



FREY · FOUNDATION

The New Landscape of Civic Business:
*How Business Leadership Is Influencing Civic
Progress in Our Metropolitan Regions Today*

Prepared for
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Executive Summary

This report is a timely sequel to the 1993 Frey Foundation report “Taking Care of Civic Business—How Formal CEO-Level Business Leadership Groups Have Influenced Civic Progress in Key American Cities.” The Frey Foundation sought Public Sector Consultants and Langley Group to update the study because the report, although 18 years old, is still in demand, but the way in which CEOs and their community partners engage and address the challenges and complexities of economic, environmental, and social issues has changed. This updated study takes a fresh look at the way our private sector leadership interacts with its community partners in civic space, how CEOs and other senior executives of our nation’s business community engage in problem solving with public, nonprofit, and other institutional leaders, and how civic groups led by those CEOs and business leaders organize for success.

METHODOLOGY

The data for this report was collected over a three-month period and analyzed by the project team. Data collection methods included two Web-based surveys, an initial survey to identify CEO leadership organizations across the country, and a second survey sent to the organizations identified to collect information about them. The project team also conducted interviews with civic organizational leaders and experts, site visits to leading CEO leadership organizations, and a literature review.

SURVEY RESULTS: ORGANIZATIONAL STRUCTURE, FUNDING, AND OPERATIONS

The organizational survey revealed the following about today’s civic organizations:

- Virtually all organizations are organized as either 501(c)(6) or 501(c)(3) corporations, depending on the amount of focus that they give to public advocacy.
- The average board size is 46, including an average of six minority members.
- Board meeting frequency varies among organizations from monthly to quarterly.
- Most organizations allow CEOs, other private sector leaders, and institutional leaders to serve on their boards, but some also allow public officials and others.
- The average staff size is 17 and educational attainment among staff is high.
- Nearly half of the organizations reporting have more than 1,500 members/investors each, and 30 percent have 500 or fewer members/investors.
- The most common approach to dues assessment is the organizational employment of the member, while flat fees, organizational revenue, ability to pay, and other creative funding strategies are also used to a lesser degree.
- The median organizational budget is \$2.6 million annually.
- Predominant areas of focus are business climate, job growth, education and workforce, and innovation and entrepreneurship.
- Many of the organizations are reluctant to, or even prohibit (29 percent), any partisan activities or endorsements, pointing toward a “big table” approach to consensus building.

These results also revealed that today’s civic groups have grown in their size, funding, and scope of involvement on their boards and staffs since the 1993 report. More specifically, differences include these:

- The average board size is significantly larger than it was in 1993, and board eligibility has expanded to include institutional leaders, public officials, and other individuals, such as retirees.
- The average staff size is now twice what it was in 1993, and the number of member/investors has grown as well (more than half of the organizations surveyed have more than 1,500 members/investors, while in 1993 the norm was 500 or fewer).
- The top three issues on which organizations focus (business climate, job growth, and education and workforce issues) are the same now as they were in 1993. Interestingly, innovation and entrepreneurship and environmental sustainability were mentioned by organizations in the current report, but were not mentioned at all in 1993. Inclusiveness and diversity and social equity were mentioned in the first report, but with a lower priority and less attention.

ORGANIZATIONAL LEADER AND EXPERT INTERVIEWS: RECOMMENDATIONS AND CRITICAL ISSUES

The following common issues were raised during interviews with a cross section of civic organization leaders as well as experts in the fields of economic development, chambers of commerce, metropolitan policy, academia, government, and journalism.

CEO Engagement and Setting a Community Agenda

The dominant means by which business-led civic organization professionals get and keep CEOs involved is through participation in existing strategic planning processes, serving on various committees, task forces, and advocacy groups. Another key to engagement is succinctly presenting a problem that needs to be addressed in the community, identifying alternatives that will result in tangible results, and engaging CEOs in making a decision. It helps if the area of focus is of particular interest to the CEO (time should be spent determining each CEO's area of interest). CEOs also get involved because they see their colleagues and peer contacts involved. CEOs who are native to the region are more likely to have greater loyalty and involvement in civic efforts. While there are still business leaders with ties to the community who will engage, fund, exercise their civic pride, and participate in private sector-led civic projects, there are a growing number of corporate CEOs who are disconnected from their community and not as eager to get engaged.

Experts say that it is important to begin any private sector civic efforts with an evidence-driven vision of the region's economy. The dominant approach used by most regions to develop this vision and set an action agenda is to utilize an established strategic planning process. These processes vary in terms of who attends, length of the sessions, and how the process is structured.

Art of Collaboration

There has been a proliferation of organizations with economic and/or community development as part of their mission, which makes coordinating roles and missions challenging and has created competition for members and funders. Economic and community development organizations within regions have addressed this proliferation challenge by clarifying missions and defining roles and responsibilities among organizations. They have also taken steps to coordinate their work better by creating umbrella organizations that facilitate collaboration and developing communication mechanisms to increase the connection between groups. While regions are seeing success, they also note that collaboration is time consuming and takes tremendous facilitation skills.

Drivers and Obstacles to Building a Successful Model

In the vast majority of cases, the drivers of regional success relative to the creation and implementation of a regional economic and community development agenda are as idiosyncratic as the regions themselves.

However, two factors stand out and are shared in common across multiple regions: leadership and a commitment to planning – and frequently, the synergy of both. In terms of leadership, it is critical to have both strong private sector leaders who have a collaborative spirit and an ability to execute their function as well as professional leaders who are paid to provide support for that leader. Organizations that have well-developed plans and strategies and clear priorities are powerful tools for success as well.

Several obstacles to success stand out and are shared in common across a number of regions: governmental impediments, the impact of the economic downturn, lack of leadership in the region, and perception of the region. Many regions in which CEO-led civic organizations work have a proliferation of local governments that are fragmented and uncoordinated, which adds cost and time for them to accomplish their goals. They also operate in states that have too much regulation as well as structural budget deficits, making it difficult to compete economically. The national economic downturn exacerbates this problem, and also has impacted access to capital to execute community development projects. The inaccurate or negative perception of the region in which civic groups work is a further obstacle. The perception that the media portray and the public have for many regions is not accurate or favorable and must be overcome.

Critical Issues Going Forward

The economic and community development issues cited by practitioners across the country were many and varied. The diversity of these issues reflect differences across regions as well as the diversity of strategic focus. Despite these regional differences, two issues surfaced as concerns of civic business organization practitioners – transportation & infrastructure, and public education. Maintaining and expanding infrastructure – including airports, roads, railroads, and water/sewer – is the most frequently mentioned competitive issue for civic groups. Increasing academic achievement is also a point of emphasis in many regions. Several other strategic issues were mentioned by multiple regions, including government efficiency, regional image and branding, increasing the availability of real estate for development, region-wide visioning for economic development, and attracting a diverse workforce.

MODELS OF CEO ENGAGEMENT

From the organizations surveyed, the project team visited a select group to understand how business-led civic groups are executing their responsibilities today. They also were able to observe some of the outcomes of the actual work that the organizations had accomplished. Organizations visited included Greater New Orleans, Inc., in the greater New Orleans region; the Bay Area Council in the San Francisco region; the Itasca Project in the Minneapolis–St. Paul (MSP) region; the Research Triangle Partnership in North Carolina; the Fayetteville–Cumberland County Chamber of Commerce in Fayetteville, North Carolina; and the Greater Cleveland Partnership in Cleveland. Each of these examples is a source of inspiration to both community leaders and civic practitioners.

CONCLUDING THOUGHTS AND ADVICE FROM THE PROS

Organization leaders and experts interviewed offered the following advice on how best to build a winning coalition of leaders to address their challenges:

- Acquire and manage resources wisely
- Cultivate effective leadership
- Build relationships
- Communicate, communicate, communicate
- Develop a plan, set objectives, and measure results

Introduction

This monograph, “The New Landscape of Civic Business: How Business Leadership Is Influencing Civic Progress in Our Metropolitan Regions Today,” is a timely sequel to a seminal study from the 1990s. Its purpose is to take a fresh look at the way our private sector leadership interacts with its community partners in civic space, how CEOs and other senior executives of our nation’s business community engage in problem solving with public, nonprofit, and other institutional leaders, and how civic groups led by those CEOs and business leaders organize for success.

THE 1993 MONOGRAPH—“Taking Care of Civic Business”

In 1993, the Frey Foundation, a private family foundation based in Grand Rapids, Michigan, published a monograph titled, “Taking Care of Civic Business – How Formal CEO-Level Business Leadership Groups Have Influenced Civic Progress in Key American Cities.”

The report’s intent was to examine the focus, structure, activities, and projects of private sector–led civic organizations, to better understand how to encourage and improve collaborative problem solving at the local and regional level, and therefore assist the foundation in determining the focus of its grant-making.

Little did the foundation realize, at the time, how important and widely read the report would be in cities and regions across the country and around the world. The report has been read by thousands of civic leaders, including elected officials, business leaders, institutional and nonprofit leaders, and many community and economic development practitioners. It has provided those interested in moving their communities forward, in a collaborative way, with a better understanding of what is possible when local and regional leaders band together and focus on improving the place in which they live and work. It has also served as a reference guide for organizational leaders in the areas of structure, process, and practice.

Eighteen years ago, when “Taking Care of Civic Business” was published, our country—and our world—was a much different place. It was before the “dot-com” revolution, when the original cell phones were the size of a shoebox. There was no Internet, no websites, and no Google. China and India were quietly preparing for their emergence as the fastest-growing economies in the world. That year, 1993, the World Trade Center was damaged by a truck bomb, but it was unthinkable, at that time, that we would experience the events of 9/11 eight years later, the devastation of New Orleans by Hurricane Katrina 12 years later, or a “hot, flat, and crowded” global landscape with even the strongest nation on the planet rethinking its long-term financial viability and political polarity 18 years later.

So, too, were our civic organizations different 18 years ago. As the first monograph stated, civic groups in 1993 had only recently begun to evolve from generally small, somewhat exclusive cadres of men and women (mostly men) who “ran the show” in their communities. In the early ’90s, CEO-led civic groups were beginning to reach out to other civic leaders from government, educational institutions, foundations, and nonprofit groups well beyond the inner circle of the “C-Suites” and to think more regionally. It was a perfect time to examine the structure of community organizations, to try to understand whether there was a particular model of organizational governance that was superior to those of the past and would more readily guarantee success in solving community problems.

The development of the first monograph began in 1992 with a random cross section of cities in the United States, with goals to ascertain:

- In what cities CEO-led civic organizations existed
- How, under what circumstances, and by whom the groups formed

- How they operated
- What effect the groups had on their respective communities
- How the organizations were viewed by their communities
- How might other communities benefit from lessons learned?

The foundation defined a CEO-led civic organization as an organization with the following characteristics:

- Multi-purpose
- Metropolitan in scope
- Formally structured
- Composed of the leading CEOs of the region

The foundation conducted written surveys with chambers of commerce in approximately 50 major metropolitan areas and with the results of that survey contacted 25 CEO-led civic organizations identified in the survey of the chambers. Seventeen organizations responded to the second survey, and each of those 17 organizations was outlined in the monograph.

The regions that responded were mostly large metropolitan regions, including, for example, the San Francisco Bay Area, Atlanta, Baltimore, Pittsburgh, and Washington, D.C. There were, however, a few medium-sized metropolitan areas surveyed as well, including Rochester, Dayton, and Shreveport.

The foundation conducted a number of telephone interviews regarding civic leadership, speaking with university scholars as well as other interested “experts and individuals.” As a final step in the process of information gathering, the foundation visited five cities to speak directly to the organizations and see firsthand evidence of the organizations’ work.

The original report, as well as this update, can be accessed online at the Frey Foundation website: www.freyfdn.org. Readers of this report are encouraged to review the original report to reinforce both the similarities and the differences in the structures and methodologies used by civic groups now versus those of two decades ago.

WHERE ARE WE NOW AND WHERE ARE WE HEADED— “The New Landscape of Civic Business”

In the past few years, it became increasingly evident to the Frey Foundation, and to civic leadership wonks around the country, that the serviceability of the original report was beginning to fray around the edges, in terms of its currency and representation of how CEOs and their community partners are engaging and addressing the challenges and complexities of economic, environmental, and social issues today, as well as how they are organizing to solve problems in their communities today and into the future. It was clear that there was still a tremendous amount of interest in the subject matter. Even after 18 years, the foundation is still receiving multiple requests for copies of the monograph every month.

One reason there has been continuing interest in information about how cities and regions have addressed civic progress is because it is a constantly evolving challenge, requiring new ways of thinking. These new challenges require that new methods and tools to solve problems in communities must also constantly be examined and refreshed in order to achieve improvement.

Understanding that the landscape of civic business is constantly changing, and that those changes require continuous improvement of organizations and their activities, the foundation believed that a new monograph/report should be undertaken.

The foundation reached out to Public Sector Consultants, a prominent public policy consulting firm in Lansing, Michigan, and Langley Group, an economic development consulting firm based in Pittsburgh whose founder, Michael Langley, led the Allegheny Conference in recent years and has consulted a number of regions regarding best practices for CEO-led civic groups. This project team's role was to assist the foundation in updating the knowledge base around business-led civic groups to determine what the landscape is today, to provide examples of new and different approaches that may be emerging, and to highlight examples of the kind of work that regions are addressing for improvement of their communities today and tomorrow. The next section addresses how the update to the report has been organized and accomplished, and how the new report will be disseminated and utilized.

Overview of Study Methodology

Overall, approximately 80 organizations were identified for inclusion in the study. The data was collected over a three-month period and analyzed by the project team.

CEO-LED CIVIC LEADERSHIP ORGANIZATION IDENTIFICATION SURVEY

To update the profile of formal CEO-level business leadership groups that exist across the country and how they have influenced civic progress in key American cities, a comprehensive, yet easily accessible and simple-to-answer Web-based survey was developed. The survey included not only the cities/regions featured in the original report, but through the more efficient data collection and ease of use afforded by current technology, it was expanded to include a larger sample size. The survey was similar to the one conducted for the original report: recipients were asked to identify CEO leadership organizations in their city and region, whether these groups are helping or hindering the work of other public and/or private sector leaders in the city and region, and to evaluate the effectiveness and shortcomings of the groups. Regions highlighted in the original 1993 Frey Foundation report were revisited to determine whether the organizations featured there have developed further or have been abandoned. This approach was selected to determine the evolution that has occurred in these groups in terms of structure, the types of projects they take on, and the partnerships they embrace.

SURVEY OF CEO-LED CIVIC LEADERSHIP ORGANIZATIONS

Based on the information collected in the CEO leadership organization identification survey and supplemented by the project team's knowledge, the organizations identified were sent a Web-based survey. Questions were similar to those in the survey conducted for the previous report: recipients were asked to describe the organization's composition and membership requirements, staffing levels, financial support/dues, annual budget, priorities, projects, major accomplishments, future plans, prohibited activities, strengths, and weaknesses.

Follow-Up

After the initial invitation was sent (see Appendix A), follow-up was initiated, either by personal e-mails or phone calls from project team members. Contacts at targeted participants were encouraged to participate in the study, and directed to the website that housed the survey.

CEO-Led Civic Leadership Organizations Survey Results

Access to the online survey was open for approximately three months (see Appendix B for survey instrument and frequencies). At the conclusion of this time period, 45 organizations had participated. See Appendix C for a profile of survey respondents. Organizations that participated in the study included:

- Albany Area Chamber of Commerce
- Albany-Colonie Regional Chamber of Commerce
- Allegheny Conference on Community Development
- Asheville Area Chamber of Commerce
- Augusta Metro Chamber of Commerce
- Bay Area Council
- Birmingham Business Alliance
- Bridgeport Regional Business Council
- Business Leaders for Michigan
- CenterState Corporation for Economic Opportunity

- Chamber of Commerce of St. Joseph County, IN
- Charlotte Chamber of Commerce
- Columbus Chamber of Commerce
- Economy League of Greater Philadelphia
- Fayetteville–Cumberland County Chamber of Commerce
- Greater Cleveland Partnership
- Greater Jackson Chamber Partnership
- Greater Miami Chamber of Commerce
- Greater New Orleans, Inc.
- Greater Omaha Chamber of Commerce
- Greater Raleigh Chamber of Commerce
- Greater Sarasota Chamber of Commerce
- Greater Scranton Chamber of Commerce
- Greater Seattle Chamber of Commerce
- Greater Tampa Chamber of Commerce
- Greater Wilmington Chamber of Commerce
- Greater Winston-Salem Chamber of Commerce
- Hampton Roads Chamber of Commerce
- Holland Area Chamber of Commerce
- Knoxville Chamber
- Leadership Collier Foundation
- Little Rock Regional Chamber of Commerce
- Los Angeles Area Chamber of Commerce
- Lubbock Chamber of Commerce
- Metropolis Strategies
- Mobile Area Chamber of Commerce
- Northern Kentucky Chamber of Commerce
- Research Triangle Regional Partnership
- San Diego Regional Chamber of Commerce
- Springfield Area Chamber of Commerce
- The Business Council of Fairfield County CT, Inc.
- The Columbus Partnership
- The Greater El Paso Chamber of Commerce
- The Itasca Project
- The Right Place

Responses from organizations that participated in the online survey were evaluated by the project team, and a select group of 19 organizations was then chosen for individual telephone interviews, taking into account mature versus newer organizations; large metropolitan areas versus smaller communities; and geographic dispersion across the United States. Interviews were conducted with:

- Allegheny Conference on Community Development
- Asheville Area Chamber of Commerce
- Bay Area Council
- Bridgeport Regional Business Council
- Business Leaders for Michigan
- Charlotte Chamber of Commerce
- Columbus Partnership
- Economy League of Greater Philadelphia
- Fayetteville–Cumberland County Chamber of Commerce
- Greater Cleveland Partnership
- Greater Miami Chamber of Commerce
- Greater New Orleans, Inc.
- Greater Seattle Chamber of Commerce
- Greater Tampa Chamber of Commerce
- The Itasca Project
- The Right Place
- Metropolis Strategies
- Research Triangle Regional Partnership
- West Michigan Strategic Alliance¹

¹ The West Michigan Strategic Alliance did not respond to the online survey but were interviewed by the project team.

The interview questions, which can be found in Appendix D, were utilized to gather insights on topics important to CEO-led civic business organizations.

SITE VISITS OF CEO LEADERSHIP ORGANIZATIONS

Based on the survey of CEO leadership organizations, the project team visited with a select group of organizations that have distinguished themselves in terms of specific outcomes or overall community impact. As with the interviews, the project team gave consideration to a variety of factors in selecting which communities to visit, including mature versus newer organizations; large metropolitan areas versus smaller communities; and geographic dispersion across the United States.

The purpose of the site visits was to dive deeper into the information gained through the survey of CEO leadership organizations and also to talk with other civic leaders in the public and private sectors in the community to gain their perspective. Site visits were conducted with:

- Bay Area Council
- Fayetteville–Cumberland County Chamber of Commerce
- Greater Cleveland Partnership
- Greater New Orleans, Inc.
- Research Triangle Regional Partnership
- The Itasca Project

Project team members coordinated with participating organizations in structuring visits that included the standard community practitioner interview; meeting with organization board/community leaders; and a tour or overview of a success story, highlighting the involvement of the private sector CEO leaders in the community.

From these site visits, models of CEO-led civic business leadership involvement have been developed; these can be found in the Models of CEO Engagement section below.

EXPERT INTERVIEWS AND LITERATURE REVIEW

Further information was gathered through expert interviews on the changing face of CEO leadership organizations, the common challenges they face, how they are organized, the projects they work on, the partnerships they forge, best practices, and aspirational models. Experts interviewed include:

Mick Fleming	American Chamber of Commerce Executives
Bruce Katz	Brookings Institution
Rick Stafford	Carnegie Mellon University
Curtis Johnson	Citistates Group
Jeff Finkle	International Economic Development Council

Similar to the community interviews, a standard set of questions was posed to subject matter experts; these can be found in Appendix E.

Additionally, relevant reports on the topic of CEO business organizations, such as “Minding Their Civic Business” by FutureWorks (2003) and “Regional Business Civic Organizations: Creating New Agendas for Metropolitan Competitiveness” by the Alliance for Regional Stewardship (2004) were drawn upon.

Survey Results:

How Are CEO-Led Groups Addressing Civic Progress Today?

When the organizational survey was conducted, it became clear that it was by no means a far-fetched assumption that the organizational landscape in civic groups has changed since the original report was completed in 1993. Of the original 17 groups that were highlighted in the earlier report, five have disappeared and five have merged with, or evolved into, new organizations, leaving only seven that still exist by the same name. Of those seven, almost all have modified their structure and composition in some way. This was one of the first clear indicators that the civic organization landscape has changed dramatically.

Additionally, referring to other studies and monographs that have been conducted and written over the past decade, it became clear that new and different styles of leadership and collaborative structure were gaining popularity, and replacing the structures of the past. “Minding Their Civic Business” was funded by a number of the traditional CEO-led groups, who met informally, but regularly, to compare notes. They engaged FutureWorks (Brian Bosworth and Steven Michon) to report on the “state of the art” in civic group structures and outcomes in 2004. The study presented a range of organizational approaches, from formal rules, to ad hoc, to “the wild, wild west (unstructured).” The emerging themes also supported the changing landscape in civic groups, including the trend to form regional civic structures, with multi-sector (public, private, and nonprofit) leadership boards and roundtables becoming more prevalent, and also recognized the trend toward sharing responsibility and power with other types of organizations present in regions, including regional chambers of commerce, foundations, and councils convened by government.

The Ford Foundation, in conjunction with the American Chamber of Commerce Executives organization, sponsored a “Ford Foundation Regional Sustainable Development Fellowship” over the past few years, providing a forward-looking academic and experiential program for leading practitioners of our country’s business-led civic groups. The Alliance for Regional Stewardship, an organization of national thought leaders in the regional civic organization space, published a summary of the first cohorts of the Ford Fellowship, which highlights some important outcomes from the work of our business-led civic groups in recent years (Alliance for Regional Stewardship, Monograph #12, “Sustainable Economies and Strong Communities: Regional Chamber Strategies for Growth,” August 2008).

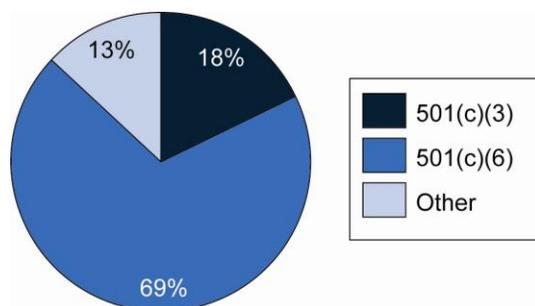
The organizational survey conducted for this report asked many of the same questions about organizational structure, funding, and operations (activity) as the original report, and the results give us a pretty clear picture of where our CEOs and business leaders are focusing their time and effort today, and how they are organizing and funding the work. The methodology used was intended to increase the number in the sample of organizations that returned their surveys. Forty-five (45) organizations provided detailed surveys, almost three times the number of organizations evaluated in the first report in 1993. This was due primarily to the ease of reporting via online survey and e-mail. Also, utilizing the American Chamber of Commerce Executives metro and emerging metro database of chamber organizations allowed for a more comprehensive scope of inquiry.

Interestingly, one of the realities of emerging leadership in the civic space is that there are more chambers of commerce exerting a stronger leadership role in regional civic progress. Between chambers and other organizations focused on regional economic development that have proven to be strong players in leading the metropolitan regions’ civic improvement agenda, we see those entities becoming the primary CEO-led civic groups in many regions of the country. We also see traditional CEO-led and CEO-only groups becoming more and more diverse in every parameter, including gender, ethnicity, and race; size of member organization; sector (public/private/nonprofit); and location (urban/suburban/rural).

ORGANIZATIONAL STRUCTURE

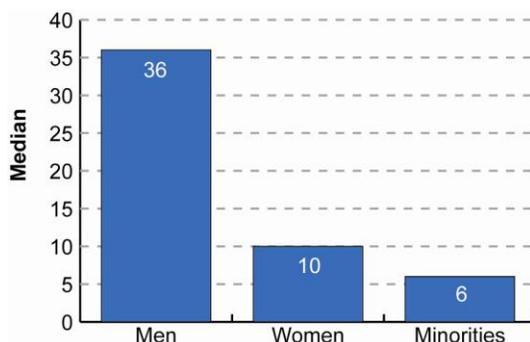
The first question addressed in the survey was the legal structure chosen by the organization. Exhibit 1 illustrates the survey results. The majority of those reporting a formal legal corporate structure (69 percent) are organized as 501(c)(6) private nonprofit corporations. This legal structure is preferred by business associations and organizations that have, as an element of their work, a public advocacy role. Many chambers of commerce have this structure. Those designated as 501(c)(3) corporations (18 percent), are formed as tax exempt charitable organizations that have, as an element of their work, the role of educating the public and/or a role in reducing the “burden of government.” Some chambers of commerce, a number of economic development organizations, and many foundations are so designated. The remaining respondents (13 percent), indicated “other,” which in each case means they have more than one entity in their sphere of influence, and they often have both 501(c)(3) and 501(c)(6) designations.

EXHIBIT 1. Organizational Legal Structure



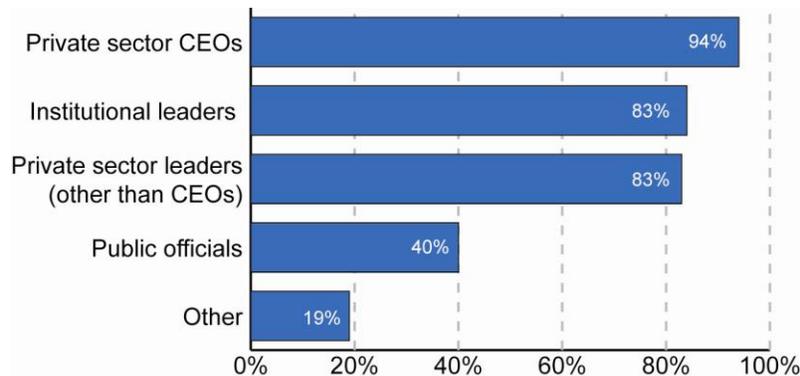
The size and composition of the boards of directors is an important element of structure. The size can sometimes be a meaningful indicator of the breadth of the leadership group in the community. It can also be an indicator of how much the organization is willing to engage a broad constituency and diversify its leadership. Exhibit 2 shows the average number of men, women, and minorities (either gender) on the boards of respondents. The number (46 men and women, with an average of six minority members) is significantly larger than the number of board members indicated by respondents in the 1993 report (nominally a range of 20–30, with no minority statistics available).

EXHIBIT 2. Composition of Organizational Board of Directors



Eligibility for board membership is another key indicator of the focus and the impact of the organizations, as seen in Exhibit 3. Virtually all organizations responding to this survey indicated that private sector CEOs were involved at the board level (94 percent), and in similar numbers to the 1993 report. Additionally, private sector leaders other than CEOs from 83 percent of those responding also hold board positions, again similar to the 1993 report. What is different in the current survey is the presence of institutional leaders (foundation heads, college presidents, etc.) (83 percent) and public officials (40 percent) now occupying board seats of our regional civic groups. Other board members (19 percent) include retirees and other persons interested in investing time and money in their region.

EXHIBIT 3. Eligibility for Organizational Board Membership



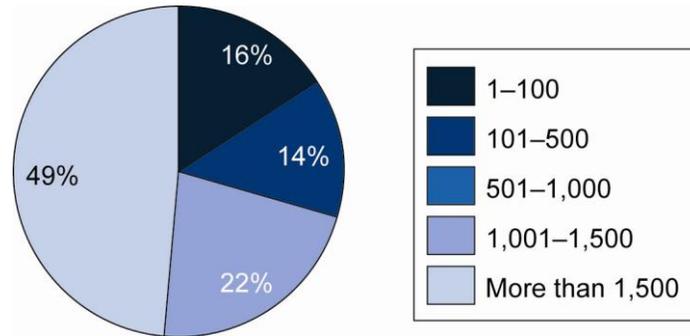
The civic leadership groups report that their boards meet either monthly, bi-monthly, or quarterly. This frequency of meetings is very similar to that of the survey conducted in 1993.

Staffing for the organizations has changed significantly since the 1993 report. The 17 organizations that participated in the earlier report employed an average of eight staff including the executive director/CEO. Today, the 45 respondents report an average of 17 employees, or twice the number reported in 1993. Although the survey did not disclose why the number has risen, it is clear that with larger organizations, larger boards, and in many cases broader agendas, greater numbers of talented individuals are required to execute the responsibilities of the organizations. The educational attainment of the staff personnel is high. The current survey reported that an average of 68 percent of the organizations' employees have at least a bachelor's degree, 22 percent have master's degrees, and 5 percent have doctoral or other advanced professional degrees. The 1993 survey did not report on the educational attainment of staff personnel.

ORGANIZATIONAL FUNDING

As the organizational structures of business-led civic groups have evolved, the funding streams have also evolved. The number of members/investors that are funding the work has changed dramatically as regional chambers of commerce and regional economic development partnerships have taken on more of the regional civic improvement agenda. Exhibit 4 shows the percentage of organizations that reported numbers of members/investors in each of the categories specified. Nearly half of the organizations reporting have more than 1,500 members/investors each. Only 30 percent have 500 or fewer members/investors. In contrast, that number was the norm in 1993.

EXHIBIT 4. Number of Organizational Members/Investors



The methodologies for assessing investment and dues are illustrated in Exhibit 5. The most common approach to dues assessment is the organizational employment of the member (company/institution) (43 percent). Organizational revenue (21 percent), flat fee (19 percent), ability to pay (19 percent), and assessment by population (4 percent) are also commonly used, with a host of other creative funding strategies making up the remainder (28 percent).

EXHIBIT 5. Assessment of Dues and Investment

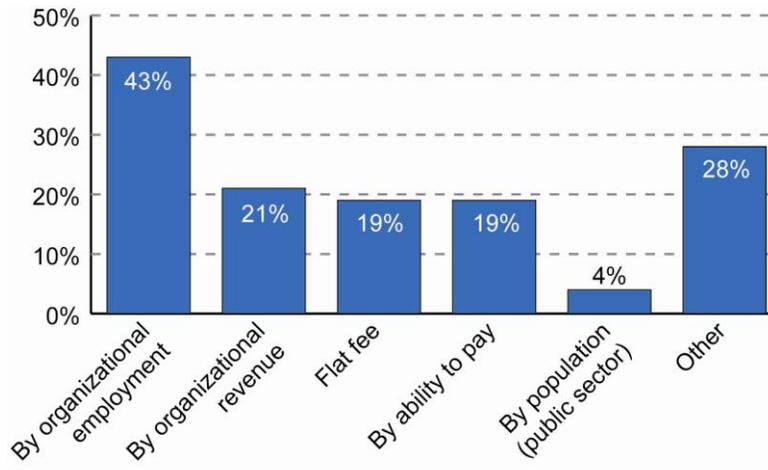
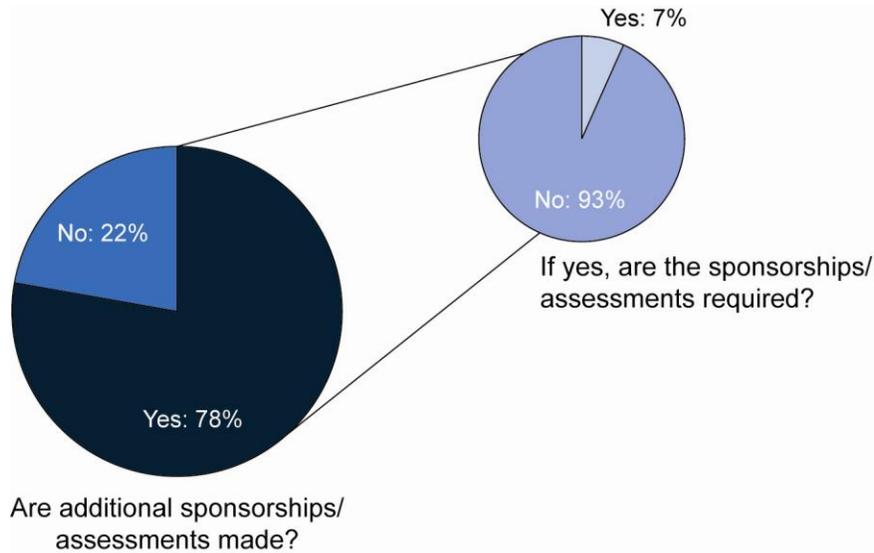


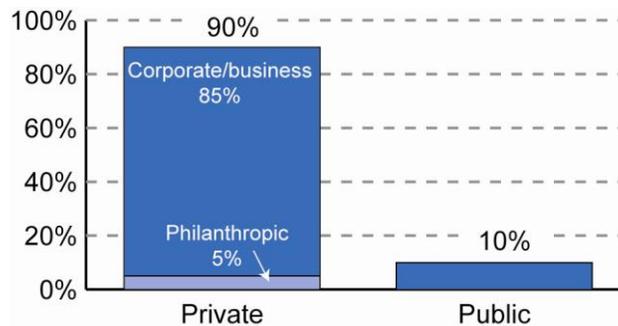
Exhibit 6 shows that, in addition to dues/investment revenue, additional assessments or requests for funding (sponsorships) are solicited by 78 percent of the respondents through events, trips, missions, and special projects. Of those additional assessments, only 7 percent are required (93 percent voluntary).

EXHIBIT 6. Additional Assessment of Organizational Funding



The primary source of funding for business-led civic groups has not changed dramatically in the past 18 years. Exhibit 7 shows that 90 percent of all funding comes from private sector members/investors. Of that 90 percent, 85 percent is from corporate/business members and 5 percent is from philanthropic organizations/foundations. The remaining 10 percent today comes from public sources. These funds include membership dues of public sector organizations (cities, counties, states, airport authorities, etc.) and other funding from public sources (grants, matching funds, etc.).

EXHIBIT 7. Current Sources of Organizational Funding



ORGANIZATIONAL OPERATIONS

How are business-led civic groups operating today? As we have seen from the organizational structure and funding, it appears that today's groups have grown in their size, funding, and scope of involvement on their boards and staffs. It would certainly follow that their budgets and resulting expenses would also be larger and more complex than they were previously. The 1993 report did not capture total revenue or budget numbers, but current survey respondents reported a median organizational budget of \$2.6 million

annually. Of that amount, 55 percent is used for personnel salaries and benefits, 17 percent is used for projects, 14 percent is spent on events, and 14 percent is needed for overhead (facilities, rent, office expenses, etc.).

The priorities and projects that business-led civic groups engage in, on behalf of their regions, is as varied as the places they represent. As President of the American Chamber of Commerce Executives Mick Fleming says regarding the uniqueness of issues facing his member organizations around the country, “If you’ve seen one chamber of commerce . . . , you’ve seen one chamber of commerce!”

This is certainly the case for every region, as each community must address its challenges and opportunities in its own way culturally, politically, and socially as well as economically. The survey did provide some understanding of the categories of work being performed by respondents. Exhibit 8 provides a list of the key issues on which the organizations are focusing their efforts for civic progress. Not surprisingly, business climate and job growth returned the highest percentages, given the composition and focus of the groups. Also, education and workforce issues are very high on the list of priorities, which was mirrored in the 1993 report. Interestingly, innovation and entrepreneurship were mentioned by a very high percentage of organizations as an area of focus in the current survey (57 percent), but was not mentioned at all in the 1993 report. Clearly the focus of entrepreneurial growth and innovation has mushroomed since 1993, given the technology explosion in the late 1990s, which, except for the dot-com bubble burst in 2000, has continued to dominate the technology-based economic development focus of regions striving to build knowledge-based economies.

EXHIBIT 8. Frequency of Response on Key Issues of Organizational Focus

Business climate	60%
Job growth	60
Education/workforce development	57
Innovation/entrepreneurship	57
Infrastructure issues	55
Promotion/marketing	53
Leadership development	45
Inclusiveness/diversity	38
Environmental sustainability	30
Social equity	15
Other (please specify)	11

Another area of focus today that was not highlighted or mentioned in the first report is environmental sustainability. It is reported in 30 percent of the respondent regions as a priority. An issue that was not on the radar 18 years ago is becoming key for all regions in the global economy.

Inclusiveness and diversity and social equity, the two priority areas that speak to socioeconomic cohesion in regions, were mentioned in the first report, but with a lower priority and less attention. Inclusiveness/diversity is now a priority for 38 percent of the respondents, which is significant. This parallels the increased attention on board diversity as well.

One area of activity that is viewed as a sensitive spot by the majority of the respondents, both now and in the past, is the realm of partisan politics. Many of the organizations, even those that actively advocate for public policy improvements, are reluctant to, or even prohibit (29 percent), any partisan activities or

endorsements. Interestingly, as many organizations become more collaborative and regional in scope, their approach to public policy improvement may be enhanced by their broad constituency and “big table” approach to consensus building.

Organizational Leader and Expert Interviews:

Recommendations and Critical Issues

The organizational survey provided a fascinating view of the composition, structure, funding, priorities, and focus being utilized and pursued today, with a clear understanding of what has changed since 1993. The following sections build on the survey, through interviews with a cross section of leaders from the responding organizations as well as from experts in the fields of economic development, chambers of commerce, metropolitan policy, academia, government, and journalism.

It is through these leaders' and experts' eyes and their perspectives that the future of business-led civic organizations and their leaders can move beyond organizational comparisons and surveys. The following sections address the key challenges that are being faced by regions and their business-led civic groups each day, with examples and suggestions of ways to face and overcome those challenges by creating stronger organizations, leaders, and strategies for civic progress.

CEO ENGAGEMENT AND SETTING A CIVIC AGENDA

As the previous section on survey results proved, much has changed in the civic leadership sphere since 1993. Jeff Finkle, International Economic Development Council, challenges the underlying premise that for some reason or other CEOs are willing, able, or interested in being engaged in private sector–led civic agendas. He explains, “Based on conversations with practitioners across the country, I hear that many organizations are having a dreadful time getting business leadership engagement on local issues. There are still homegrown businesses where the entrepreneur is at the helm, with ties to the community, and they will engage, fund, exercise their civic pride, and will gladly participate in private sector–led civic projects. However, a growing number of corporate CEOs are unwilling to play, and if it is not a headquarters community, it is more difficult to get them engaged. Their focus is on producing to the bottom line. They have no civic leadership ‘skill,’ per se, and there are no rewards within the corporate structure for participating, so many corporate CEOs walk away from civic initiatives.”

Involvement of CEOs in Determining and Implementing Priorities

To overcome the challenges associated with CEO-level civic engagement, the predominant means by which successful business-led civic organization professionals get and keep CEOs involved is through participation in strategic planning processes, committees, task forces, and advocacy groups. Strategic planning approaches, which are familiar to business leaders, give them the opportunity to influence the civic agenda. Serving on committees, task forces, and advocacy groups give them the structure through which to drive implementation. Additionally, many regions have found success in engaging CEOs in tangible projects they can see and touch. As Mick Fleming, American Chamber of Commerce Executives explains, “There’s a bit of magic between finding the balance between aspirational and achievable. Finding that point is very important. So, a project has to be rooted in reality, but have enough panache to make it truly appealing.”

Recognizing that CEOs are accustomed to leading their organizations and are results driven is essential to success. Rick Stafford, Carnegie Mellon University and formerly with the Allegheny Conference on Community Development (Pittsburgh, PA), explains, “If you can succinctly present the problem, identify alternatives, and engage CEOs in making a decision, they will get involved.” And, according to Douglas Peters, Fayetteville–Cumberland County (NC) Chamber of Commerce, “They don’t like to spend a lot of time in ways that don’t have tangible results or benefits. So, if it doesn’t have a bottom line, they avoid it.” Doug Rothwell, Business Leaders for Michigan, agrees and adds that it is important for CEOs to be engaged in the process of defining the mission of the organization and developing a plan for achieving its

mission. He says that, in this process, it is important to define very clearly what the organization is working to achieve, and that the goals be specific, tangible, and easy to understand and communicate. Once the goals are defined, then it is critical to develop a plan to achieve them. He adds, “These are high level folks that are used to running their own organizations. You have to engage them in shaping policies and put them in control of the organization. I always say that we are a board driven, not a staff driven organization. We are there to serve them.” Rothwell also believes a key to engagement is providing communication between meetings in a format CEOs are accustomed to. “These are CEOs, so they are used to getting constant performance metrics and dashboard reports. If you give them that same kind of communication between meetings, they will feel connected to the organization so that when they get to meetings, they can engage.”

According to Frank Beal of Metropolis Strategies (Chicago), CEOs “stay involved based on their colleagues and peer contacts. They watch what each other does, they provide counsel to one another.” Jim Wunderman of the Bay Area Council agreed and further expressed, “There is peer-to-peer influence to bring about involvement. It’s like building a team.”

Determining specific areas of CEO interest through individual engagement was an effective approach cited by professionals with the Bay Area Council and Columbus (OH) Partnership. “We try to determine their areas of interest and make sure we engage with them as it relates to those areas,” according to Alex Fischer, of the Columbus Partnership. And, as Doug Peters, of Fayetteville (NC) explains, “We seek out those CEOs that we’ve seen that have achieved notable things and are well known for their accomplishments as leaders. We’re not a proving ground for emerging leaders. Our leaders are already proven.” Similarly, in Greater New Orleans, Michael Hecht takes a similar tack, saying, “(We) choose the right CEOs who can be bulldogs on the issues.”

Organic leadership is still a mainstay in many communities, such as Cleveland, where the region leans on the allegiance of its homegrown leaders. “Many CEOs are native Clevelanders and have an investment in what happens in the region. They are loyal to the region,” explains Robert Recker of the Greater Cleveland Partnership.

A significant number of regions are finding that large-company CEOs are less involved today. Phil Bussey of the Greater Seattle Chamber of Commerce states, “There has been less CEO engagement, which was visible historically, as a result of their availability and schedules.” However, according to Barry Johnson, Greater Miami Chamber of Commerce, “They delegate to someone in their business to get engaged in community and represent the business.” Both the Pittsburgh and Chicago regions have found that assigning clear responsibility for certain elements of the region’s strategic plan to specific CEOs while providing behind-the-scenes staff support resulted in more effective implementation.

Setting a Community Agenda

“The most important element in private sector civic efforts is to have an evidence-driven vision of the economy. Very few places in the United States have that platform. In the last few years, global competition has made things very competitive. (You) have to have the diagnostic first, before moving into practice or reform,” stated Bruce Katz, Brookings Institution.

The dominant approach used by most regions is an established strategic planning process. These processes vary in terms of who attends, length of the sessions, and how the process is structured.

“The way Tampa works is that for certain projects or initiatives, we discuss at an annual planning conference. We solicit board members and top investors to get an initial list of about 25 potential projects. Then, through discussion and a vote, we determine priorities. When we announced their priorities, increased interest developed from other constituents. Recently, we focused on how to fund a new stadium,

how to expand international flights, and government efficiency,” explained Bob Rohrlack, of the Greater Tampa Chamber of Commerce.

The Right Place, a regional leadership organization promoting economic growth in West Michigan, develops a five-year strategic plan, which drives the direction of the organization. Rick Chapla states, “It starts with a five-year strategic plan, which we are dead serious about its development and adherence to and its implementation. The plan starts with staff and is ultimately approved and sanctioned by the board of directors. It becomes our benchmark, it becomes our operating guidance.”

And, Barry Johnson stated, “Miami’s program of work is determined by members. During a two-day retreat with more than 1,200 members, they review the previous year and use smaller groups to determine the initiatives on which they will focus over the coming year. Those four program areas are comprised of committees with members and leaders from throughout the community who have both expertise and a passion for those specific areas. For example, our education area has people who are key leaders in the education community – community colleges, universities, etc. – and that enables them to coordinate their efforts relative to the needs of the business community and how to bridge the gap between what educational institutions are providing now and what is needed in the future. We are attempting to provide connectivity between business needs and our educational product.”

Steve Wray, of the Economy League of Greater Philadelphia, explains his city’s approach. “Philadelphia uses the U.S. Economic Development Administration’s Commerce Department guidelines since, in order to qualify for funding, you must adhere to those guidelines. It’s the place where projects are identified and put into a framework. Additionally, there are collaborations between organizations with common purposes to pursue projects. The community has a long-term regional priority-setting process that then is integrated in a variety of ways and places where regional decision making happens. For example, major infrastructure decisions happen in the Delaware Valley Regional Planning Commission. And, each county has its own economic development organizations.”

In Pittsburgh, according to Dennis Yablonsky of the Allegheny Conference on Community Development, “[The city] uses a formal planning process that repeats over a three-year cycle. Once priorities are established through the strategic plan, various committees and affiliate boards take responsibility for the implementation of those priorities.”

“Raleigh develops five-year plans done with their 60 partners using a collaborative facilitated process. Then, they work hard to manage the integration: develop strategies, tasks, timelines with reporting mechanisms including benchmarks of progress with individual accountability,” explained Lee Anne Nance of the Research Triangle Regional Partnership.

At the Greater Cleveland Partnership, Cleveland’s priorities “come down in a few buckets. We are aimed at jobs and getting companies into the region, want to grow our physical infrastructure, and want to improve our education system. We are all aimed at identifying, through the strategic planning process, those few priorities that will get [them] the greatest result based in each of [their] buckets,” stated Robert Recker.

According to Paul Timpanelli of the Bridgeport Regional Business Council, “Bridgeport uses a strategic planning process with our board and the end result is a set of priorities that guide the use of resources over a time frame.”

For economic development professionals new to a region, the transition process presents an opportunity to build relationships and find out firsthand what projects and initiatives community leaders are thinking about.

For example, in Asheville (NC), Kit Cramer met with an extensive list of people. Projects or initiatives that kept coming up found their way onto a short list of issues for board review. Their board agreed that a couple of the issues would be a part of the program of work for the Asheville Area Chamber of Commerce during the following fiscal year.

In Pittsburgh, at the beginning of his tenure as CEO of the Allegheny Conference on Community Development, Rick Stafford interviewed each member of the board and asked what problems they thought the region had. They provided observations based on their experience or what they read in the paper. That was the basis for creating an agenda.

By creating a fact-based case for change highlighting the nature and implications of the issue or problem, economic development professionals in both Chicago and Pittsburgh rallied public support and provided a platform for CEOs to move their communities to action.

“The evidence is important. The conditions that exist within a community and people’s reaction to those conditions provide the case for change. So, you must provide fact-based information and observations highlighting the nature of the problem and the implications of that problem. The public will react to that. It’s a key driver. Painting that picture enables a coalition of leadership to rally around that issue. Providing that information provides a platform for leaders, CEOs, to exercise their influence in moving the community toward action to address that set of conditions,” asserted Stafford.

More recently, under Dennis Yablonsky, the Allegheny Conference on Community Development also strives to define the measurable economic impact as well as the sponsorship needed to see a project through to completion. “Depending upon the nature of the project, we determine which groups and leaders need to be involved – the right coalition to refine the definition of the project or initiative, and then the actions needed for effective implementation. In most cases, one or two individuals on the board feel it is important and are willing to serve as sponsors for that particular initiative.”

Regions like the Bay Area and Seattle assess their community’s priorities against previously established criteria and their organization’s mission to determine the projects in which they will get involved. “We look at the ones that have a regional impact and have a regional scale: major property developments, policy changes, transportation initiatives, etc. We’re sometimes asked to weigh in on smaller community-specific projects but then to stay away from that unless it has a significant regional impact; we allow local groups to react to their own situations,” according to Jim Wunderman of the Bay Area. In Seattle, as Phil Bussey explained, they apply three questions: “Is there a good understanding of the project? Has there been an open opportunity for engagement and involvement for all players? Is there a broad constituency that will stick with the project to achieve success?”

THE ART OF COLLABORATION – CHALLENGES OF WORKING TOGETHER

A significant trend has developed around the country in the past 20 years. In virtually every region, there has been a proliferation of organizations with economic and/or community development as part of their mission. This proliferation of “partners” has created challenges for all organizations and for the regions in which they operate. Curtis Johnson, of Citistates Group, offered the following guidance: “Any organization or individual must be prepared to deal with the ‘messiness’ of collaboration given that civic affairs are not being conducted the way they were years ago. We all must be more elastic in our practice. We often go to meetings where we encounter people who are like us, think like us, and agree with us. The real test, though, is when we encounter people who aren’t like us. We have to get better at engaging differences. Diversity or equity, letting people in the room, is a difficult practice.”

Growth in Number of Economic Development Organizations

In many cases, the sheer number of such organizations within regions has created levels of competition amongst the organizations and confusion for regional investors, members, and funders. In order to survive, each organization has, out of necessity of course, pursued funding. “Each organization [of three] is focused on getting a ‘share of wallet’ from investors so there’s some question [about] which one a business person should belong. And, while we’re partners in this effort, there’s an element of competition,” according to Barry Johnson, Greater Miami Chamber of Commerce (Florida). In other regions, the number of such organizations has grown more dramatically than in others. Chicago “did a recent review of organizations in the region, and found 80 organizations, chambers, city hall, workforce development boards, etc., involved in economic development,” explained Frank Beal.

Further, there have been problems coordinating roles and missions as these organizations have multiplied in number. And, where there have been overlaps in perceived mission, that problem has been exacerbated. “There is a lot of competition and a lack of coordination. All of these organizations are in their respective silos doing what they choose to do. There’s no overarching structure that creates synergies,” said Beal. As Steve Wray stated, “trying to get organizations moving in the same direction while recognizing the inherent conflict of competing priorities and geographies is a challenge.”

Addressing the growth of such organizations in a constructive fashion is a “timely question. In Bridgeport, we recently established a committee to look at the proliferation of such organizations in the region. We have come to the conclusion that the work we are doing is disparate and we haven’t been able to coalesce around a central mission. So, there are 19 such organizations out there taking a role in community and economic development. There are multiple chambers of commerce – Gay and Lesbian Chamber, Latino Chamber, an African American Chamber, a Green Chamber, a CaRobean Chamber. The end result is that the focus of the private sector isn’t there and the resources are not being optimized,” explained Paul Timpanelli.

Defining Mission and Coordinating Resources

This overarching trend – the growth of organizations devoted in some way to economic development – has spawned related challenges to which leaders have had to respond; for example, defining and living within the primary mission of one’s own organization, determining the mission parameters of other related organizations, where and when they may overlap, and how to address these circumstances effectively.

Doug Rothwell, who leads a statewide CEO-led organization, has had success working with other similar organizations because it has clearly defined its mission, and it complements—not duplicates—what other business and community development organizations are working on. “Initially, the challenge we had was that existing business organizations, especially the state chamber [Michigan Chamber of Commerce], were concerned about what role we would play vs. them. I think they recognize that we are in different spaces.” Barry Johnson explained, “Miami’s challenges are determining and living within the primary mission of each organization. While the Chamber is focused on business and growing jobs here – building the business climate – there’s a gray area in terms of what is business development and economic development. There are complementary partnerships but there are also proprietary goals, missions, and initiatives – efforts focused solely on our respective organizations.” Further, “each organization has stakeholders and wants to be able to show a return on investment,” stated Kit Cramer, of Asheville (NC).

Much of this competition for resources and lack of coordination is frustrating to contributors. They “want to know that you are being efficient in use of dollars. They don’t care where the lines are drawn, they just want to get things done,” said Cramer. And, taking it a step further, Doug Peters of the Fayetteville–Cumberland County (NC) Chamber of Commerce explained, “Defining the roles of these respective

organizations is always an issue. We often compete with one another for funding. We often duplicate one another's missions. Funding sources then take a look at that and make decisions to reduce funding."

Some regions have taken steps to address the challenges created by organization proliferation – these organizations are collaborating and/or facilitating. Their efforts have often been rewarded. Missions have been clarified or are complementary. Roles and responsibilities have been defined. Multiple strategies have been put in place to address the difficulties that come as a result of the growth of the number of organizations.

The Michigan Economic Development Corporation shifted to a regional service delivery model and charged the state's leading economic development organizations to develop a strategy for the state to work with local partners. In West Michigan, those regions ended up as a 13-county West Michigan region convened by The Right Place. About this effort, Rick Chapla says, "It is not at all about control or takeover of different organizations. We need those essential organizations to continue to perform the day to day, on the ground work with people within their respective counties." He adds that many of the community and economic development organizations working in the region have limited capacity, but partnering together, they can all accomplish more with fewer resources.

Alex Fischer stated, "Columbus has a strategic plan for economic development called Columbus 20/20. It's a 10-year plan that sets forth goals and resource requirements as well as the responsibilities of the specific organizations that participate. The Columbus Partnership has taken the lead and engaged other organizations to get involved. This centralized planning process is governed by a combined board that brings all these organizations together and coordinates there."

In Pittsburgh, "there's quite a well-developed ecosystem with extensive participation. These include local, county, and state governments, our technology-based economic development organizations, the universities, physical infrastructure, industrial development corporations, as well as the private sector. We strive for maximum cooperation with the Allegheny Conference taking the role of convener – bringing the parties together to collaborate on various priorities. So the Conference frequently takes the lead and serves most frequently as the coordinator," according to Dennis Yablonsky.

Other regions have taken similar steps to coordinate the work of their economic development organizations. Robert Recker said, "Several years ago, Greater Cleveland Partnership (GCP) created an economic development system that would enable each of our six organizations to focus on their respective areas. Those organizations and the GCP, focused on business retention and expansion, form the umbrella under which we operate. On top of that there is a horizontal organization – Cleveland Plus – the 16-region marketing organization formed by the GCP. Cleveland Tomorrow, Positively Cleveland, and Team NEO (North East Ohio) are the three partners that form Cleveland Plus, and the governance of those three have the same board. Their funding is from private investment and community foundations. We made these changes to address the problems that were created by the overlap of competing missions. Our funders wanted us to achieve clarity of focus and better collaboration."

In Raleigh, the Research Triangle Regional Partnership (RTRP) "works with many different organizations – workforce development boards, counties, council of governments, chambers of commerce, each of the universities, community colleges, and global organizations – 65 to 70 partner organizations in all. All have a role. We're set up to communicate with them on a regular basis. We hold regional forums aimed at bringing parties together. We have e-mail lists, as well as the leadership of a regional organization, the Research Triangle Park, to make it happen," explained Lee Anne Nance. "The challenge is that it has to be intentional and [we need to have] a plan of work for staff time. We have to make sure we are in a regular collaborative mode. It's very time consuming and takes tremendous facilitation to talk with them and get them to talk with one another."

Greater New Orleans, Inc. (GNO) experienced a similar set of problems, according to Michael Hecht. “There are local economic development organizations for each of 10 parishes and a number of other organizations that play [a part] in economic development issues—business councils, chambers, and special interest groups. The challenge: multiplicity of organizations in a small community resulting in a lack of cohesion. Three years ago, GNO began serving as a convener and catalyst. We’re working to consolidate all groups under a single platform and project manage the group forward. It has been a cornerstone of our operating philosophy.”

Simply put by Bruce Katz, “Relationships and collaboration are fundamental to the civic engagement process, and the more informal the better. Take the time to build the connections and establish the common ground. Find reformers and change agents so you can mobilize them on projects or issues when you need them.”

BUILDING A SUCCESS MODEL

There is agreement that in order to drive results with a civic agenda, the private and civic sectors must come together to produce a shared development agenda. There are those communities that have found the right mix of elements and have been successful, but as Mick Fleming explains, there is also “some luck involved. You can’t discount that.”

But, communities also must keep an eye on the lessons learned from the efforts surrounding their own civic agenda, and also other communities across the country. Bruce Katz believes that “we have to break a bunch of bad habits!” By identifying problems in the approach to a civic agenda, course corrections can be applied in order to minimize negative impacts or diversions.

This section explores insights on drivers of success, as well as obstacles that stand in its way.

Drivers of Success

In the vast majority of cases, the drivers of regional success relative to the creation and implementation of a regional economic and community development agenda are as idiosyncratic as the regions themselves. However, two factors stand out and are shared in common across multiple regions: leadership and a commitment to planning—and frequently, the synergy of both.

Alex Fischer points out that “strong private sector leadership” and “a collaborative spirit as manifested through our coordinating public-private board” were essential elements behind the emerging success of Columbus 20/20, the community’s long-range economic development strategy. But Columbus is not alone. Several practitioners cited the effectiveness of leaders working together across different sectors to benefit the community. Steve Wray puts it this way: “The alignment of champions from the business community and the elected officials has been a key driver. But, it’s the efforts of those leaders to execute their respective functions and roles that are essential.”

Ensuring that the CEO, not a subordinate, is participating in the leadership organization is also a critical driver of success. Doug Rothwell explains, “For an organization like this to work, it has to be led by the leaders. We are constantly asked to have second- and third-tier executives attend meetings and substitute for folks and we just say no, this is a leadership organization. It’s either a leadership organization or it’s not.” Rick Chapla agrees and adds that it is important that these leaders have a deep commitment to the region and to the organization, which is prevalent in West Michigan. When asked what a key to success is for the Right Place, Chapla simply states, “It’s west Michigan. When this organization was created, it was created with a board of directors of the CEOs. That is the expectation. You don’t become a board member unless you are going to participate and have a belief in our mission statement.”

But that's only part of the story. Leaders from other sectors also contribute to the region's success. Steve Wray adds, "Strong leadership from the professional organizations and private industry has really been a driver too." Greater New Orleans, Inc.'s Michael Hecht also cites the roles of leaders from multiple segments as drivers of success in that region. He states, "A new elected governor and Mitch Landrieu serving as mayor of New Orleans has made a real difference." He adds that "we benefit from aligned and able business leadership here in our community."

Rick Stafford explains it this way: "Having the right civic leader willing to take responsibility for a particular outcome and having the right professional leaders that are paid to provide support for the civic leader is a winning combination. Neither one can be successful without the other. If you intend to do something of significance, you must have both types of leaders. They will build the coalitions, bring influence to bear, and create the conditions for success."

But good planning, well-developed strategies, and clear priorities are powerful drivers as well. Jeff Finkle explains, "Have a clear definition of individuals, your organization, and what you want others to do when this organization speaks. If you can't do anything as a group, are the politicians and other civic organizations going to participate and listen when you want something done? Without a plan, it's just another fallen tree in the forest that isn't being heard." Doug Rothwell agrees that a key to success for Business Leaders for Michigan is the fact that it has a plan. "The Michigan Turnaround Plan has given us the defining platform to do our work and it distinguishes us among other organizations. They have plans, but you don't know what they are."

Steve Wray explains, "Innovative strategies tend to fill the gap in our current structures. For example, ours is a region that didn't have a coordinated tourism strategy. We identified leaders and what we needed to do, creating a new organization focused on leisure marketing, [and so] we've been able to increase visitation to the region. And, the revitalization of our center city came about through specific efforts and initiatives to improve streetscapes that filled a gap that wasn't being addressed through our current organizations."

And, as Curtis Johnson explains, "Concentrate on just a few challenges. Don't try for a comprehensive agenda. Use a systematic means to determine the most strategic issues that are catalytic and will, consequently, trigger actions that have additional changes."

Common Obstacles to Success

As we saw in the case of the drivers of regional success, the inhibitors or obstacles to success relative to the creation and implementation of a regional economic and community development agenda are also idiosyncratic. Once again, however, several factors stand out and are shared in common across a number of regions: governmental impediments, the impact of the economic downturn, lack of leadership in the region, and perception of the region.

In terms of governmental impediments, one significant obstacle in some regions, explains Dennis Yablonsky, is "local government structure. We have so many different entities that it is expensive and confusing for businesses to interact with them. We're very fragmented as a region. It adds cost and time to doing business." This same difficulty is common to other regions as well. According to Frank Beal, "the scale and complexity of Metro Chicago, particularly with respect to the number of governmental entities [1,400] distributed across the region, it's difficult to come up with a coherent agenda. When you add the various other organizations advocating for economic development projects, it's a huge challenge." West Michigan Strategic Alliance is also challenged by fragmentation in government structure. Greg Northrup describes it this way: "We have 212 units of government in the eight-county region. To get alignment of goals requires incredible work to build trust, understanding and agreement. Strong, clear communications are critical in a world that moves so fast."

But, local government structure isn't the only perceived impediment. Jim Wunderman described the impact of California's problems. "The state is in fiscal disarray. California is suffering. It's very hard to compete when your state is not competitive. We aren't making the investments that other states are making. It's a challenge to turn it around. We called for a constitutional convention since we believed that our state was not structured and operating effectively. We gained a lot of attention to the problem but we didn't, ultimately, succeed in our efforts." And, Wunderman adds, "California is a haven for regulation and doesn't present itself well as an environment for business growth. The costs and time relative to operating here is very difficult."

The way in which funds are allocated as well as the proportion of those allocations are issues in at least two regions. Greg Northrup points out that there's a "disconnect between the state and federal agencies. Every region is unique on clusters and assets, but the funders only have a cookie-cutter approach, unable to address the unique needs of communities. One size does not fit all. Regions need to be empowered with tools specific to their unique needs." And, according to Robert Recker, Cleveland also has an issue with how funds are allocated. "We're much different than the rest of the state. The State of Ohio allocates things equally when Cleveland is, in fact, larger than other areas of the state."

The impact of the economic downturn has been a significant obstacle for many regions. As Jeff Finkle explains, communities recognize that as a result of the recession, they "can't be all things to all people. As a result, we're seeing communities recasting plans to bring ideas and expectations in line with the scarce resources on hand."

Jim Wunderman puts it this way: "The last several years we operated in a very difficult recessionary environment. We've attempted to provide leadership there. But, it's tough to get traction when you are operating in a double-digit unemployment situation." Compounding the problem has been risk aversion on the part of many financial institutions. Doug Peters explains, "There's a ton of stuff to do but we don't have the resources. Our access to capital has been constrained because the banks are raising the requirements. As a result, developers haven't been able to do the projects and it keeps us from being able to get things done."

Another inhibitor experienced in multiple regions is leadership. Just as we saw that leadership can be an essential element relative to what drives success in a region, a lack of leadership can have the opposite effect. Sometimes, that lack of leadership is most obvious in the political arena, as Chicago, Cleveland, and New Orleans have experienced. Here's how Frank Beal puts it: "Illinois has suffered from the lack of gubernatorial leadership in the past 10 years. Chicago represents two-thirds of the economy of Illinois. The lack of leadership from the governor's office created a void and deprived us of an important voice." And, Robert Recker said, "our political environment is changing dramatically but, historically, it has been an inhibitor. We've had some shocking corruption here that has been going on for decades. Recent changes in our governance structure have helped."

Mike Hecht explains, "The federal and state relationship has led to competition between leadership. But this isn't unique—most states have challenges in this area." But, as Steve Wray states, "overreliance on political leadership to get things done" can be a problem too. That's particularly true, he adds, when "leadership focused on their own silos results in difficulty collaborating."

The final impediment that's shared across multiple regions is the inaccurate or negative perception of that region. For example, Barry Johnson points out that "the perception of South Florida is that it's a wonderful place for vacations but not a place to do business. We constantly have to overcome that perception. In fact, just the opposite is true. It's a full and complete market with every aspect of what makes a community a superior place to live and work. That's our biggest obstacle."

Bob Morgan, Charlotte Chamber of Commerce, says that his region has experienced similar misperceptions. "The outside world doesn't know about Charlotte. They get confused regarding where we

are and what our brand is all about. They see a sleepy southern city. That works against us. Others think that we're only a banking town. Yes, we are the number two banking center in country but we have a remarkably diverse economy and that's been true for some time." And, at times, misperceptions of a region are common amongst those who live there in addition to those who don't. Robert Recker describes it: "Local perceptions of the community contribute to it. Locals just don't believe that there's anything going on here. That flies in the face of reality. And, externally, we're perceived as a dying, rust belt city."

Overall, in terms of obstacles, Mick Fleming offered the following observation: "Looking back, communities that were having the most problems had something in common. They had been doing well for a long time. They became complacent and accepting of the status quo. They took their previous success for granted and lost focus. That lethargy continued until they stopped taking their prosperity for granted. Civic business organizations and the advancement of communities must be based on a system and a model and a process, instead of a charismatic leader. You have to pay attention to the civic infrastructure that enables the anticipation of community problems and issues, and be proactive in dealing with them."

CRITICAL COMMUNITY ISSUES GOING FORWARD

The economic and community development issues cited by practitioners across the country were many and varied. The diversity of these issues reflect differences across regions as well as the diversity of strategic focus. Despite these regional differences, two issues surfaced as concerns of civic business organization practitioners—transportation & infrastructure, and public education.

Transportation & Infrastructure

Transportation & infrastructure is the most commonly cited strategic issue for regions over the next three to five years. In fact, Charlotte, Philadelphia, Pittsburgh, and Seattle have almost identical concerns: "Funding of transportation infrastructure" states Bob Morgan. And, Steve Wray says, "Maintaining a competitive infrastructure—our airport, roads, railroads, and how to expand these capabilities in order to grow is central to what we're going to be doing." "Public transportation, roads and bridges, infrastructure will be an area of strategic emphasis," states Dennis Yablonsky. Phil Bussey adds, "We have major infrastructure projects under way that must be funded, including a major arterial bridge used by 100,000 commuters every day." Bussey

Cleveland and Tampa are focused primarily on their respective airports. Robert Recker explains, "Maintaining the United [Airlines] hub here at the Cleveland Airport is critical to maintaining our momentum. We have \$7 billion of investment currently under way in the region. For us to have that level of investment without being a hub would be a real setback. It's that important to business expansion and attraction as well as leisure travel. It helps our convention and visitors bureau to get people to the region." Tampa's focus is taking full advantage of what it already has. "We need more international flights. Our airport is ranked as one of the best in the country. But, we have limited number of flights," according to Bob Rohrlack.

Mick Fleming recognizes the needed emphasis on infrastructure of all kinds. He explains, "Infrastructure is a huge issue across the nation, in all communities. We don't have workable systems in place to do proper maintenance to extend the life of these things (roads, bridges, sewers, and schools). It's a challenge everywhere."

And, Curtis Johnson offered the following caution: "We must invest appropriately in infrastructure—keeping things up and running. But we also have to create the technology infrastructure to keep up with the rest of the world."

Public Education

Public education is a point of emphasis in many regions. Robert Recker indicated that the Cleveland region is concentrating in this area. A central point of emphasis will be the “transformation of the Cleveland public schools. It is central to the future of the region. We’re only graduating 50 percent of our students. We must increase the graduation rates and enrich the curriculum to serve our business sector more directly.” Phil Bussey shares the same concern. “Our dropout rate in K–12 is at 40 percent. We have to support both K–12 and higher education—ensure that access to education and the quality of that education is maintained.”

Additional Areas of Concern

Several other strategic issues were mentioned by multiple regions, though not as frequently as transportation & infrastructure and public education.

Government efficiency is an area of focus for three regions. “Government efficiency. We need to figure out how to do more with less cost,” stated Bob Rohrlack. And, Greg Northrup explained, “We’re going to focus on improving collaboration and efficiency in local government.” In Pittsburgh, Dennis Yablonsky stated, “Civic policy—how to make local government structure more efficient and effective.”

Another area that has been identified as a strategic issue in three of the regions is image and branding. As Michael Hecht explained, “Number one is branding. New Orleans has done a poor job of selling itself for decades and there were challenges pre-Katrina; crime and education were challenges. These are now being addressed. Educating the public is key.” In Columbus, Alex Fischer said, “we have to determine an imaging and branding strategy for the Columbus eight-county region.” And Pittsburgh shares the issue of “marketing the region as a region,” according to Dennis Yablonsky.

In many communities, the absence of real estate for development is a strategic issue. Cleveland and Bridgeport plan to address this issue proactively over the next several years. As Robert Recker describes it, “We have what we call our ‘Opportunity Corridor’—an area with capacity for redevelopment and that is vital to economic growth in the region. The geography is right next to what is an existing area [composed] of a health care corridor and the central business district. We’re also focused on lakefront development.” Paul Timpanelli states that “our most critical issue is the absence of clean available real estate to enable development of the types we are seeking to sponsor. That’s the biggest challenge, since it requires significant public resources to remediate brownfields in our urban areas.”

Region-wide vision for economic development is a critical strategic issue for both Chicago and Bridgeport. Frank Beal points out that “there is no regional leadership relative to economic development issues. Our first priority is to get some institutional capacity and to have that entity sponsor a planning process for the region—how it is functioning, how much we’re spending, what are the opportunities to grow the regional economy. None of these exist at the moment.” And, Paul Timpanelli adds that “we lack a region-wide vision for economic development. We are parochial in New England and tend not to cooperate or collaborate nor have the mechanisms to do so. That is clearly an issue.”

Attracting a diverse workforce is regarded by two regions as essential to their future. According to Dennis Yablonsky, this is true for Pittsburgh. He states that “a strategic focus is workforce to include diversity— attracting immigrants and minorities to the region and make it more attractive to those groups.” Rick Chapla of The Right Place agrees and adds, “We are in a crisis mode around workforce development. We need thousands of employees to fill work opportunities in this region and either the employees don’t exist or they don’t have the skillsets for what is being required.”

Certainly, with continued globalization occurring, many strategic issues continue to unfold. One major concern, as explained by Mick Fleming, is that “We need a more honest recognition of the demographics facing our communities.” And, Bruce Katz continued, “There’s a new geography of trade—it’s nonlinear.

We must continue to monitor and adapt to changes that are occurring with current and new trading partners around the globe—it's about the flow of goods, services, capital, ideas and people.”

Models of CEO Engagement

As in the original report published in 1993, the project team elected to visit a select group of the organizations participating in the survey. It proved to be an excellent way to understand, firsthand, how business-led civic groups are executing their responsibilities today. It also provided an opportunity to see and to hear more about some of the outcomes of the actual work that the organizations had accomplished. In selecting the six communities visited, a number of factors were considered.

New Orleans was a compelling location, given the significant challenges the community has experienced over the past decade, including the devastation of Hurricane Katrina in 2005, and the Deepwater Horizon oil spill in 2010. Greater New Orleans, Inc., is playing a key role as regional convener with a focus on sustainable economic growth of the region, learning from the challenges it has faced.

The Bay Area Council in the San Francisco region is perhaps the oldest CEO-led civic group still in existence today. It was formed in the 1940s, a few months before the formation of the Allegheny Conference on Community Development in Pittsburgh. The organization has grown and evolved from its beginnings, but it is still considered one of the most comprehensive and relevant regional civic groups in the country. It is going strong, and has redoubled its vigor as a player in the global economy today. It was also one of the 17 organizations highlighted in the 1993 report.

On the other end of the spectrum of age is the Itasca Project in the Minneapolis–St. Paul (MSP) region of Minnesota. The Itasca project was formed in 2004, when Jim Campbell, then chairman and CEO of Wells Fargo, took a founding role along with the McKnight Foundation to bring together the key civic leaders, including both private sector CEOs and other senior business leaders, key elected officials, and institutional leaders, to get serious about making sure that the Greater MSP region continues its leading position in the U.S. economy, as well as extend its influence to global economic leadership.

The Research Triangle Partnership in North Carolina was selected for a number of reasons. The project team wanted to achieve a geographic balance between the western and eastern United States, as well as focus on a region that has, by many measures, been successful in its strategies and outcomes. It also provides another example of a hybrid organization that has input from both public and private sector leaders, and covers a broad region. Finally, it is a region that is thinking creatively about what changes are emerging in the way we approach our civic progress.

Nearby, the Fayetteville–Cumberland County Chamber of Commerce, in Fayetteville, North Carolina, allowed the report to focus on a medium-sized metropolitan region that is dealing with a unique set of challenges. As the leading CEO-led civic group in the region, the Fayetteville–Cumberland County Chamber has taken on a strong convening role to ensure that the massive growth in the region, precipitated by the relocation and growth of the military in proximity to Fort Bragg, is accomplished in a manner that will benefit the community for the long term.

And, Cleveland, another region surveyed in the original report, is a community that has overcome significant economic, demographic, and political changes over the last couple of decades. By the late 1990s, the community landscape had several civic organizations, with interests that at times competed and conflicted with each other. A number of corporate CEOs in the community cited increased demand for their time and engagement with numerous business organizations, resulting in a lack of focus, influence, and effectiveness. And, with new civic leadership in place at the helm of three organizations, the timing was right to talk of merging the efforts to create a new, more efficient model of civic engagement. The result was the formation of the Greater Cleveland Partnership, which brought together Cleveland Tomorrow, Cleveland Growth Association, and the Roundtable as one entity. Under the new structure, the architects of the new civic structure built a base of support in the community around three primary areas of focus: business interests would be coordinated; activities would be clear and the agenda limited; and

this new regional entity would speak as a unified voice of the business community. Now in place since 2004, the Greater Cleveland Partnership is a bellwether for civic engagement and the need to evolve not just within the community, but as part of it.

Each of these examples of projects and their real and projected outcomes can be a source of inspiration to both community leaders and civic practitioners.

Greater New Orleans, Inc.

New Orleans, Louisiana

Founded in 2004

Organizational Structure: 501(c)6 Nonprofit with 70 Board Members; Professional Staff of 19

(Also affiliated with the 501(c)3 GNO Development Foundation)

Greater New Orleans, Inc. (GNO) is a regional economic development agency serving the 10-parish Greater New Orleans region, and it has established itself as a community wealth-creation nonprofit organization. GNO, Inc., plays a vital role as the regional economic development hub, serving to coordinate, consolidate, and then catalyze economic development initiatives. The organization's aim is to generate wealth and improve the quality of life in the region. Focused on attracting and retaining businesses; advocating for policies to improve the competitive climate; and ensuring the availability of a high-quality workforce, GNO, Inc. intends to counter negative perceptions and ensure that there is a clear understanding of the opportunities available in the Greater New Orleans region.

Involvement of GNO CEOs

Greater New Orleans cites its business CEOs and elected officials as a source of the energy, ability and alignment among leaders creating the momentum behind its economic development efforts. Together, the CEO leadership is practicing “double-barrel development”: business development in the form of marketing and attraction, along with product development, to create a pro-business environment in the region. Leadership of GNO recognizes that business needs to be connected to the political process to drive change in the community. And, many elected officials come from business, creating an understanding of the importance of advocating for positive change and making the community competitive.

Challenge to the Community

In April 2010, the Deepwater Horizon oil rig explosion caused the death of 11 men and precipitated the largest oil spill in American history. The oil spill impacted the economies and communities of southeast Louisiana, as well as workers and businesses along the coast. The Deepwater Horizon oil spill released approximately 4.9 million barrels of oil into the Gulf of Mexico, causing excessive damage to ecosystems and fisheries.

Organizations Involved

Collaboration opportunities abound as GNO advances its Sustainable Industries Initiative. In addition to guidance and leadership from its board of directors, GNO has established alliances with the scientific community and nontraditional business partners to identify and implement technological advances related to sustainable product and services, while engaging the public sector to ensure adequate infrastructure and offer incentives to businesses and consumers alike. Leadership for business recruitment and development is coordinated with Louisiana Economic Development, as well as members of the 10-parish regional economic development region, business councils, chambers of commerce, business associations, colleges and universities, nonprofits, and elected officials at the state, parish, and local levels.

Solution

Like Katrina, out of the challenges of the Deepwater Horizon oil spill came opportunity—both near-term opportunity related to cleanup and remediation, as well as long-term related to the coast of Louisiana—the science of deep-water exploration; and a desire to balance environment and economy in order to create a vibrant model for job creation and sustainability. Recognizing the challenge resulting from this event, Greater New Orleans, Inc., led an unprecedented response, conducting a timely analysis of the economic impacts of the oil spill on commercial fisheries and associated industries. This effort focused on creating an understanding of the complex challenges and then properly developing the best path to recovery. The study served as a tool to guide and inform the revitalization of the regional economy, with emphasis being placed on responding to the needs of corporations, toward the outcome of job and wealth creation. And, the influence of market forces—resource scarcity, increasing regulation, increasing costs, and customer preferences—also was taken into account.

Outcome

The GNO, Inc., Sustainable Industries Initiative is driven by original research:

1. First, the McKinsey & Co. “Blue Ocean” study identified the opportunity to create 90,000 jobs.
2. Then, the Deloitte Feasibility Study interviewed 50+ global companies to a) verify the opportunity and b) drive specificity relative to GNO’s strengths. Particular subsectors identified through the research include:

Coastal Restoration, Protection & Water Management	Waste-to-Energy
Hazardous Waste Disposal	Sustainable Agriculture
Advanced Biofuels	Bioengineering
Disaster Mitigation and Management	Waste Heat Recovery
Waste Water Treatment	Sustainable Aquaculture
“Next Wave” Oil and Gas	Biorefinery Development
	Wind-Structure Manufacturing

Through this process, the GNO, Inc., Sustainable Industries Initiative (SII) has developed a strategy to create regional jobs and wealth by building a cluster of local business that export products and services throughout the world. The vision of SII is for southeast Louisiana to become a global hub of businesses that help companies profitably manage environmental issues and challenges.

A task force of key stakeholders from business, government, and higher education has been established to determine key elements of implementation, including infrastructure, investment, and public policy.

Now in the process of executing on the plan, GNO, Inc., is developing a pipeline of economic development projects, focusing on the recruitment of the 13 identified subsectors, through partnership with Louisiana Economic Development. In addition, a branding effort including earned media and Web coverage has been launched, and a familiarization tour is in development.

For more information: www.gnoinc.org

Bay Area Council

San Francisco, California

Founded in 1945

Organizational Structure: 501(c)(6) and 501(c)(3)

The Bay Area Council is a business-sponsored, public policy advocacy organization for the nine-county Bay Area. The Council proactively advocates for a strong economy, a vital business environment, and a better quality of life for everyone who lives in the Bay Area.

Founded in 1945 as a way for the region's business community and like-minded individuals to concentrate and coordinate their efforts, the Bay Area Council is widely respected by elected officials, policy makers, and other civic leaders as the regional voice of business in the Bay Area.

Today, more than 275 of the largest employers in the region support the Bay Area Council and offer their CEO or top executive as a member.

Challenge to the Community

Just three years ago, amidst a global recession and significant stress in the California economy, the Bay Area Council took a bold step, realizing that it must become much more focused on global opportunities for economic growth, departing from a domestic competitive landscape, where previously marketing approaches and strategies were more concerned with competition from Los Angeles or Seattle, versus China, India, and Brazil. It was at that point that the Bay Area Council began in earnest to develop its China Policy.

With China's stunning economic growth, its rapidly expanding middle class, the threat of competitors getting there first and the escalating demand and premium price for Bay Area and American products, it was time for Bay Area companies to expand in China.

Organizations Involved

The Bay Area Council Board has made its China Policy a top priority. The organization has partnered with Vincent Lo, architect of the Bay Area Council's China efforts, and the chairman of the Shui On Group and the Yangtze Council in China. The Board of the Bay Area Council formed a China Committee, led by key members of the board. For example, chairs of the committee include Mark Edmunds, Vice Chairman & Regional Managing Partner, Deloitte; Richard Kramlich, General Partner/Co-Founder, New Enterprise Associates; and L. Leland "Skip" Whitney, Principal, Kidder Matthews.

Solution

After several years of trans-Pacific collaboration between the Bay Area Council and business and government leaders in China, the Bay Area Council opened a physical office in Shanghai's Yangpu District to begin the important work of bilateral trade and investment promotion between the two regions. More than just an office, the partnership with local Chinese officials allows the Bay Area to enhance its role as a leader in the global economy and assert the region's position as the key economic link to the Pacific Rim.

Through the China office, Council staff members both in the Bay Area and Shanghai help small, medium, and large Bay Area businesses expand into the Chinese market, while working to attract Chinese businesses and investment in the Bay Area. The partnership has the goal of strengthening existing economic relationships between the Bay Area and the greater Yangtze region, and cultivating new ones.

Outcome

The Bay Area Council's office opened in June of 2010 and is located in the Knowledge and Innovation Community in the Yangpu District of Shanghai. Yangpu is one of only three designated Innovation Zones in China and has a number of attributes attractive to venture capitalists and entrepreneurs.

The Bay Area Council led two delegations to China in 2010, including a September delegation to Shanghai and Hangzhou featuring then California Governor Arnold Schwarzenegger, three cabinet secretaries, and delegates from 40 Bay Area companies. These visits help our mission to bring new investment to the Bay Area, California, and the United States, to connect Bay Area businesses with Chinese opportunities, and to help our members improve their relationships in the world's fastest-growing large economy.

In 2010, the Council supported memorandums of understanding and agreements in the Yangpu District with ZAP Jonway, Concept Art House, The Pacific Carbon Exchange (PCarbX), Cradle to Cradle Green Products Innovation Institute, Heller Manus Architects, and Cherokee Fund.

The Bay Area Council itself has signed agreements with the China Railway Construction Company and the Shanghai Financial Services Bureau that will serve to further Bay Area economic interests around California high-speed rail and the growing venture capital industry in China, respectively.

Finally, in May 2011, the Bay Area Council signed an MOU to partner on the creation of a Bay Area Science and Technology Park in Yangpu, an important step in its relationship with Shanghai that will make it easier for Bay Area companies to set up shop in China.

For more information: www.bayareacouncil.org

Itasca Project

Minneapolis–St. Paul, Minnesota

Founded in 2004

Organizational Structure: Virtual Organization

Itasca Project is an employer-led alliance drawn together by an interest in new and better ways to address regional issues that impact the region's economic competitiveness and quality of life. It was formed in 2004, when then Chairman and CEO of Wells Fargo Jim Campbell and the McKnight Foundation first convened the region's key leaders. Its 50-plus participants are primarily private sector CEOs. The group also includes a small number of public and nonprofit leaders including the governor of Minnesota, the mayors of Minneapolis and St. Paul, the chair of the Metropolitan Council, and the leaders of the University of Minnesota and the Minnesota State Colleges and Universities (MNSCU).

Itasca Project has no standing agenda, employs no staff, and owns no real estate. This "virtual organization" identifies and focuses on a slate of initiatives for which it believes it can:

- Fill a leadership gap.
- Apply a fresh approach and/or accelerate promising efforts already under way, through participants' direct involvement and/or their organizations' involvement.
- Unite public, nonprofit, and business interests behind common goals and solutions for faster, better results.

Itasca Project Goals

- Build a thriving economy and quality of life in the region
 - Long term: Be among the most vibrant and economically competitive regions

- Short term: Be one of the first regions to emerge from downturn with improved job-growth position
- Reduce and eliminate socioeconomic disparities
 - Addressing the opportunity gap is critical to both long-term prosperity and short-term recovery

Challenge to the Community

In 2009, the Itasca Project formed a Job Growth Task Force to address the declining rate of job growth in the Greater Minneapolis–St. Paul (MSP) region over the last decade. Itasca partnered with McKinsey & Company, which provided its services as a community investment. The company’s findings, released in an April 2010 report, “Charting a New Course: Restoring Job Growth in the Minneapolis–St. Paul Region,” identified several key areas where the region fell short compared to other high-performing regions around the world. One of these areas was the lack of a clear regional strategy for economic development coordinated by a central group.

Organizations Involved

As the Job Growth Task Force was convened, a number of key CEOs from the Itasca Project volunteered to participate. Ken Powell, current chairman and CEO of General Mills, and Marilyn Carlson-Nelson, chair of Carlson Companies, the global hospitality giant, volunteered to co-chair the task force. They recruited other members of Itasca, but also added thought leaders and experts from the community, both public and private sector, and hired additional consulting talent to provide guidance on global best practices and to assist in development of recommended solutions. During the process, elected officials, economic development practitioners, and other nonprofit organizations sharing responsibility for regional improvement were brought into the process. During and after “Charting a New Course” was published, the Job Growth Task Force broadly communicated the findings of the report throughout the region, gathering feedback and further insight on the findings.

Solution

As a result of the research and broad community input, the task force recommended to the Itasca Project that a new Regional Economic Development Partnership be formed in the 13-county Minneapolis–St. Paul metropolitan statistical area. The detailed blueprint for the organization and its responsibilities were presented to the private and public sector leaders of the region, and there was universal support to move forward. The decision to create a new organization, versus repurposing or consolidating other organizations, was a key element of the decision. In the final analysis, it was determined that, although there were a number of organizations that had been engaged in pieces of the puzzle, none of the existing public or private sector organizations had the resources, experience, or mission to execute a comprehensive and competitive strategy.

Another key finding of the report was the need in the region for a much more aggressive focus on entrepreneurship going forward. The Itasca Project is now also directing its strong support to field another initiative, the Entrepreneurial Accelerator.

Outcome

In February of 2011, the Minneapolis Saint Paul Regional Economic Development Partnership, now known as “Greater MSP,” was formed as a 501(c)(3) private nonprofit corporation. It is a private-public partnership whose mission is to stimulate economic growth and prosperity in the Minneapolis–St. Paul region. Its primary role is to be a value-added resource to all economic development organizations and activities throughout the 13-county region, with the goal of increasing business investment and job growth, to ensure a brighter future for all residents of the region. Until Greater MSP was formed,

Minneapolis–St. Paul was the largest major metropolitan region in the United States without a regional economic development marketing organization.

Together with its economic development partners, Greater MSP will provide vision, strategy, resources, and staff support to link state and local governments and organizations involved with job creation, regional marketing, and business retention, expansion, and attraction.

Specifically, Greater MSP will lead or partner with existing organizations to:

- Set a strategic vision for regional economic development
- Define and guide a tactical economic development agenda
- Brand and market the region to internal and external audiences
- Retain and expand current businesses in the region
- Attract new businesses to the region
- Connect businesses with local resources and incentives

Like its parent, the Itasca Project, Greater MSP's board comprises the region's leading CEOs as well as the region's leading government leaders and institutional leaders. This has already been a key advantage to the organization as it speaks on behalf of the region, given that Greater MSP has 20 *Fortune* 500 headquarters in the region, and is adopting a strong marketing strategy around maintaining and expanding its corporate headquarters cluster.

Although the organization has only been formed for a short time, business decision makers, corporate real estate executives, and site location consultants have already given Greater MSP high marks for its ability to coordinate regional projects and deliver a much stronger regional marketing message to a broad audience.

For more information: www.theitascaproject.com www.greatersp.org

Research Triangle Regional Partnership

RDU International Airport, North Carolina

Founded in 1996

Organizational Structure: 501(c)6 Nonprofit with 59 Board Members; Professional Staff of 7
(Also, affiliated with Research Triangle Regional Partnership Foundation)

The Research Triangle Regional Partnership (RTRP) is a business-driven, public-private partnership dedicated to keeping the 13-county Research Triangle Region economically competitive through business, government, and educational collaboration. RTRP comprises economic development agencies across the region, who work with the North Carolina Department of Commerce and a wide range of partners to market the 13-county region for new investment and direct strategic efforts to ensure the region remains economically competitive. RTRP leads development of the regional economic-development strategy.

Opportunity in the Community

Initiated in January 2010, the N.C. Fourth Sector Cluster Initiative is a collaborative model among business, nonprofit, and academic leaders; local, regional and state economic development agencies; community development organizations; and governments and faith-based institutions working to accelerate the growth of North Carolina's fourth sector—enterprises created to advance market-based solutions to pressing social and environmental problems. The fourth sector encompasses a range of approaches including sustainable businesses, social enterprises, enterprising nonprofits, community

development corporations, cooperatives, community development financial institutions and more, all of which create jobs and economic growth while addressing community problems.

The Initiative's objective is to accelerate economic growth and job creation while making tangible impacts on pressing community challenges. Specific goals are to:

- Establish the fourth sector as an economic development cluster;
- Convene and connect stakeholders from local communities and the business, nonprofit, philanthropic, and public sectors interested in strengthening the fourth sector;
- Raise awareness and understanding about sustainability, social enterprise, and innovation, and related economic development strategies;
- Encourage and support services and policies that reduce market barriers and create a more conducive environment for fourth sector enterprises; and
- Successfully advance a public policy agenda that supports the growth of this new sector.

Organizations Involved

The Stakeholder Council for this initiative currently includes representatives from the business community, academia, local, regional, and state economic development agencies, community development organizations, nonprofits, governments, and faith-based institutions to work toward a shared vision of sustainable economic growth.

Solution

In early 2010, a group of economic and community development leaders met at the governor's office for an initial discussion on how the Research Triangle might develop a regional strategy to promote fourth sector enterprise. The U.S. Small Business Administration had indicated an interest in having North Carolina serve as a pilot state in these efforts, with the goal of learning which strategies work, and how they could be scaled or replicated throughout the country. By serving as a pilot state, North Carolina would benefit in two ways: 1) through the job creation and community development new fourth sector enterprises would bring to regions throughout the state, and 2) through the recognition that these efforts would bring to the state as yet another example of economic and community development leadership.

Meeting participants reported existing areas of strong fourth sector activity in the state, and an interest in accelerating the development of the sector, with a focus on economic development and job growth. Several key challenges / opportunities for the sector were raised during the meeting, including measuring the qualitative impact of fourth sector enterprise; ensuring the inclusion of underrepresented populations in the fourth sector economy; addressing the needs of both rural and urban populations throughout North Carolina; stressing the nonpartisan nature of fourth sector growth; and collecting specific examples of jobs created, as well as economic and community impact.

The group then agreed to suggestions of next steps in the advancement of the Fourth Sector Cluster Initiative, including creating a mechanism for information sharing between fourth sector organizations; creating links between the fourth sector efforts and ongoing state and national sustainable communities efforts; creating a stakeholder planning group to initiate this effort; and forming a steering committee.

Outcome

In existence for just 18 months, the N.C. Fourth Sector Cluster Initiative continues to meet and is delivering on the next steps developed by participants. Various working groups have been established to address issues surrounding the development of the Fourth Sector Cluster Initiative, including Public Policy; Legal Issues & Corporate Forms; Census & Assets Research; Access to Capital; and the NC Interagency Working Group.

As a way to continue to build a broad base of supporters across the state, the group hosted the “Growing the Economy through Social Enterprise” conference in September 2010, designed to identify the strategies and infrastructure needed to spur the growth of the Fourth Sector Cluster across the Research Triangle Park Region and North Carolina. And in June 2011, the NC Fourth Sector Cluster Initiative hosted officials from the White House and President’s Jobs Council and shared how working together can transform the state’s economy by accelerating the growth of the fourth sector.

N.C. Fourth Sector Cluster Initiative participants shared how fourth sector enterprises are helping revitalize the state’s economy while addressing a range of issues such as substance abuse, predatory lending, and child safety. Organization representatives also explained how North Carolina has become a leader in attracting and growing these enterprises: access to talent; strength in research and innovation; a business-friendly environment; a prevalence of technical assistance and support organizations; a history of business, government, and nonprofit organizations working together; and focus on supporting the fourth sector.

For more information: www.researchtriangle.org and www.fourthsectornc.org

Fayetteville–Cumberland County Chamber of Commerce

Fayetteville, North Carolina

Founded in 1895

Organizational Structure: 501(c)6 Nonprofit with 31 Board Members; Professional Staff of 14

The Fayetteville–Cumberland County Chamber of Commerce is the area’s chief business advocacy organization and strives to improve quality of life by creating wealth, jobs, and investment in the community. The Chamber, through its business partners, the City of Fayetteville, and Cumberland County, coordinates the community’s economic development efforts as well as provides a number of opportunities to grow local businesses.

Challenge to the Community

Through the 2005 U.S. Department of Defense Base Realignment and Closure (BRAC) actions, Fayetteville and Cumberland County, NC, along with neighboring communities, will see the gain of 40,000 military and civilian personnel through moves at Fort Bragg by the end of 2011. In fact, as a result of the changes, Fort Bragg will be second only to the Pentagon in the number of general officers assigned. The United States Army is moving the U.S. Army Reserve Command and U.S. Army Forces Command from Fort McPherson, GA, to Fort Bragg. These actions require planning and preparation not only by the Department of Defense, but by the community as well. Many community improvements are in varying stages of implementation, including schools, public infrastructure, social services, healthcare, transportation, residential real estate, and commercial and industrial development, in order to accommodate the influx of new residents, meet the demands associated with growth, and maximize the benefits to the community, region, and state.

According to an East Carolina Study:

- Military contribution to retail sales in Cumberland County is approximately \$2 billion. Military personnel expenditures are significant contributors to economic growth and development for Cumberland County;
- Cumberland County’s median income including military is approximately \$29,000 annually compared to \$22,000 annually, excluding military; and
- Direct and indirect economic impact of the military on 10 counties contiguous to Fort Bragg is nearly \$9.4 billion.

(Source: North Carolina Southeast Regional Data Book, Vol. XI, 2009)

Organizations Involved:

Fayetteville–Cumberland County Chamber of Commerce; BRAC Regional Task Force; North Carolina Defense Business Association; North Carolina Military Foundation; North Carolina Military Business Center; North Carolina Department of Commerce; North Carolina Advisory Committee on Military Affairs; North Carolina Department of Environmental and Natural Resources; Defense and Security Technology Accelerator; Sustainable Sandhills; Military Growth Task Force of North Carolina’s Eastern Region; Fayetteville State University; UNC at Pembroke; UNC at Chapel Hill; North Carolina State University; Methodist University; Campbell University; Bladen Community College; Central Carolina Community College; Fayetteville Technical Community College; Richmond Community College; Robeson Community College; Sampson Community College; Sandhills Community College.

Solution

In order to prepare the surrounding communities for the largest economic impact ever in the region, the Fayetteville–Cumberland Chamber of Commerce works in support of the BRAC Regional Task Force—a regional approach to the overall planning and implementation effort. BRAC RTF works with various federal and state public agencies, military departments, and the installation to support transition actions, minimize negative impact on the community, and ensure the maximum economic growth potential.

Simultaneously, in conjunction with the City of Fayetteville and Cumberland County, the Chamber coordinates the community’s economic development efforts and provides a number of opportunities to grow local business. Focusing on existing strengths of the community, people, purpose, and partnership have come together in the form of a public-private partnership to support military growth and related commercial investment. Through a multi-year effort, the anticipated growth of the defense industry was the focus for development of a new business park, the 250-acre Military Business Park.

Many of the defense contractors that are expected to locate to the park will be working with a number of specialized defense units on the development of everything from technology to telecommunications. These companies will collaborate and partner with the major universities in the area, utilizing their research and development capabilities. Also, they will collaborate and partner with many companies in the nearby Research Triangle Park to create, enhance, and ultimately produce products for the defense industry.

Outcome

In 2008, *Time* magazine called Fayetteville “The Most Pro-Military Town in America.” The strong bond between the community and Fort Bragg has served to enhance the relationship with defense and homeland security companies who support the installation’s mission and the United States. Each year, 6,000 soldiers transition out of the armed forces and a large number stay in the area, taking jobs in local companies. Highly disciplined and highly skilled, these talented individuals strengthen the existing labor pool.

Rather than waiting for the construction of new facilities on base at Fort Bragg, the Fayetteville–Cumberland County Regional Chamber of Commerce recognized the challenge, and proposed a public-private partnership in the community to attract commercial investors and developers to the community. As a result, significant growth has been seen in tech-related companies as well as R&D in numerous other fields. Booz Allen Hamilton recently announced a 300-person office in Cumberland County to better serve the needs of our nation’s military.

For more information: www.fayettevillencchamber.org

Greater Cleveland Partnership

Cleveland, Ohio

Founded in 2004

Organizational Structure: 501(C)3; 501(C)6; and several affiliated for-profit entities; Staff of 110

With more than 15,000 members, the Greater Cleveland Partnership (GCP) is a membership association of Northeast Ohio companies and organizations and one of the largest metropolitan chambers of commerce in the nation. GCP's organizational core includes its small-business partner, the Council of Smaller Enterprises (COSE), a one-stop resource for small-business member companies. COSE provides cost-effective group-purchasing programs, advocacy on legislative and regulatory issues, and resources focused on helping companies grow

Challenge to the Community

In 2001, local media focused a spotlight on the future of Northeast Ohio. A three-year community dialogue was initiated, recognizing that past approaches to addressing economic and social problems were no longer working. Private sector leaders looked at the need for a job- and wealth-creation strategy, a shared regional approach to resolve problems, and the necessity of addressing duplicate efforts and organizations in the civic space.

Organizations Involved

Greater Cleveland Roundtable, the Greater Cleveland Growth Association, and Cleveland Tomorrow.

Solution

Through the community dialogue process, several problems surfaced: CEOs felt there were too many worthy business organizations, with varying demands on their time, financial support, and leadership. The duplication of efforts across organizations contributed to a lack of focus, effectiveness, and influence on the important issues.

The proposed benefits of the merger were to coordinate business interests across a shared platform; develop an agenda that would focus on a few activities; and establish a unified voice of the business community with internal and external audiences.

The Greater Cleveland Partnership was created in March 2004 by the consolidation of Cleveland Tomorrow, the Greater Cleveland Growth Association, the Greater Cleveland Roundtable, and their primary affiliates—Council of Smaller Enterprises (COSE), the Northeast Ohio Technology Coalition (NorTech), and the Commission on Economic Inclusion.

Outcome

Through this merger, the private sector is able to better allocate two of its most precious resources—dollars and committed leadership—toward creating a more vibrant economy in Northeast Ohio, as well as speak with one voice on behalf of job- and wealth-creation priorities locally, in Columbus [the state capital], and in Washington, D.C.

In the first year, the operating budget was \$26 million. A reduction in staff and other overhead costs was seen through the merger of organizations, saving almost \$3 million, which was then invested in programming.

The active engagement and leadership of senior business executives are central to the GCP's credibility and success. Consideration is given to ensure that the GCP Board represents the diversity that is present in Greater Cleveland. The GCP Board is composed of CEOs of small, mid-sized, and large companies in

the Cleveland Plus region, as well as executives who lead the region's major healthcare, educational, and venture capital organizations.

A strategic planning process was launched as one of the initial activities of the new merged organization, and included public, private, institutional, and foundation leaders from across the region. The prescribed process involved the definition of the partnership's mission and goals. Released in fall 2004, the plan outlined the needed leadership and resources in four priority areas:

- Innovation, technology, and high-growth business
- Business attraction, expansion and retention
- Education and workforce development
- Physical development

As part of each section of the plan, strategies for achieving goals were outlined, along with associated timelines and assignment of leadership.

Since the merger that created the Greater Cleveland Partnership, significant strides have been made toward achieving the common agenda and scale of impact, as envisioned by the civic leaders.

For more information: www.gcpartnership.com

Concluding Thoughts and Advice from the Pros

This study has examined the way our private sector leadership interacts with its community partners in civic space, how CEOs and other senior executives of our nation's business community engage in problem solving with public, nonprofit, and other institutional leaders, and how civic groups led by those CEOs and business leaders organize for success.

Communities and metropolitan regions are constantly looking to civic organizations in other regions to glean ideas and learn from examples and projects as we collectively strive to deal with constantly evolving challenges, which require new ways of thinking. These new challenges require that new methods and tools to solve problems in communities must also constantly be examined and refreshed in order to achieve improvement.

Community practitioners and the expert panel were asked to provide input on how best to build a winning coalition of leaders to address their challenges. Common themes developed around several areas, including these:

- Acquire and manage resources wisely
- Cultivate effective leadership
- Build relationships
- Communicate, communicate, communicate
- Develop a plan, set objectives, and measure results

Each of these common themes are put into context in the following sections. Collectively they are the elements of “best practices” for practitioners as well as CEOs who are guiding business-led civic organizations in our nation's regions now and those who will do so into the future. Readers are encouraged to share these best practices with others, and to add their own experiences and acquired wisdom to the body of knowledge. Only through constant update and evolution of our methods and practices can we truly achieve civic progress.

ACQUIRE AND MANAGE RESOURCES WISELY

It's no surprise that the acquisition and management of resources was cited most often. That's because, as Greg Northrup succinctly puts it, “you have to have the needed resources.” Rick Stafford elaborates: “Be attentive to the resources. While these are leadership organizations that don't require huge operating budgets, you have to make sure that there is the proper flow of funds to enable the organization to function from year to year. This fiscal stewardship is essential.” But, the fact is, as Steve Wray points out, “there are never enough resources to do all that you want so you have to stay the course, do the best you can, and be creative with the resources you do have.” In fact, resource acquisition and management is so important that it becomes a daily activity for many. Paul Timpanelli suggests, “Focus on resources every day. I spend some time each day on the resource acquisition activity. While you are doing that, have a staff person ensure that day-to-day operations are secured and running smoothly.”

CULTIVATE EFFECTIVE LEADERSHIP

The second area of advice coalesced around the importance of cultivating effective leadership. Mick Fleming offered the following: “The value is not in having board and community members show up. We want them to be engaged, leveraging their time to make key connections and placing critical phone calls.” Several of our practitioners emphasized the fact that, to have a successful organization, the board must be comprised of strong leaders and be engaged. Rick Stafford recommends that “the effectiveness of the organization and the ability to influence means putting your leadership out front when that’s required. There’s a tendency on the part of private sector leaders to hand over the priorities to professional leadership and expect it to happen. You must negotiate a shared leadership that will provide the balance required to make change happen. So, when the press release is written, the private sector leader is quoted. This is where the accountability happens. It utilizes their power, reputation, and prestige to accomplish the agenda. It’s a powerful tool that must be used and must be a visible part of the equation.”

BUILD RELATIONSHIPS

The third area of advice mentioned by many of our practitioners was to build relationships with all key constituents. As Lee Nance suggests, “get to know everyone you can in the region. Build relationships and use them to collaborate effectively. Demonstrate the value of regionalism.” Both Robert Recker and Rick Stafford went on to emphasize one constituency specifically. Recker states it simply: “Build strong relationships with elected officials.” Stafford adds, “If you don’t, it can be your downfall. In fact, your board expects that you will have the access required to get the approval, or at least not opposition, to the make specific changes happen.”

COMMUNICATE, COMMUNICATE, COMMUNICATE

The fourth category of advice offered falls under the umbrella of communication. Mick Fleming offered the following advice: “Get input early and often.” And, as a point of emphasis, Bob Rohrlack stated it this way: “communicate, communicate, communicate.” Robert Recker agrees, and states, “You have to keep reminding people what you agreed to and involve them in developing and implementing the agenda.” Jim Wunderman puts it in practical terms: “Return phone calls. Communication is important. People look to this organization for inspiration and leadership. We have to recognize that it comes from being engaged and operating efficiently. We have to communicate well internally and externally in ways that create a team.” Paul Timpanelli adds more practical advice: “First, have regular, non-stop, meaningful communication with your leadership. I don’t let a day go by without having some communication with a segment of my board and executive committee. I have numeric goals on my desk regarding who and how often I need to speak with daily, weekly, and monthly.” And, as Mike Hecht, Greater New Orleans, Inc. states simply, “be accessible—to constituents, media, and the public. And, you can’t do this sitting behind a desk.”

DEVELOP A PLAN, SET OBJECTIVES, AND MEASURE RESULTS

“The most important thing by far is to have an evidence-driven vision of the economy. Very few places in the United States have that platform. Global competition is making things very competitive, and you have to have the diagnostic first, before moving into practice. . . . There is no cookie-cutter answer. Start with building from evidence and data in terms of market diagnostics and best innovations. That builds credibility and legitimacy more than anything else. Don’t go for the ‘flavor of the month,’ but rather choose the right strategies. Work with the private and civic sectors to co-produce a community agenda. Look to the past, examine the current situation, and project forward,” explains Bruce Katz.

In many communities, the view of CEO-led business organizations is that they can do anything, but the reality, as we know, is that they can't do everything. Mick Fleming recommends that communities focus on "highest priorities essential for success. Failure happens as a result of trying to focus on too many areas. And, too often, it's a loss of focus that spells disaster. Present your plan in a way that frames the nature of the problem or opportunity in ways that enable key leaders to see the circumstance in a compelling way. This results in allowing leaders to make the decision to step in and participate."

As Curtis Johnson advises, "Concentrate on just a few challenges. Don't try to [do] a comprehensive agenda. Use a systematic means to determine the most strategic issues that are catalytic and will, consequently, trigger actions that have additional changes."

In terms of measuring results, Jeff Finkle explains, "Have a clear definition of expectations, your organization, and what you want others to do. . . . We still struggle across the country to prove the 'worth' of economic development. You have to be able to prove that you've delivered what you said you would. And, don't allow efforts to become inconsistent, meaning that you say you're going to do things you can't deliver."

Bob Morgan emphasizes three brief but all-important points: "Know the mission. Focus on the mission. Deliver on the mission."

Appendices

- APPENDIX A: Invitation to Participate in the Study
- APPENDIX B: CEO Leadership Organizations Survey Frequencies
- APPENDIX C: Profile of Survey Respondents
- APPENDIX D: Community Interview Questions
- APPENDIX E: Expert Interview Questions

Appendix A: *Invitation to Participate in the Study*

Dear (Name),

As one of the leading business-led civic organization in our country, you are making a significant difference in the future of your region, and setting a great example for other regions to emulate.

Back in 1993, the Frey Foundation sponsored a report on the state of affairs of CEO-led organizations and named it “Taking Care of Civic Business.” This report (attached) has been a wonderful resource to civic-minded leaders for almost two decades. Recently the foundation made a decision to bring the report up to date, to provide a fresh look at what is happening in our leading regions, with the aim of providing a more current reference for “best practices” in our business-led civic space.

Public Sector Consultants, Inc. and Langley Group are assisting Frey in the update of the report. In partnership with the American Chamber of Commerce Executives, we have already pulled together a great group of organizations to survey, interview, and potentially highlight in the report, but we **MUST** have your participation in the survey and report to ensure that we haven’t missed some of the most important innovations and improvements in the way regional leaders lead.

Please go to the following link: [no longer active] and fill out the short survey. We have made it easy to respond online.

As a respondent to the survey, you will have full access to the results of the research, and be able to use the report as a “best practices” guide.

Additionally, as a respondent, we may want to schedule an interview with you, or conduct a site visit if your region has a particular innovation or success that you would like to highlight on a national stage.

As a fellow regional business-civic practitioner, I know that your involvement in this work is important and can help all of us define ways to better serve our stakeholders and residents.

Yours in Regional Excellence,

Michael Langley
Langley Group

Appendix B:

CEO Leadership Organizations Survey Frequencies

ORGANIZATION INFORMATION

Name of Organization: _____

Year Founded: _____

Contact Information:

First Name: _____

Last Name: _____

Affiliation: _____

Title: _____

E-mail: _____

Phone: _____

ORGANIZATIONAL STRUCTURE

1. What is the organization's legal structure? (Check **one**.)

a. 501(c)(3)	18%
b. 501(c)(6)	69
c. Other (please specify)	13

2. What is the organization's board structure?

	Mean	Median
a. Size of Board of Directors (number of people)	56	50
b. Men (number of people)	40	36
c. Women (number of people)	15	10
d. Minorities (number of people)	9	6

3. Who is eligible to be a member or investor of the organization? (Check **all** that apply.)

a. Private sector CEOs	94%
b. Private sector leaders, other than CEOs	83
c. Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	40
d. Institutional leaders (higher education/health care/charitable/cultural/social organizations)	83
e. Other (please specify)	19

Other:

- Business and community associations

- Investors = donors; we don't have "members"
- Our funding comes from a wide variety of private-public organizations
- Persons with an interest in the advancement of Greater Miami
- Public officials such as airport director, port director, etc.
- Retirees
- Selected others: NASA administrators for example
- University research corridor presidents
- URC University presidents

4. How frequently does the board meet? (Check **one**.)

a. Monthly	35%
b. Bi-monthly	23
c. Quarterly	35
d. Semi-annually	2
e. Annually	0
f. Other	5

5. How many full-time, part-time, and volunteer positions are there in the organization?

	Mean	Median	Mode
a. Full-time employees	23	17	7
b. Part-time employees	3	2	2
c. Volunteers	205	138	0

6. Please provide the following information about full-time staff's **highest** level of educational attainment:

	N	% Respondents	Average % of Respondent Employees
a. Number with high school diploma/GED	28	60%	43%
b. Number with associate's/technical degree	23	49	11
c. Number with bachelor's degree	35	75	68
d. Number with master's degree	33	70	22
e. Number with doctoral or professional degree	18	38	5

ORGANIZATIONAL FUNDING

7. Indicate the percentage of funding from each of the following sources:

	Mean	Median	Mode
a. Public (%)	14%	10%	0, 10
b. Private (%)	81	90	100
c. Philanthropic (%)	13	5	0
d. Other (%) Please specify source:	10	0	0

8. What is the number of organizational members/investors? (Check **one**.)

a. 1–100	16%
b. 101–500	14
c. 501–1,000	0
d. 1,001–1,500	22
e. More than 1,500	49

9. What is the current range of dues/investment assessed annually (dollar amount)?

	Mean	Median	Mode
a. Minimum investment level (dollar amount)	\$7,843	\$360	\$350
b. Maximum investment level (dollar amount)	52,867	28,000	50,000 100,000
c. Estimated average investment level (dollar amount)	6,484	1,000	50,000

10. How are dues/investment assessments determined? (Check **all** that apply.)

a. Flat fee	19%
b. By organizational employment	43
c. By organizational revenue	21
d. By population (public sector)	4
e. By ability to pay	19
f. Other (please specify)	28

- Assets under management
- Banks-deposits; hotels-rooms; hospitals-beds
- Based on several factors (# of employees, sales, business type)
- Based on the amount of services desired
- By benefits desired
- By deposits, by hotel rooms
- By willingness to invest and desire for increased exposure
- Categories such as corporate, major
- Formula by category of business
- Headquarter location, regional dependency
- Higher levels are bundled value (i.e., sponsors/events, etc.)
- Philanthropic propensity
- Not applicable

11. Are additional sponsorships and/or assessments made?

a. Yes [IF YES ANSWER Q15–16]	78%
b. No [GOTO Q17]	22

12. Are the sponsorships and/or assessments required?

a. Yes	7%
b. No	93

13. What are the sponsorship/assessment categories? (Check **all** that apply.)

a. Local events	60%
b. Trips/missions	47
c. Special projects	60
d. Shortfalls	4
e. Other (please specify)	11

- Advertising
- Advertising in visitor center; online directory
- Economic development (x2)
- Endowment

ORGANIZATIONAL OPERATIONS

14. What is the total organizational budget (dollar amount)?

Mean	Median	Mode	
\$3,354,487	\$2,625,250	\$900K	\$3.5 Mil
		\$1.6 Mil	\$7.5 Mil
		\$2.5 Mil	\$8.0 Mil

15. Please provide an estimate of the individual components as a percentage of the organizational budget (percentage):

	Mean	Median	Mode
a. Personnel/benefits	49%	50%	60%
b. Projects	21	20	20
c. Events	14	11	20
d. Overhead (facilities, rent, office expense)	14	15	20
e. Other (please provide detail and amount)			0
f. Other (please provide detail and amount)			
g. Other (please provide detail and amount)			

16. What are the categories of work for the organization? (Check **all** that apply.)

a. Promotion/marketing	53%
b. Education/workforce development	57
c. Infrastructure issues	55
d. Innovation/entrepreneurship	57
e. Inclusiveness/diversity	38
f. Job growth	60
g. Business climate	60
h. Environmental sustainability	30
i. Social equity	15
j. Leadership development	45
k. Other (please specify)	11

- Advocacy

- Citizen diplomacy
- Economic development
- Military/armed forces
- Sports

17. Is there any category of work prohibited or not pursued?

a. Yes (If yes, please explain)	27%
b. No	73

- Direct advocacy
- Direct economic development
- Endorsement of candidates for public office
- Our mission is to grow the economy, serve as a voice for business and engage our members with products and services that provide competitive advantage.
- PAC
- Partisan-political activity
- Political endorsements
- We don't endorse candidates for elected office. We don't do economic development attraction.

18. Do you anticipate that your categories of work will remain the same in the future?

a. Yes [IF YES, GOTO Q25]	86%
b. No [IF NO, ANSWER Q24]	14

19. What categories of work will you pursue in the future that you are not currently pursuing? [CHECK ONLY THOSE ITEMS THAT ARE NOT CURRENTLY PART OF YOUR WORK]

a. Promotion/marketing	0%
b. Education/workforce development	0
c. Infrastructure issues	0
d. Innovation/entrepreneurship	0
e. Inclusiveness/diversity	2
f. Job growth	0
g. Business climate	0
h. Environmental sustainability	2
i. Social equity	0
j. Leadership development	0
k. Other (please specify)	<1

- Retail attraction
- We don't know the future except to know that it will be different.

20. Please provide the names and contact information for two people who can best be interviewed to discuss the impact of CEO-led civic engagement in your region:

- a. Name 1 _____
- b. Affiliation 1 _____
- c. Title _____

- d. E-mail 1 _____
- e. Name 2 _____
- f. Affiliation 2 _____
- g. Title _____
- f. E-mail 2 _____

Appendix C:
Profile of Survey Respondents

Organization Information

Name of Organization: Albany Area Chamber of Commerce
 City/Area: Albany

Year Founded: 1901
 State: GA

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	35				
			Number of:	Men:	20	Women:	10	Minorities:	5
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes					
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	14	5	120		2	5	10	2	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	5%	95%			
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	Other:				
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Albany-Colonie Regional Chamber of Commerce
 City/Area: Albany

Year Founded: 1900
 State: NY

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	32				
			Number of:	Men:	25	Women:	7	Minorities:	2
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	No	No		Yes				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	19	1				4	14	2	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	7%	90%	3%		

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$2,750,500.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	45%	15%	20%	20%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	No	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:					

Organization Information

Name of Organization: Allegheny Conference on Community Development
 City/Area: Pittsburgh

Year Founded: 1944
 State: PA

Organizational Structure

Legal Structure:	501(c)(3)		Board Composition	Size:	56				
			Number of:	Men:	47	Women:	9	Minorities:	5
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	42	6							

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		68%	26%	6%	investment income, sponsorships, ticket sales
Number of organizational members/investors:	101-500				

Organizational Operations

Total organizational budget:	\$7,500,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	68%	17%	6%	9%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	No
Other:					

Organization Information

Name of Organization: Asheville Area Chamber of Commerce
 City/Area: Asheville

Year Founded: 1898
 State: NC

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	29				
			Number of:	Men:	20	Women:	9	Minorities:	4
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes					
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	42	4	300						

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	42%	58%			

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$3,974,662.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	Other:				
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	No
Other:					

Organization Information

Name of Organization: Augusta Metro Chamber of Commerce
 City/Area: Augusta

Year Founded: 1905
 State: GA

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	27				
			Number of:	Men:	21	Women:	6	Minorities:	7
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	Yes		Yes				
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	7	2	125		1		7		

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:	\$1,215,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	45%	3%	20%	22%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	Yes
Other:					

Organization Information

Name of Organization: Bay Area Council
 City/Area: San Francisco

Year Founded: 1945
 State: CA

Organizational Structure

Legal Structure:		Board Composition		Size:	Women:		Minorities:		
		Number of:		Men:					
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	No	No	No		No				
Frequency of board meetings:									
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:				
	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Birmingham Business Alliance
 City/Area: Birmingham

Year Founded: 2009
 State: AL

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	134				
			Number of:	Men:	120	Women:	14	Minorities:	22
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes					
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	37	0	4		37	5	22	4	1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	4%	95%	1%	0%	
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:	\$6,500,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	60%	20%	5%	15%	
	Other:	0%			
	Other:	0%			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	Yes
Other:					

Organization Information

Name of Organization: Bridgeport Regional Business Council
 City/Area: Bridgeport

Year Founded: 1874
 State: CT

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	64				
			Number of:	Men:	53	Women:	11	Minorities:	13
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	6	4	150				6	2	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
		Other:			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Business Leaders for Michigan
 City/Area: Detroit

Year Founded: 2009
 State: MI

Organizational Structure

Legal Structure: 501c3 and c4

Board Composition Size: 80
 Number of: Men: 65

Women: 15

Minorities: 10

Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)
	Yes	Yes	No	No	University research corridor presidents

Frequency of board meetings: Quarterly

Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	7					2		4	1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			

Number of organizational members/investors: 1-100

Organizational Operations

Total organizational budget:	\$3,600,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	40%	45%		15%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	Yes	Yes	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	No
Other:					

Organization Information

Name of Organization: CenterState Corporation for Economic Opportunity
 City/Area: Syracuse

Year Founded: 1890
 State: NY

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	70				
			Number of:	Men:	45	Women:	25	Minorities:	6
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	60	5	250		7		53	5	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	50%	40%	10%		

Number of organizational members/investors:

Organizational Operations

Total organizational budget:					
	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
Other:					
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Chamber of Commerce, St. Joseph County, IN
 City/Area: South Bend

Year Founded: 1909
 State: IN

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	40				
			Number of:	Men:	30	Women:	10	Minorities:	2
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	No	Yes					
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	8	4			8	0	8	2	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	0%	100%	0%	0%	
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:					
	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
Other:					
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	No	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:					

Organization Information

Name of Organization: Charlotte Chamber of Commerce
 City/Area: Charlotte

Year Founded: 1870
 State: NC

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	99				
			Number of:	Men:	69	Women:	30	Minorities:	19
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes					
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	43					3	39	1	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$8,000,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	45%	45%	0%	10%	
	Other:	0%			
	Other:	0%			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	Yes	No
Other:					

Organization Information

Name of Organization: Columbus Chamber of Commerce
 City/Area: Columbus

Year Founded: 1884
 State: OH

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	33				
			Number of:	Men:	27	Women:	6	Minorities:	1
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	27	3	0		27	0	25	3	1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	10%	85%	5%	0%	

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$1,700,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	50%	20%	20%	10%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	No
Other:					

Organization Information

Name of Organization: Economy League of Greater Philadelphia
 City/Area: Philadelphia

Year Founded: 1909
 State: PA

Organizational Structure

Legal Structure:	501(c)(3)		Board Composition	Size:	75				
			Number of:	Men:	58	Women:	17	Minorities:	2
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	No	Yes					
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	8	0	2		0	1	2	5	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	10%	35%	20%	35%	Fee for service projects, event fees
Number of organizational members/investors:	1-100				

Organizational Operations

Total organizational budget:	\$1,600,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	50%	10%	20%	20%	
	Other:	0%			
	Other:	0%			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	Yes	Yes
Other:					

Organization Information

Name of Organization: Fayetteville–Cumberland County Chamber of Commerce
 City/Area: Fayetteville

Year Founded: 1895
 State: NC

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	31				
			Number of:	Men:	26	Women:	5	Minorities:	6
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes	Retirees				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	14	1	223		14	3	10	2	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	30%	65%	5%		
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:	\$2,100,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	30%	40%	10%	20%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	No	Yes	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:	Economic Development				

Organization Information

Name of Organization: Greater Cleveland Partnership
 City/Area: Cleveland

Year Founded: 2004
 State: OH

Organizational Structure

Legal Structure: have all of the above plus several for-profit entities

Board Composition Size: 70

Number of: Men: Women: Minorities:

Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)
	Yes	Yes	No	Yes	Selected others: NASA Administrator for example

Frequency of board meetings: Quarterly

Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	110	0	0						

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:				
	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
Other:					
Other:					
Other:					
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Greater Jackson Chamber Partnership
 City/Area: Jackson

Year Founded: 1883
 State: MS

Organizational Structure

Legal Structure:		Board Composition		Size:	Women:		Minorities:		
		Number of:		Men:					
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	No	No	No	No					
Frequency of board meetings:									
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:				
	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Greater Miami Chamber of Commerce
 City/Area: Miami

Year Founded: 1907
 State: FL

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	130				
			Number of:	Men:	90	Women:	40	Minorities:	77
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes	Persons with an interest in the advancement of Greater Miami				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	31	1			3	2	22	4	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
		Other:			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Greater New Orleans, Inc.
 City/Area: New Orleans

Year Founded: 2004
 State: LA

Organizational Structure

Legal Structure:	We currently maintain 2 orgs: GNO, Inc. a 501(c)6, and GNO Development Foundation a 501(c)3		Board Composition	Size:	70
			Number of:	Men:	57
				Women:	13
				Minorities:	9
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)
	Yes	Yes	Yes	Yes	

Frequency of board meetings: Monthly

Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	20	0	5						

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	40%	40%	20%		

Number of organizational members/investors: 101–500

Organizational Operations

Total organizational budget:	\$3,500,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	61%	5%	5%	29%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	Yes	Yes
Other:					

Organization Information

Name of Organization: Greater Omaha Chamber of Commerce
 City/Area: Omaha

Year Founded: 1890
 State: NE

Organizational Structure

Legal Structure:	a foundaton and a c6 managed together		Board Composition	Size:	84				
			Number of:	Men:	65	Women:	19	Minorities:	6
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	No	No		Yes				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	48	4	1000		1		35	12	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
Number of organizational members/investors:					

Organizational Operations

Total organizational budget:					
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	Other:				
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Greater Raleigh Chamber of Commerce
 City/Area: Raleigh

Year Founded: 1888
 State: NC

Organizational Structure

Legal Structure: 501(c)(6)	Board Composition		Size: 57						
	Number of:		Men: 37	Women: 20	Minorities: 7				
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes					
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	38	2	500		1	1	37		1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	9%	91%			

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$7,500,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	41%	24%	21%	14%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:	Sports				

Organization Information

Name of Organization: Greater Sarasota Chamber of Commerce
 City/Area: Sarasota

Year Founded: 1920
 State: FL

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	54				
			Number of:	Men:	43	Women:	11	Minorities:	4
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	Yes		Yes				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	15	2	325		2	2	9	4	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			
Number of organizational members/investors:					

Organizational Operations

Total organizational budget:	\$1,600,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	60%	22%	11%	7%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	Yes
Other:					

Organization Information

Name of Organization: Greater Scranton Chamber of Commerce
 City/Area: Scranton

Year Founded: 1867
 State: PA

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	44				
			Number of:	Men:	33	Women:	11	Minorities:	2
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	23	2	450		23	7	12	4	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:					
	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
Other:					
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Greater Seattle Chamber of Commerce
 City/Area: Seattle

Year Founded: 1883
 State: WA

Organizational Structure

Legal Structure: 501(c)(6)

Board Composition Size: 99
 Number of: Men: 65

Women: 34

Minorities: 10

Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)
	Yes	Yes	No	Yes	

Frequency of board meetings:

Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
Breakdown of organizational budget:				
Other:				
Other:				
Other:				

Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Greater Tampa Chamber of Commerce
 City/Area: Tampa

Year Founded: 1885
 State: FL

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	65				
			Number of:	Men:	40	Women:	20	Minorities:	11
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes					
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	17	2	5		1	4	9	3	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	0%	100%			

Number of organizational members/investors:

Organizational Operations

Total organizational budget:					
	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
Other:					
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Greater Wilmington Chamber of Commerce
 City/Area: Wilmington

Year Founded: 1853
 State: NC

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	27				
			Number of:	Men:	19	Women:	8	Minorities:	3
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	Yes		Yes				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	10	0	250				7	3	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:	\$1,013,003.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	55%	17%	5%	23%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:					

Organization Information

Name of Organization: Greater Winston-Salem Chamber of Commerce
 City/Area: Winston-Salem

Year Founded: 1885
 State: NC

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	50				
			Number of:	Men:	40	Women:	10	Minorities:	7
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	15	2	500		3	0	9	5	1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
		Other:			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Hampton Roads Chamber of Commerce
 City/Area: Norfolk

Year Founded: 1801
 State: VA

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	68				
			Number of:	Men:	17	Women:	51	Minorities:	9
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes	Business and Community Associations				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	30	10							

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	34%	66%	0%	0%	

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$5,006,981.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	Other:				
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	No	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	Yes
Other:					

Organization Information

Name of Organization: Holland Area Chamber of Commerce
 City/Area: Holland

Year Founded: 1925
 State: MI

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	25				
			Number of:	Men:	5	Women:	20	Minorities:	3
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		No				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	3	8	50				2	1	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			
Number of organizational members/investors:	1,001–5,000				

Organizational Operations

Total organizational budget:	\$900,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	60%	8%	15%	17%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:					

Organization Information

Name of Organization: Knoxville Chamber
 City/Area: Knoxville

Year Founded: 1869
 State: TN

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	44				
			Number of:	Men:	37	Women:	7	Minorities:	4
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	27	1	2		2	1	20	3	1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	25%	75%	0%		

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$3,400,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	67%	13%	11%	9%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	No
Other:	Advocacy				

Organization Information

Name of Organization: Leadership Collier Foundation
 City/Area: Naples

Year Founded: 2005
 State: FL

Organizational Structure

Legal Structure:	501(c)(3)		Board Composition	Size:	30				
			Number of:	Men:	17	Women:	13	Minorities:	2
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	Yes		Yes				
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	2	4	1		1				1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		90%	10%		
Number of organizational members/investors:	101-500				

Organizational Operations

Total organizational budget:	\$250,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	10%	40%	40%	10%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	Yes	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	Yes
Other:	citizen diplomacy				

Organization Information

Name of Organization: Little Rock Regional Chamber of Commerce
 City/Area: Little Rock

Year Founded: 1866
 State: AR

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	47				
			Number of:	Men:	43	Women:	4	Minorities:	8
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	Yes		Yes				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	17	0	0		17		12		

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	10%	90%	0%	0%	

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$2,500,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	47%	28%	20%	5%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:					

Organization Information

Name of Organization: Los Angeles Area Chamber of Commerce
 City/Area: Los Angeles

Year Founded: 1888
 State: CA

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	120				
			Number of:	Men:	85	Women:	35	Minorities:	26
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	48	2			10		35	2	3

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
		Other:			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Lubbock Chamber of Commerce
 City/Area: Lubbock

Year Founded: 1913
 State: TX

Organizational Structure

Legal Structure: 501(c)(6)	Board Composition		Size: 41						
	Number of:		Men: 31	Women: 10	Minorities: 12				
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)			
	Yes	Yes	No	Yes					
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	11	2	350		11	0	8	2	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	0%	100%			

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$1,315,500.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	51%	1%	35%	13%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	Yes	No	No	Yes
Other:					

Organization Information

Name of Organization: Metropolis Strategies
 City/Area: Chicago

Year Founded: 1999
 State: IL

Organizational Structure

Legal Structure: 501(c)(3)

Board Composition
 Size: 50
 Number of: Men: 40

Women: 13

Minorities: 8

Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)
	Yes	Yes	Yes	Yes	

Frequency of board meetings:

Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
Breakdown of organizational budget:				
Other:				
Other:				
Other:				

Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Mobile Area Chamber of Commerce
 City/Area: Mobile

Year Founded: 1836
 State: AL

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	42				
			Number of:	Men:	36	Women:	6	Minorities:	8
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Other								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	43	1			11	2	26	3	1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	10%	86%	4%		

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	\$5,600,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	51%	16%		4%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	Yes	Yes
Other:					

Organization Information

Name of Organization: Northern Kentucky Chamber of Commerce
 City/Area: Fort Mitchell

Year Founded: 1969
 State: KY

Organizational Structure

Legal Structure:	501(c)(3)		Board Composition	Size:	45				
			Number of:	Men:	36	Women:	8	Minorities:	1
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	17	5			2	4	6	2	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	2%	94%	4%		

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
		Other:			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: Research Triangle Regional Partnership
 City/Area:

Year Founded: 1996
 State: NC

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	68				
			Number of:	Men:	Women:	Minorities:			
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	Yes		Yes				
Frequency of board meetings:	Semi-annually								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	6	0	0			1	3	1	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	28%	70%	0%	2%	event sponsorships
Number of organizational members/investors:	1-100				

Organizational Operations

Total organizational budget:					
	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		Other:			
		Other:			
Other:					
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	No	No	No	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	No	No	No	No	No
Other:					

Organization Information

Name of Organization: San Diego Regional Chamber of Commerce
 City/Area: San Diego

Year Founded: 1870
 State: CA

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	60				
			Number of:	Men:	Women:	Minorities:			
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes		public officials such as airport director, port director, etc		
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	27								

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	1%	99%			
Number of organizational members/investors:					

Organizational Operations

Total organizational budget:	\$3,700,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	60%	14%	11%	15%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	Yes
Other:					

Organization Information

Name of Organization: Springfield Area Chamber of Commerce
 City/Area: Springfield

Year Founded: 1923
 State: MO

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	32				
			Number of:	Men:	27	Women:	5	Minorities:	2
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	20	4	900		4		16	4	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	10%	90%			

Number of organizational members/investors:

Organizational Operations

Total organizational budget:	Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
		40%	20%	20%	20%
		Other:			
		Other:			
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	Yes
Other:					

Organization Information

Name of Organization: The Business Council of Fairfield County CT, Inc.
 City/Area: Stamford

Year Founded: 1890
 State: CT

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	23				
			Number of:	Men:	17	Women:	6	Minorities:	2
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		No				
Frequency of board meetings:	Bi-monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	7	1	180				5	2	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	3%	97%			
Number of organizational members/investors:	101-500				

Organizational Operations

Total organizational budget:	\$1,500,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	68%	11%	6%	15%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	Yes	Yes
Other:					

Organization Information

Name of Organization: The Columbus Partnership
 City/Area: Columbus

Year Founded: 1993
 State: OH

Organizational Structure

Legal Structure:	501(c)(3)		Board Composition	Size:	38				
			Number of:	Men:	34	Women:	4	Minorities:	4
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	No	No		No				
Frequency of board meetings:	Quarterly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	12					2	6	4	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		100%			
Number of organizational members/investors:	1-100				

Organizational Operations

Total organizational budget:	\$8,000,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	10%	12%	1%	2%	
	Other: 75%	Economic Development Programs			
	Other: 0%				
Other: 0%					
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	No	No	Yes
Other:					

Organization Information

Name of Organization: The Greater El Paso Chamber of Commerce
 City/Area: El Paso

Year Founded: 1899
 State: TX

Organizational Structure

Legal Structure:	501(c)(6)		Board Composition	Size:	75				
			Number of:	Men:	50	Women:	25	Minorities:	45
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)		Institutional leaders (higher education/health care/charitable/cultural/social organizations)		Other (please specify)		
	Yes	Yes	No		Yes				
Frequency of board meetings:	Monthly								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	15	2	300		15	0	6	2	1

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	0%	48%	0%	52%	Programs and Events
Number of organizational members/investors:					

Organizational Operations

Total organizational budget:	\$2,300,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	48%	30%	19%	3%	
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	Yes	Yes
Other:	military/armed forces				

Organization Information

Name of Organization: The Itasca Project
 City/Area: Minneapolis

Year Founded: 2004
 State: MN

Organizational Structure

Legal Structure:	501(c)(3)		Board Composition	Size:	15				
			Number of:	Men:	10	Women:	6	Minorities:	0
Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)				
	Yes	Yes	Yes	Yes					
Frequency of board meetings:	Other								
Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	1	5	20					1	

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
		55%	45%		
Number of organizational members/investors:	1-100				

Organizational Operations

Total organizational budget:	\$900,000.00				
Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)	
	600000%	250000%	50000%		
	Other:				
	Other:				
Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	No	Yes	Yes	Yes	Yes
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	No	No	Yes	No
Other:					

Organization Information

Name of Organization: The Right Place, Inc.
 City/Area: Grand Rapids

Year Founded: 1985
 State: MI

Organizational Structure

Legal Structure: RPI has both a c.3 and c.6

Board Composition Size: 35
 Number of: Men: 33

Women: 2

Minorities: 1

Organization member or investor eligibility:	Private sector CEOs	Private sector leaders, other than CEOs	Public officials (governor/Congressional delegation/mayors/commissioners, etc.)	Institutional leaders (higher education/health care/charitable/cultural/social organizations)	Other (please specify)
	Yes	No	Yes	Yes	Our funding comes from a wide variety of private-public organizations including foundations

Frequency of board meetings: Quarterly

Staff:	Full-time employees	Part-time employees	Volunteers	Education Level of full-time staff:	High school diploma/GED	Associate's/technical degree	Bachelor's degree	Master's degree	Doctoral or professional degree
	20	0	0		20	0	19	6	0

Organizational Funding

Current sources of organizational funding	Public	Private	Philanthropic	Other (%)	Other (description)
	25%	70%	5%		

Number of organizational members/investors: 101-500

Organizational Operations

Total organizational budget: \$2,500,000.00

Breakdown of organizational budget:	Personnel/benefits	Projects	Events	Overhead (facilities, rent, office expense)
	70%	10%	10%	10%
Other:				
Other:				
Other:				

Categories of work	Promotion/marketing	Education/workforce development	Infrastructure issues	Innovation/entrepreneurship	Inclusiveness/diversity
	Yes	Yes	Yes	Yes	No
	Job growth	Business climate	Environmental sustainability	Social equity	Leadership development
	Yes	Yes	Yes	No	No
Other:					

Appendix D:

Community Interview Questions

ORGANIZATIONAL BACKGROUND

In what ways do CEOs get and stay involved relative to determining priorities for the region and implementing those priorities?

REGIONAL STRATEGY

What other organizations, if any, have a role in economic and community development in your community, and what challenges have you experienced in working together? (i.e., regional or state community and economic development agencies?)

In what ways do specific economic and community development initiatives find their way onto the list of potential projects for consideration and, then, onto the formal community project agenda? Meaning, what are the factors and people that ultimately determine the community's priorities?

What are the two or three most critical strategic economic and community development issues that your community and your organization must address over the next three to five years?

SUCCESS MODEL

What have been the three most significant drivers of "success" relative to development and implementation of the economic and community development agenda in your community?

What have been the three most significant inhibitors/obstacles to "success" relative to development and implementation of the economic and community development agenda in your community?

MENTORING AND PHILOSOPHY

What advice would you give to another community that is considering the formation of a similar organization or that is struggling to make progress relative to building a coalition of leaders to address their challenges?

What are the most significant hurdles that your/any economic and community development organization faces as it evolves from the early, formative stages to its later, more mature stages?

If you were to hand over the reins of the organization to your successor tomorrow, what advice would you give relative to how to be successful in your role?

Appendix E:

Expert Interview Questions

GOVERNANCE

What are the two or three most effective ways for leadership from government, foundations, educational institutions, and other entities to interact with CEOs of corporations to set the regional agenda and work to implement that agenda?

What is the best approach to get individual leaders/CEOs to the “table” in terms of being part of the conversation and making decisions on which projects go forward and which do not?

REGIONAL STRATEGY

What guidance would you provide to a regional economic development client working to build effective relationships with stakeholders on regional policy or priorities?

Looking broadly, what are the two or three most critical strategic issues that regions and their economic and community development organizations must address over the next three to five years?

SUCCESS MODEL

What do you consider to be the three most significant drivers of “success” relative to development and implementation of an economic and community development agenda in any region?

What have been the three most significant inhibitors/obstacles to “success” relative to development and implementation of the economic and community development agenda in any region?

MENTORING AND PHILOSOPHY

What advice would you give to a region that is considering the formation of a CEO-led civic organization or one that is struggling to make progress relative to building a winning coalition of leaders to address their challenges?

What are the two or three most significant hurdles that any economic and community development organization faces as it evolves from the early formative stages to its later, more mature stages?

As a recognized expert, if you were mentoring a newly appointed leader of a CEO-led civic organization, what advice would you give relative to how to be successful in that role?