

GSI STRATEGIC PLAN

VISION

A vibrant Spokane region where businesses and communities thrive

MISSION

We lead transformative business and community initiatives to build a robust regional economy

VALUES

COLLABORATION:

We are inclusive and welcome a diversity of perspectives that reflect the aspirations of our community.

INNOVATION:

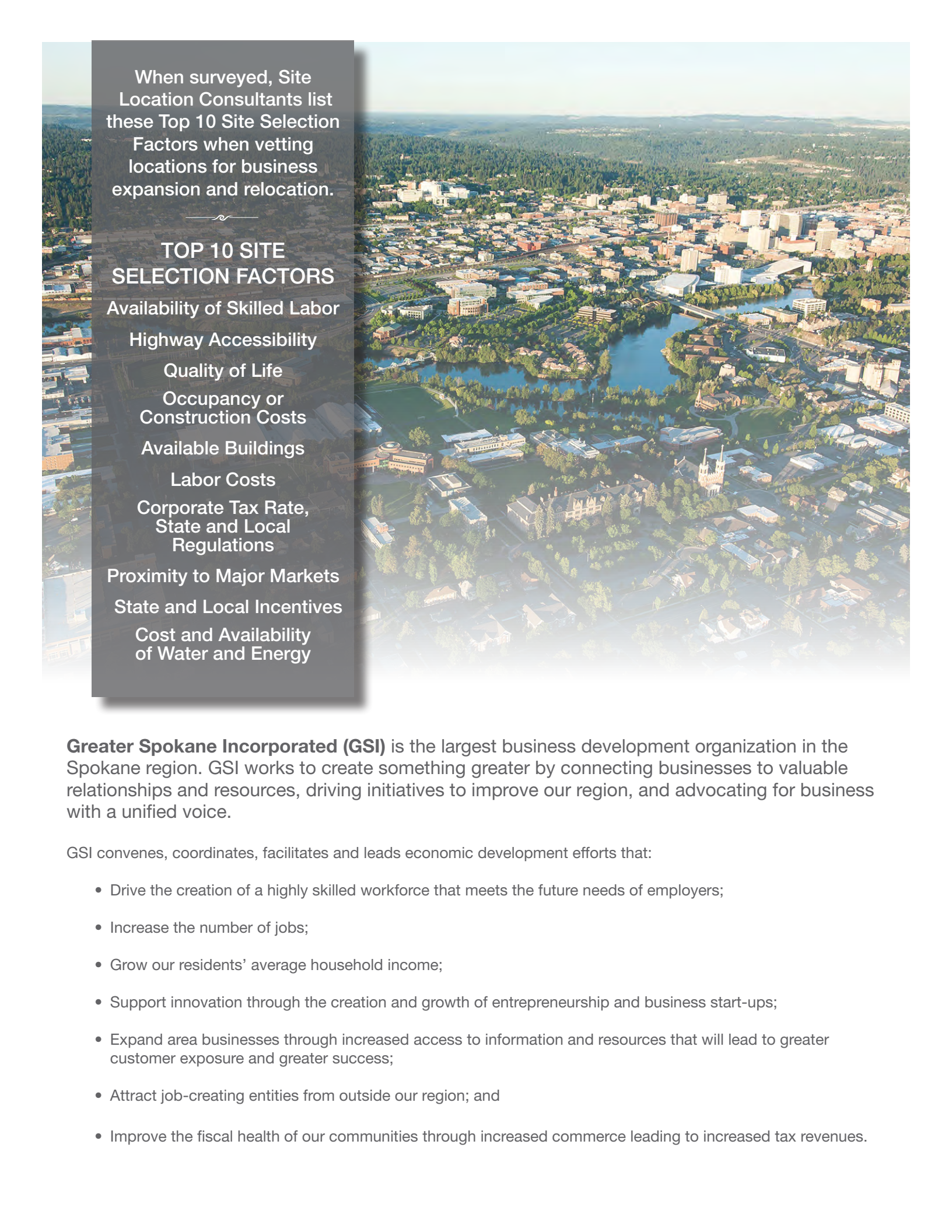
We are resourceful and creative, and strive for intentional progress in all that we do.

RESPECT:

We foster mutually respectful relationships between members, our partners and the community.



Your Regional Business Development Organization



When surveyed, Site Location Consultants list these Top 10 Site Selection Factors when vetting locations for business expansion and relocation.

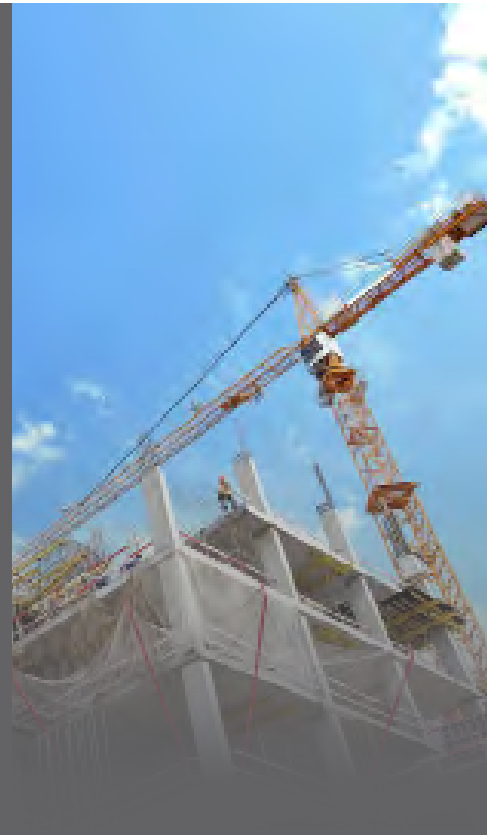
TOP 10 SITE SELECTION FACTORS

- Availability of Skilled Labor
- Highway Accessibility
- Quality of Life
- Occupancy or Construction Costs
- Available Buildings
- Labor Costs
- Corporate Tax Rate, State and Local Regulations
- Proximity to Major Markets
- State and Local Incentives
- Cost and Availability of Water and Energy

Greater Spokane Incorporated (GSI) is the largest business development organization in the Spokane region. GSI works to create something greater by connecting businesses to valuable relationships and resources, driving initiatives to improve our region, and advocating for business with a unified voice.

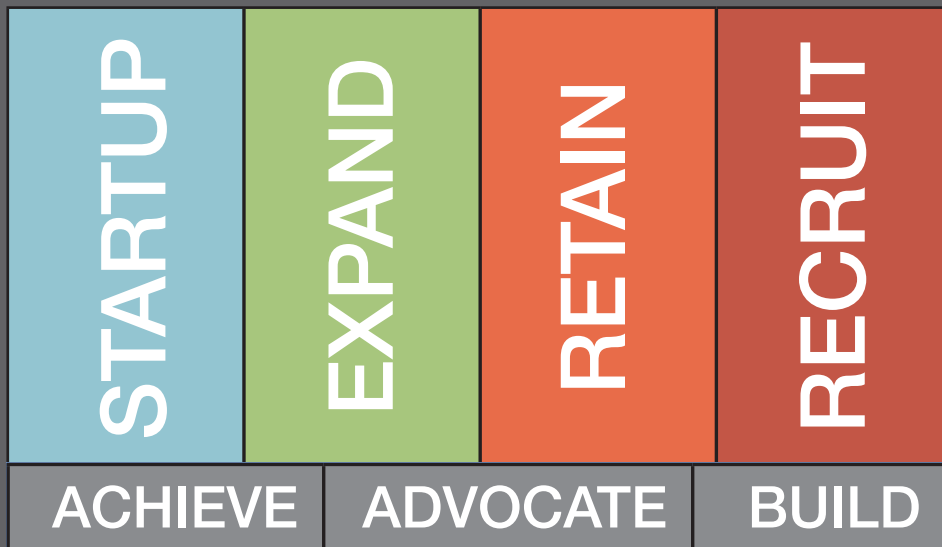
GSI convenes, coordinates, facilitates and leads economic development efforts that:

- Drive the creation of a highly skilled workforce that meets the future needs of employers;
- Increase the number of jobs;
- Grow our residents' average household income;
- Support innovation through the creation and growth of entrepreneurship and business start-ups;
- Expand area businesses through increased access to information and resources that will lead to greater customer exposure and greater success;
- Attract job-creating entities from outside our region; and
- Improve the fiscal health of our communities through increased commerce leading to increased tax revenues.



OUR FOUNDATION

Greater Spokane Incorporated achieves this for our community by concentrating on the following key areas of focus – the Greater Spokane 7. The first three Foundational Strategies must be in place to successfully pursue the four Priority Strategies for all industry sectors.



ACHIEVE

Create and retain a ***GREATER*** talent pool of skilled workers who drive innovation and productivity to meet the needs of employers throughout the region, recognizing that education grows economies.

GOALS:

- Partner with P-12, Higher Education, business and community organizations to ensure education alignment and training meet the current and future needs of employers.
- Expose students to high-growth, high-demand fields, with a focus on building Science, Technology, Engineering, Math, Leadership, Critical Thinking, Problem-solving and Team Work skills.
- Increase the post-secondary education attainment rate with a focus on the incumbent workforce.
- Expand the skilled workforce through career connected learning experiences including Teaching the Teachers, Business Afterschool, and robotics.
- Advocate at the local, state and federal levels to create a robust environment for workforce and talent development.

ADVOCATE

Provide a ***GREATER*** voice on behalf of employers and the community at the local, state and federal level.

GOALS:

- Advocate for key community initiatives and priorities for our region by delivering a unified vision and voice at the local, state, and federal level.
- Build a framework for the development and execution of local advocacy efforts.
- Convene and facilitate a dialogue amongst the employer community to develop a unified legislative agenda at the local, state and federal levels.
- Advocate on behalf of employers, for supportive legislation and regulations that enhance the health and success of the business community.
- Support legislation and policies that provide a reasonable balance between business growth and quality of place.

BUILD

Support ***GREATER*** financing, creation and expansion of core infrastructure necessary to fuel the growth of commerce in the Greater Spokane Region.

GOALS:

- Identify and prioritize infrastructure needs to meet the current and future needs of an expanding economy.
- Identify and support a dedicated funding mechanism for economic development/infrastructure for the region.
- Ensure implementation of the recent state transportation revenue and reform package achieves targets and goals identified for the region.
- Connect local industries with domestic and international markets through targeted investment to provide needed services for the movement of people and goods.
- Support and advocate for land use regulations and designations that best provide opportunities for economic development.

PRIORITY STRATEGIES

Our Priority Strategies focus on driving the success of businesses throughout all key stages of business development.



STARTUP

Create ***GREATER*** opportunities for entrepreneurs and startups by fostering the growth of intellectual capital and the resources needed to develop and pursue business ideas to launch and grow new companies and jobs.

GOALS:

- Identify and communicate best practices for community-based entrepreneurs, startups, and small business development.
- Connect entrepreneurs and students to people, programs, and community resources to ensure they have the necessary tools to succeed.
- Create a regional entrepreneurial consortium to develop, expand, and support startup activity.
- Provide an entrepreneurial incubator location that serves as a space for entrepreneurs to collaborate and have access to business support services and networks.
- Identify and assist in opportunities to boost commercialization, resulting in increased business creations and/or licensed products.



EXPAND

Support *GREATER* growth of existing businesses in the region.

GOALS:

- Engage key industry leaders to identify opportunities to facilitate business expansion and job growth in high-growth industries.
- Provide educational opportunities, connections with resources, and identification of gaps and opportunities related to growth of international trade.
- Champion a competitive business climate, including significant changes to regulatory issues that hamper and reduce business growth and development.
- Enhance business growth by counseling, educating, and assisting local companies on opportunities available in local, state and federal government contracting.
- Participate with and convene local, regional and state partners to focus on enhancement of economic development strategies that position the region and Washington as the leader in balanced job growth.
- Provide opportunities for professional development, education, and resources to enhance the competitiveness and success of area businesses.



RETAIN

Create a healthier business climate where existing businesses have a ***GREATER*** chance to succeed, compete and grow.

GOALS:

- Identify, communicate, and address opportunities and threats businesses face for continued operations in the region.
- Advocate for the region's military and defense industries to ensure their economic contribution is maintained and recognized.
- Improve the communication of company retention to all invested partners.
- Expand outreach program to municipal partners regarding important issues businesses are experiencing with the local regulatory environment in order to help guide informed legislative decisions.



RECRUIT

Provide ***GREATER*** visibility of the Spokane region through enhanced marketing and attraction efforts to strategic industry targets interested in relocating or expanding.

GOALS:

- Attract high growth companies that improve and enhance regional supply chains in targeted industries that achieve the objectives of the region.
- Target marketing and recruitment efforts on those industries that augment the assets present in the Spokane region and further grow those industries.
- Enhance outbound marketing programs in targeted regions and sectors to accelerate growth of recruitment pipeline, leading to increased success in attracting new companies and family-wage jobs.
- Continue recruitment programs with economic development partners that are committed to growing industry sectors statewide through advocacy, education and infrastructure investments and competitive business policies and incentives.

Greater Spokane Incorporated
“Creating Something ***GREATER***” for businesses and our community.

HOW IT ALL FITS!

VISION/MISSION STATEMENTS

“We lead transformative business & community initiatives to build a robust regional economy”



STRATEGIC PLAN

The Strategies and Goals to advance our Mission/Vision
“The Greater Spokane 7”



KEY COMMUNITY INITIATIVES

Transformation action items that advance our goals -
the pillars of the Work Plan



WORK PLAN

The specific action items that Greater Spokane Incorporated will pursue in the next 12-24 months to advance our Goals

Your Regional Business Development Organization

KEY COMMUNITY INITIATIVES

VISION 2030 - GROW A HEALTHY LIFE SCIENCES INDUSTRY

GSI is working to create robust life sciences industry growth and an annual economic impact of more than \$1.7 billion and more than 9,000 jobs for our region by 2030. This initiative, led by GSI in partnership with business, health care, and education sectors, includes the expansion of world-class health and medical sciences education, the creation of a health care and life sciences industry hub, and has the ability to transform our local economy by building on our community's largest economic driver – health care.

GROW EDUCATION ATTAINMENT

Our region and the nation are facing a shortage of qualified and skilled workers. GSI is dedicated to improving the education attainment of our region by increasing the proportion of residents in Spokane County with high-quality, high-demand degrees, certificates or credentials from 40% to 60% by 2025. With a focus on career awareness, STEM, and the working adult student, we mobilize business, education, and community partners to strengthen the talent pipeline, from cradle to career.

AIR SPOKANE – EXPAND AEROSPACE AND ADVANCED MANUFACTURING INDUSTRIES

There are more than 120 aerospace-related companies in the region employing more than 12,000 people. GSI is dedicated to growing the region's capacity to serve as a supply chain for the aerospace industry, retaining our region's manufacturing base and leveraging the aerospace supply chain study to further these efforts.

PROTECT AND GROW MILITARY JOBS, OPERATIONS, AND INFRASTRUCTURE

In the 1940s, Spokane business leaders donated the land for what ultimately has become Fairchild Air Force Base. GSI is working to support our military, military personnel, and civilian contractors by advocating for the current and future mission priorities of Fairchild Air Force Base and other military operations in the region. With a roster of close to 6,000 employees, Fairchild Air Force Base is the largest single-site employer in Eastern Washington.

PURSUE DEDICATED ECONOMIC DEVELOPMENT FUNDING

Other states frequently provide economic incentives to assist in the expansion and recruitment of businesses. In Washington, the only legally authorized entities allowed to engage in economic development activities for construction and development of infrastructure are port districts. Washington leads the U.S. in utilizing port districts as an economic development tool, with 75 port districts in 33 counties. GSI has researched the pros and cons of creating a port district, and is now exploring a feasibility analysis to present the concept to area residents. The goal is to provide a regional economic development funding tool for core infrastructure not currently provided by the private sector.

