOUTHEAST FUELS, INC.  
EXECUTIVE COMMITTEE

## EXECUTIVE COMMITTEE



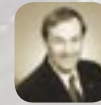
**R. Steve Bowden**  
R. STEVE BOWDEN & ASSOCIATES



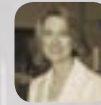
**Charles C. Cornelio**  
LINCOLN FINANCIAL GROUP



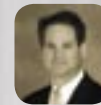
**Charles T. Hagan III**  
HAGAN DAVIS MANGUM BARRETT  
LANGLEY & HALE PLLC



**J. Dale Hall**  
BANK OF AMERICA



**Deborah L. Hooper**  
WFMY NEWS 2



**Mitchell Johnson**  
CITY OF GREENSBORO



**J. Lee Lloyd**  
BROOKS PIERCE MCLENDON  
HUMPHREY & LEONARD



**M. Lee McAllister**  
WEAVER INVESTMENT CO.



**David McNeill**  
GUILFORD COUNTY



**Richard L. Moore**  
WEAVER FOUNDATION



**Susan S. Schwartz**  
CEMALA FOUNDATION

## EX-OFFICIO'S



**J. Patrick Danahy**  
GREENSBORO PARTNERSHIP



**April R. Harris**  
ACTION GREENSBORO



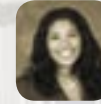
**Yvonne Johnson**  
CITY OF GREENSBORO



**Dan Lynch**  
GREENSBORO ECONOMIC  
DEVELOPMENT ALLIANCE



**Kirk Perkins**  
GUILFORD COUNTY COMMISSION



**Denise Turner**  
GREENSBORO PARTNERSHIP

## Greensboro Partnership Board of Directors

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**Susan Alt** VOLVO LOGISTICS, N.A.

**David K. Barger** ERNST & YOUNG

**Dennis Barry**

**Dr. Stanley Battle** NC A&T STATE UNIVERSITY

**R. Steve Bowden** R. STEVE BOWDEN & ASSOCIATES

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**Carole W. Bruce** SMITH MOORE LLP

**Robert A. Bruggeworth** RFMD

**Michael F. Bumpass** GMA/FIRST POINT

**Timothy B. Burnett** BESSEMER IMPROVEMENT CO.

**Charles Burns** FIRST CITIZENS BANK

**Dr. Donald W. Cameron** GUILFORD TECHNICAL COMMUNITY COLLEGE

**Roy E. Carroll III** THE CARROLL COMPANIES

**Greg Chabon** WOMBLE CARLYLE SANDRIDGE & RICE, PLLC

**Charles C. Cornelio** LINCOLN FINANCIAL GROUP

**Louis DeJoy** NEW BREED CORPORATION

**Valdemar Fischer** SYNGENTA CROP PROTECTION

**Shirley Frye** WFMY NEWS 2, RETIRED

**Joseph Gorga** INTERNATIONAL TEXTILE GROUP

**Charles T. Hagan III** HAGAN DAVIS MANGUM BARRETT LANGLEY & HALE PLLC

**J. Dale Hall** BANK OF AMERICA

**Deborah L. Hooper** WFMY NEWS 2

**Mitchell Johnson** CITY OF GREENSBORO

**Randall Kaplan** CAPSULE GROUP, LLC

**J. Edward Kitchen** JOSEPH M. BRYAN FOUNDATION

**Cathy Levinson** TOLEO FOUNDATION

**J. Lee Lloyd** BROOKS PIERCE MCLENDON HUMPHREY & LEONARD

**Eric Manuel** CITI CARDS

**Kenneth C. Mayer Jr.** MOSER MAYER PHOENIX ASSOCIATES, PA

**Michael W. McCutcheon** AMERICAN EXPRESS CREDIT PARTNERS

**Mackey J. McDonald** VF CORPORATION

**David McNeill** GUILFORD COUNTY

**Charles E. Melvin Jr.** SMITH MOORE LLP

**Ralph Mitchell** THE MITCHELL GROUP

**Richard L. Moore** WEAVER FOUNDATION

**William V. Nutt Jr.** AIG UNITED GUARANTY

**Austin T. Pittman** UNITED HEALTHCARE OF NC

**Coolidge A. Porterfield** STARMOUNT CO.

**Tim Rice** MOSES CONE HEALTH SYSTEM

**Pressley A. Ridgill** NEWBRIDGE BANCORP

**Arthur L. Samet** SAMET CORPORATION

**H. Walker Sanders** COMMUNITY FOUNDATION OF GREATER GREENSBORO

**Robin A. Saul** NEWS & RECORD

**Susan S. Schwartz** CEMALA FOUNDATION

**Ralph K. Shelton** SOUTHEAST FUELS, INC.

**Stephen D. Showfety** KOURY CORPORATION

**Jack Stanley** TIME WARNER CABLE

**David A. Stevens** WACHOVIA BANK

**Dr. Patricia A. Sullivan** UNCg

**Edward C. Winslow III** BROOKS PIERCE MCLENDON HUMPHREY & LEONARD



**M. Lee McAllister**  
PRESIDENT & CEO

WEAVER INVESTMENT COMPANY  
GREENSBORO PARTNERSHIP CHAIRMAN  
CAMPAIGN LEADERSHIP

Founded in 2004, The Greensboro Partnership was formed upon the merger of the Greensboro Economic Development Alliance, The Greensboro Chamber of Commerce and Action Greensboro. The purpose of the merger was to increase organizational efficiencies and improve communication to maximize results. As Chairman, I can attest that we have succeeded.

Through The Greensboro Partnership, we have found balance in our efforts to diversify the economy and enhance livability by:

- 1 Recruiting strong domestic and international companies in the areas of transportation and logistics, aviation, advanced manufacturing, life sciences and financial services;
- 2 Helping existing local companies expand;
- 3 Facilitating the growth and development of entrepreneurial businesses;
- 4 Accelerating government affairs efforts in Washington D.C., Raleigh and locally;
- 5 And, promoting center city development.

Since 2004, The Greensboro Partnership has facilitated nearly 5,500 new jobs and over \$625 million in capital investment. We have added to our already impressive roster of corporations in the area with additions like FedEx, HondaJet, RFMD and Citi Cards. Greensboro-High Point was recognized in 2006 & 2007 by *Site Selection Magazine* as the number one metro of its size for new business attraction and expansion.

Now, as we look to the future I am excited and optimistic about the strength and potential of not just Greensboro, but the entire Piedmont Triad region, and I know you are, too. We are looking to build upon our successes as we continue to replace the jobs lost in the textile and tobacco sectors. However, we need your help! Since we are increasingly competing with other regions and countries to attract and retain business and workers, we must match their efforts and further drive economic development in the Piedmont Triad.

I urge you to get involved and support The Greensboro Partnership by committing financial resources, contributing volunteer time and sharing your ideas. I look forward to continued success in making the Greensboro region an even better place to live and work. United, we can make a difference! Join us.

## MISSION

To serve as principal economic and community development organization in Greensboro, NC and strategically develop a vibrant community that creates, expands and attracts business while advancing the quality of life for all.



# GREENSBORO

## ECONOMIC DEVELOPMENT GOALS & SUCCESSES:

Metrics	2004-2008 Goals	Total to Date (As of Jan. 2008)	% of Total to Date
New primary jobs	6,000+	5,424	90.40%
New secondary jobs	10,000+	8,277	82.77%
New capital investment	\$763 million	\$625.49 million	81.98%
New payroll	\$491 million	\$379.62 million	77.32%
Personal consumption expenditures	\$271 million	\$350.79 million	129.44%
Deposit potential for local banks	\$48 million	\$164.55 million	342.81%
Local business visitations	500 (100/year)	437	87.4%

- > Partnered in the development of Gateway University Research Park
- > Facilitated new construction ready sites: Bull Ridge, McConnell Center and Rock Creek Center

## ACTION GREENSBORO SUCCESSES:

- > Commitment to Excellence Fund
- > NewBridge Baseball Park
- > Elon University Law School
- > Center City Park
- > Radical Renewal (233 South Elm Street)
- > Housing Incentive Program
- > SynerG
- > Center City and Greenway Master Plan
- > Entrepreneurial Development

## GOVERNMENT AFFAIRS

- > Partnered with community organizations to secure \$60 million in state funding for the Joint School of Nanoscience and Nanoengineering
- > Supported 2006 Bond Referendum - \$10 million in bond funding for construction ready sites
- > Hosted Candidate Forum for Greensboro city council candidates in 2007
- > Sponsored annual joint Raleigh legislative trips in collaboration with High Point since 2004

## RECRUITING HONDA AIRCRAFT

Landing Honda Aircraft Company in Greensboro was a seminal event. The high wages, the presence of a new world headquarters, and the growth of the aviation industry sector locally will have far reaching economic impacts for years to come. Greensboro Economic Development Alliance (GEDA) played a critical role in recruiting Honda to Piedmont Triad International Airport. The project came to GEDA as “Big Wing”, but the work to recruit the company spanned several years while a small group of Honda engineers quietly built and tested the plane in Greensboro with the help of an existing company, Atlantic Aero. Over the last five to six years, GEDA, Piedmont Triad Airport Authority, the North Carolina Departments of Transportation & Commerce, and the City of Greensboro and Guilford County worked with Honda, positioning Greensboro as the perfect place to manufacture the plane, knowing that attracting the manufacturing operation would be incredibly difficult with well-known aviation centers like Wichita, Kansas and Dallas/Ft. Worth, Texas eligible for the project. GEDA worked with Atlantic Aero staff to be sure they knew that GEDA was ready to assist Honda with any problem they encountered and were ready to leverage resources on their behalf. This ongoing relationship over several years helped Honda to view the City of Greensboro and Guilford County as a business-friendly community perfect for the growth of the company.

When GEDA received the formal Request for Proposal for Big Wing, staff handled the entire process of submitting sites, working with the city, county and state government officials to secure incentives, working with airport authority staff to address issues with the site, and marshalling state resources to deal with some of the necessary site improvements. GEDA also worked with all utility

providers including Duke Energy, Piedmont Natural Gas, Time Warner Telecommunications, as well as AT&T so that they would agree to provide utilities to the facility at no cost. Finally, GEDA worked to gain unprecedented regional financial support and cooperation for the Honda project from High Point and Winston-Salem. Not only were the combined financial incentives compelling for the company, but the significance of the regional collaboration made the case stronger for choosing Piedmont Triad International Airport.

Early on, GEDA built a strong rapport with the consultant handling Big Wing and worked in partnership with him to answer all questions and meet the needs of the client. GEDA partnered with the NC DOT Aviation division to leverage state funds for the paving and with the GTCC T.H. Davis Aviation Center to make sure all of Honda’s training needs would be met. Another critical partnership GEDA formed for the Honda project was with North Carolina A&T State University. Faculty research and academic competencies in composites and non-destructive testing were invaluable assets for this community to offer in support of future innovation for the company.

Many partners stepped up to the plate to help recruit Honda to Greensboro, including GEDA, the City of Greensboro, Guilford County, the Piedmont Triad Airport Authority, and the many state officials who worked diligently on this project. It was the team approach that enabled our community to present the compelling case for the Piedmont Triad International Airport clearly and concisely. This coordinated effort communicated that our community is business friendly and made Honda’s experience with Greensboro seamless.



## 2009 - 2013 PROGRAM OF WORK

# GREENSBORO

### 5-YEAR ALLOCATION

<b>Continue and Enhance GEDA's Operations:</b>	<b>\$7,000,000</b>
<ul style="list-style-type: none"> <li>&gt; Recruit new and expand existing industry focused on our targeted industry cluster sectors: transportation and logistics, aviation, advanced manufacturing, life sciences and financial services - \$3,500,000</li> <li>&gt; Conduct Cluster Development and Retention visitations to: - \$3,500,000                             <ul style="list-style-type: none"> <li>• Identify complementary companies for future industry recruitment</li> <li>• Address concerns and issues</li> <li>• Make existing industry aware of available grants and resources</li> <li>• Assist in identifying growth opportunities</li> </ul> </li> <li>&gt; Conduct recruitment missions in key regions around the country and attend industry specific conferences</li> </ul>	
<b>Entrepreneurial Business</b>	<b>\$2,000,000</b>
Promote the creation and growth of entrepreneurial businesses:	
<ul style="list-style-type: none"> <li>&gt; Continue to support and fund the Piedmont Triad Entrepreneurial Network - \$1,000,000</li> <li>&gt; Provide startup funding for the Technology Outreach at Nussbaum - \$350,000</li> <li>&gt; Provide operating support to the Nussbaum Center for Entrepreneurship - \$150,000</li> <li>&gt; Strengthen Partnership's support for entrepreneurial/small business - \$500,000</li> </ul>	
<b>Action Greensboro</b>	<b>\$800,000</b>
<ul style="list-style-type: none"> <li>&gt; Share cost of Action Greensboro's administrative operations</li> </ul>	
<b>Government Affairs</b>	<b>\$200,000</b>
Enhance lobbying efforts in Raleigh and on the local level:	
<ul style="list-style-type: none"> <li>&gt; Retain a lobbying firm to promote Greensboro at the state level</li> <li>&gt; Coordinate regional lobbying efforts with High Point and Winston-Salem</li> </ul>	
<b>Total:</b>	<b>\$10,000,000</b>

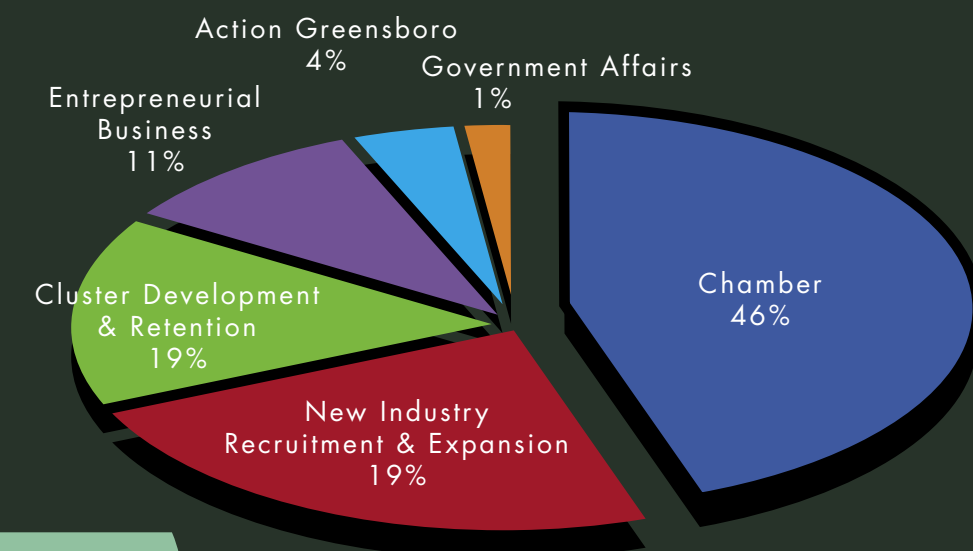
*Site Selection Magazine* ranked Greensboro-High Point MSA number one in 2006 and 2007 for new business attraction among similar sized metros.

## 2009-2013 GREENSBORO PARTNERSHIP ECONOMIC DEVELOPMENT CAMPAIGN

4 Partnership Goals and Objectives with Measurable Results	Leading to 3 Community Goals
<ul style="list-style-type: none"> <li>&gt; Create 7,000 + new primary jobs</li> <li>&gt; Create 11,500 + new secondary jobs</li> <li>&gt; Create \$900 million + in new capital investment</li> <li>&gt; Increase personal consumption expenditures by \$ 315 million +</li> </ul>	<ul style="list-style-type: none"> <li>&gt; Increase Per Capita Income to \$28,300 by 2013</li> <li>&gt; Increase Tax Base to \$42 billion by 2013</li> <li>&gt; Increase our population proportion of 20 - 34 year olds to 27% in 2013</li> </ul>

*Resource Development Group will tabulate and report annual results for the first four measures. The remaining three measures are included in UNGG Professor Dr. Keith Debbage's benchmark studies that will be repeated each year*

### GREENSBORO PARTNERSHIP BUDGET ALLOCATION FOR 2009-2013 CYCLE



#### DID YOU KNOW?

Since the merger, The Greensboro Partnership has only increased operating cost by 2%, while simultaneously increasing organizational and programmatic activity.

# PROGRAM COMPARISON

2004-2008

- > Public Education and Workforce Development
- > Independent Organizational Funding Streams
- > New Industry Recruitment (Cluster Driven)
- > Retention and Expansion
- > Government Relations/Influence
- > Development Ready Sites
- > Capitalizing on Colleges and Universities
- > Center City Development

2009-2013

- > **Action Greensboro Phase II**
- > **Entrepreneurship Promotion and Support**
- > Public Education and Workforce Development
- > Independent Organizational Funding Streams
- > New Industry Recruitment (Cluster Driven)
- > Retention and Expansion
- > Enhanced Government Relations/Influence
- > Development Ready Sites
- > Capitalizing on Colleges and Universities
- > Center City Development

## INDUSTRY RECRUITMENT AND EXPANSION ANNUAL BUDGET COMPARISONS FOR PEER CITIES IN 2009

