



WICHITA-SOUTH CENTRAL
KANSAS
REGIONAL
EXPORT PLAN





THE EXPORT IMPERATIVE FOR THE WICHITA-SOUTH CENTRAL REGION

**GLOBAL CITIES INITIATIVE, A JOINT PROJECT OF
BROOKINGS AND JPMORGAN CHASE**

THE REGION'S EXPORT MOMENT

Global dynamics severely impacted the region during the recession. Because of its dependence on the volatile global aviation industry, the region has been at the mercy of significant economic and employment shifts. Now, the region needs a plan to address changes in the aviation industry and lead underachieving sectors into the global marketplace.

Between 2008 and 2012, the recession destroyed 31,000 jobs or 10 percent of Wichita's workforce. The majority of those employees worked in the region's aviation industry, which employs half of all manufacturing workers in the area. Illustrative of the total impact, manufacturing employment accounted for approximately 18.2% of total employment, more than double the national percentage (8.8%).¹

Export performance also has a significant impact on the region's economy. Total exports in the Wichita metro have contributed more than 20% to gross metro product annually since 2003. Wichita recorded a 22.3 percent growth rate from 2003-2008; one of four metros in the nation to double exports. However, Wichita's export growth performance from 2003-2013, inclusive of the recession, was a dismal negative two percent, and lagged its peers and the U.S. as a whole.²

The aviation industry dominates export performance in the region, averaging more than 50 percent of total Wichita metro goods exports for the last decade. During the recent recession, the global general aviation industry, including Wichita, experienced significant decline, tumbling from a historical high of \$6.437 billion exports in 2008

to \$3.561 billion exports in 2010, taking a nearly 45% nosedive.³ The average annualized growth rate for aviation exports from Wichita from 2003-2013 was only 1.5 percent.⁴

The slow growth of aviation exports masks stronger growth of exports in other industries. From 2003-2012 the next highest concentration of exports, machinery manufacturing, accounted for 7.3 percent of total exports and grew at an average annual rate of 2.9 percent, nearly double the growth rate of aviation. Petroleum and coal products, computers and electronics, and food manufacturing grew at average annual rates of 33.8 percent, 7.3 percent, and 6.2 percent respectively, although proportionately they accounted for a very small amount of exports.⁵

Approximately 90 percent of the exports in the region are goods produced, but three services categories grew at greater than 10 percent annualized rate from 2003-2013. Support services (for goods industries) grew 13.4 percent annually, while financial services and engineering services both grew 11.3 percent annually.⁶

FOOTNOTES

1-6 Brookings 2013
export data



While Wichita has yet to fully recover from the recession, exports played a crucial role in economic recovery in the United States. U.S. exports reached a record high in 2013 at nearly \$2.3 trillion, logging a 44 percent increase in the dollar value of exports post-recession. Export growth since the end of the most recent recession has averaged close to 10 percent, with growth in the exports of goods averaging 10.4 percent over the last four years and the growth in the export of services averaging 7.6 percent.⁷ In contrast, U.S. GDP growth averaged only 1.08 percent for the same period.⁸

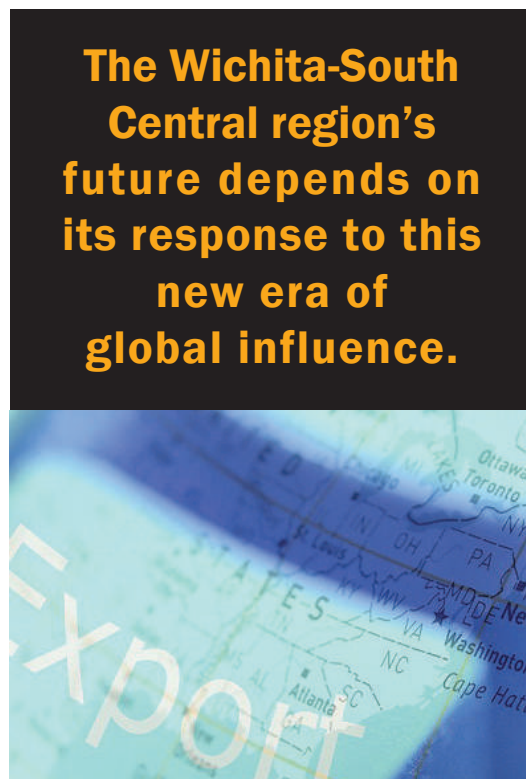
According to the U.S. Department of Commerce, jobs supported by total exports were 11.3 million in 2013, an increase of 1.6 million since 2009, with goods exports accounting for 64 percent of jobs and services exports accounting for 36 percent.⁹ This is significant as it shows the contribution of exports to the economy and jobs as the nation recovers from the recession.

Additionally, metros have had a profound impact driving post-recession growth. According to the Brookings Institution in a report titled *Export Nation 2013*, from 2009-2012 the largest metro areas contributed 54 percent of the nation's total exports.¹⁰

The region's future depends on its response to this new era of global influence. With the general aviation industry still unrecovered, and employment challenges remaining, economic development efforts must be centered on job creation and industry diversification. The region can no longer solely rely on the U.S. domestic market or the aviation industry for its well-being and future prosperity.

Exports, while not the entire answer to regaining jobs lost, are an

essential element in a globally competitive regional economy. For that reason, the region embarked on a year long process to strategically respond to this changing environment.



FOOTNOTES

7. International Trade Administration data
8. The World Bank data
9. International Trade Administration data
10. Brookings 2013 export data



THE REGION'S RESPONSE TO THE CHANGING GLOBAL ECONOMY

The severity of the recession necessitated a new and aggressive approach. A few community leaders had determined that exports play a vital role in Wichita's economy, but the area was largely under-explored and had minimal support from uncommitted resources. An invitation to apply to the Global Cities Initiative (GCI) provided the region the platform needed to come together for its global future. The application itself required the community to take its first step by committing resources to support the export plan. As a result, Wichita was selected as one of only twenty Metropolitan Statistical Areas (MSAs) to join the GCI based on demonstrated commitment to performance on exports, capability and readiness to complete a year-long export planning program.

To begin, the export planning leadership team was formed. Called the Core Team, it brought together city, county and state government with economic development and trade professionals— for the first time. In addition, two individuals committed to act as the business and political champions to promote the benefits of exports to the general public, and were added to the Core Team. Funding for the year-long effort was provided by the City of Wichita, Sedgwick County, Greater Wichita Economic Development Coalition (GWEDC), the Regional Economic Area Partnership (REAP), and Workforce Alliance of South Central Kansas – receiving unanimous support even in resource

constrained and highly sensitive political environments. Kansas Global Trade Services (Kansas Global), one of the region's primary export assistance organizations, won a supplemental contract through Wichita State University's (WSU) Investing in Manufacturing Communities Partnership (IMCP) grant, making the export plan part of the WSU-IMCP final work product. In addition, Kansas Global and core members have loyally dedicated hundreds of in-kind hours to complete this project.

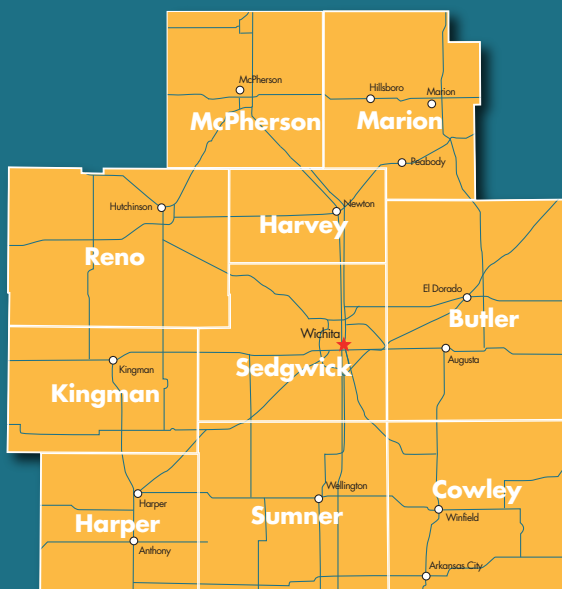
The Wichita and South central Kansas Region is not well known for cooperatively working together. For this reason, great care was taken to secure commitment from nearly 100 individuals representing companies, government and economic development organizations from all ten counties – forming the Regional Export Planning Team (REPT). To maximize contribution, the REPT divided into five working groups covering infrastructure, workforce, supply chain, under exporters, and communications and government relations. It focused its energy at five meetings where each group methodically examined the region's overall economic and specific export performance, export opportunities and the export support system. Through the entire process, the REPT's primary focus was how to meet the needs of exporting companies as well as offering assistance to those who could increase their exports.



The Core Team, while leading the REPT and the export planning process, worked in concert with Brookings and JPMorgan Chase, the WSU-led IMCP program and REAP's South Central Kansas Prosperity Planning project. It built upon Kansas Global's Rural Business Opportunity Grant from the United States Department of Agriculture (USDA) to provide export technical assistance and export impact training to rural communities. Kansas Global's relationship with the City of Wichita to deliver trade facilitation programs and provide trade assistance to Wichita companies provided a solid foundation. The project also benefited from more than four-decades of cultural exchange and education programs led by Wichita Sister Cities, World Trade Council, universities, and many other trade associations. During the

project, the Kansas Department of Commerce contracted Kansas Global to deliver an export outreach program throughout the entire state, using lessons learned from the export planning process. Informational meetings, public speaking engagements and media interactions were conducted around the region, to the Kansas legislature, the Kansas federal delegation and the Kansas League of Municipalities to help the community understand the impact of exporting and the importance of such planning efforts for the region's future.

It was truly a regional effort squarely focused on building a better future. Every voice had an audience, every opinion was considered, and every idea was examined. This is the first export plan in the Wichita-South Central Kansas region, and represents the region's required response to global economic challenges.



The 10-county region includes Butler, Cowley, Harper, Harvey, Kingman, Marion, McPherson, Reno, Sedgwick and Sumner counties, and is the labor shed for the region.

MARKET ASSESSMENT

Economic and export performance data was analyzed from Brookings, the International Trade Administration, U.S. Department of Census, and the Bureau of Labor Statistics.

Data analysis was augmented with results from 278 private sector online surveys and input from 23 executive interviews. Crafting an export plan based on independent data combined with direct input from companies gave the plan reliability and integrity.



#1 Wichita-South Central Kansas is export dependent, but not highly globally oriented.

The region's export-dependent economy ranked #3 of the top 100 metros in 2012 in export intensity. Baton Rouge LA and Ogden UT were #1 and #2 at 30.5 percent and 29.2 percent respectively.¹¹ In 2013, Wichita ranked #2 with 24 percent export share of GDP.¹²

Despite this reliance on exports, the region lacks a global outlook. Most decision makers in the city, county and economic development leadership positions were initially not aware of the large contribution exports made to the economy. Prior to embarking on the export planning project, regional community leaders and the business community at large did not understand the importance of exports to the economy and the business opportunity presented by them. In general, the population lacks a global view and is more comfortable interacting within U.S. borders. This may be due to population demographics. According to the 2012 American Community Survey, only 6 percent of the population in the ten county region was born outside the U.S. and 88.6 percent of the population speaks only English.¹³

#2 The Regional economy is vulnerable to the volatility of aviation exports. Tied to larger trends in the global aviation industry, the region's aviation exports have a history of volatility, growing 117.7 percent from 2004 to 2007, and then plunging 33 percent to just over \$4 billion in 2009. Prior to 2004, Wichita export data is not available, but review of Kansas aviation exports from 1999

to 2003 showed a sharp decline of more than 38 percent. The Wichita economy is vulnerable to the volatility of aviation exports. Tied to larger trends in the global aviation industry, Wichita's aviation exports have a history of volatility, growing 117.7 percent from 2004 to 2007, and then plunging 33 percent to just over \$4 billion in 2009. Prior to 2004, Wichita export data is not available, but review of Kansas aviation exports from 1999 to 2003 showed a sharp decline of more than 38 percent.¹⁴

#3 Ninety percent of the exports in the region are goods, and aviation is dominant.

90 percent of the exports in the region are goods, and aviation is dominant.¹⁵ The region was the most goods dependent export economy in 2012 according to Brookings' Export Nation report. Of the goods production, over half is attributed to aerospace manufacturing. Machinery, petroleum and coal products, computers and electronics, chemicals, fabricated metal products, and food products are the other key export industries, which together with aviation exports comprise three-fourths of all goods exports in the region.¹⁶

In 2012, service industry exports accounted for approximately 10 percent of exports, with the majority of those exports attributed to the travel and tourism industry, which grew at an average annual rate of five percent since 2003. During the same period, financial services accounted for 1.1 percent of exports and grew an average annual rate of 6.3 percent.¹⁷

FOOTNOTES

11. Brookings 2013 export data
12. Brookings 2013 export data
13. 2012 Census Data
14. Brookings 2013 export data
15. International Trade Administration data
16. Brookings 2013 export data
17. Brookings 2013 export data



#4 Many current exporting companies are passive in their decision to export and in their selection of export markets.

Of the survey respondents who exported, 36 percent said they exported because they were contacted by a person in that country – a passive approach. Further, the interview process revealed that passive exporters have not grown, while active

exporters showed an average of 12 percent growth in exports in recent years. When asked what activities would help them export more, survey respondents said they needed help

to attend trade shows, trade missions and business-to-business matchmaking events.

#5 Most exporting companies don't use export assistance because they are not aware it is available. Sixty-four percent of survey respondents had not used government-provided export assistance, and 72 percent said they had not used

non-profit export service providers. Export services most often used were from the U.S Department of Commerce, Kansas Department of Commerce or Kansas Global Trade Services. Interviewees indicated using these three sources for training, compliance and regulatory assistance, market access and identification of potential sales partners.

The most significant problem is not a lack

of export services, but the lack of awareness of the existence of export services by exporters and potential exporters. In addition, interviews with service providers revealed that funding is an issue and therefore, most service providers do not have a budget to promote their services.

UNRESOLVED ISSUES ARE AMPLIFIED WITHOUT ASSISTANCE



Illustrating the detachment between the exporter and the service provider, one REPT participant commented, “The export planning meetings were valuable. I had no idea all these (export) services existed. Now I know about all the export services and expertise available right here!”

EXPORT PLAN

Goal: Nurture an intentional export economy in the Wichita region that accelerates job growth, diversifies exports and improves global competitiveness and fluency.

FIVE OBJECTIVES:

1. Catalyze export growth at five aviation suppliers per year.
2. Diversify exports by fostering growth of non-aerospace exports by 30 percent in five years and of services exports by 15 percent in five years.
3. Coordinate export assistance and promotional efforts to build a recognizable export eco-system in two years.
4. Increase global fluency of the Wichita region by educating regional community leaders and companies in at least two meetings annually.
5. Increase exports of small-medium sized companies by adding five new-to-export non-aerospace companies annually, increasing the number of new markets entered per year, and introducing exporting as a growth strategy to 100 companies in five years.

\$1.15 BILLION IN NON-AVIATION EXPORT GROWTH IN 5 YEARS



FOUR CORE STRATEGIES

STRATEGY 1:

Build a thriving export assistance system.

To complete Strategy 1, four major tactics were identified.

- 1.** Position Network Kansas as the centralized call-in center for export service referrals.
- 2.** Authorize Kansas Global Trade Services as the central point of contact for export assistance, management of export plan implementation and nurturing of the export assistance system in the region.
- 3.** Establish a grant program for companies to access export assistance, e.g. education, export financing, product certification & licensing programs.
- 4.** Develop a trade mentor program connecting experienced exporters to new exporters.

Implementation of each of the four strategies is critical for export performance improvement, but Strategy 1 is the most significant because it will link more companies to export services. Companies must be efficiently connected to needed services by coordinating export service providers and offering a centralized export system. A grant program to subsidize purchase of necessary services will enable companies to export more. Experienced exporters should be positioned to mentor inexperienced exporters, offering individualized counseling that shows new exporters that company growth is possible with exports.



STRATEGY 2:

Integrate support for global opportunities into larger economic development system.

To complete Strategy 2, three major tactics were identified.

- 1.** Establish an export training program for community leaders that demonstrates the economic impact of exports, promotes exports as a growth strategy, identifies exporters in their communities, and integrates export expansion tactics into existing economic development strategies.
- 2.** Position an existing regional economic development entity to guide programmatic and policy development regarding trade.
- 3.** Engage higher education to integrate global fluency in the educational system.

Exports must be integrated into mainstream economic development activities for long-term viability of the region and to ultimately build a globally fluent region. An existing regional economic development organization will be positioned to oversee the comprehensive effort and include trade-related issues in legislative agendas.

Regional community leaders are integral in economic development and are defined as: economic development organizations, Chambers of Commerce, city and county government personnel, elected officials, bankers and others who lead the local community. Local leaders can be groomed to take an active role in creating a thriving export system. The goal is to educate regional community leaders on the export opportunity, economic impact of exports, and identification of exporters in their community.

Additionally, the university and college systems has an important role to play in providing research directly to companies and building an educational environment to produce a skilled and globally competitive workforce.

STRATEGY 3:

Catalyze export growth for companies in the aviation supply chain.

To complete Strategy 3, three major tactics were identified.

- 1.** Position an existing aviation advisory group to develop industry-specific trade policy, education, trade show and trade mission opportunities.
- 2.** Identify and catalogue export opportunities for aviation suppliers.
- 3.** Provide one-on-one connections for aviation suppliers, starting with the China market.

Companies in the aviation supply chain must export directly. Recognizing that aviation exports are dominant, we must support this industry to prevent further loss and cultivate more steady growth, while building a more export-oriented, globally competitive supply chain. Large Original Equipment Manufacturers (OEM) have ample access to export services but need support on trade policy. Potential for direct exports resides within the aviation supply chain made up of about 350 companies. Of the 350 companies in the supply chain, a small percentage are direct exporters.

Most of those exports are from relationships with Wichita's large OEMs; very few proactively seek new export markets. Willing members of this world-class supply chain have opportunities to sell to foreign aviation OEMs, maintenance and repair operations, general aviation airport operations, universities, and governments, as well as other industries. China, and other quickly developing markets, offer export potential. A concerted effort to match the region's experienced aviation goods and services suppliers with demanding foreign entities will produce increased exports in this sector.



STRATEGY 4:

Target under exporting companies in key regional industry clusters (non-aerospace).

To complete Strategy 4, four major tactics were identified.

- 1.** Provide export opportunity assessments to firms in target sectors.
- 2.** Commission or identify existing market research in target sectors to catalogue export expansion opportunities.
- 3.** Expand existing export education and establish in-depth export accelerator program for companies in target sectors.
- 4.** Expand existing in-country trade partnerships to include target sectors.

The region must proactively work with non-exporters and under-exporters in target industries ("clusters") to increase the number of exporting companies, increase exports per company, and enter new markets. Potential for increased exports lies in helping passive exporters understand their unique global opportunity for growth in new export markets, and by providing training on overcoming obstacles to global market-entry. Strategy 4 addresses key findings related to growing passive exporters into proactive exporters and the latent export potential of non-exporting companies in non-aerospace industries. It also addresses the need to provide education and customized research and market prospects. Intentionally calling on companies to expose exports as a growth strategy provides a personal and customized response to companies who may be afraid to export.

Finally, expanding existing relationships in foreign countries to include target sectors is a long term tactic which will cultivate new exports, as well as Foreign Direct Investment (FDI) opportunities. A key tactic in this strategy is to work with companies who already export to one or two markets. By providing targeted market research and market entry assistance, those companies can be encouraged to proactively export to more markets.

It is anticipated that the organizations building the region's intentional export economy will also take a more strategic look at the region's FDI performance. As the Wichita-South Central Kansas region implements its export plan, export promotion and foreign relationship building tactics may naturally attract FDI opportunities. Developing a data driven plan to strategically drive FDI attracting activities is a logical next step in building a globally fluent region.

The region examined policy issues that may affect export performance and the implementation of the region's export plan. To support export expansion, the region's leading organizations are including trade-related items in legislative agendas. Financial commitment to export support services, investment in infrastructure, regulatory simplification and increased market access were the key areas. Initial policy recommendations for federal, state and local policy makers are focused on the following topics to advance export growth.

1. Invest in infrastructure related to transportation and skilled workers.
2. Expand free trade agreements and ease market access.
3. Simplify export regulations.
4. Permanently fund export support and growth programs.
5. Promote visa reform.
6. Provide metro-level and services export data at more frequent intervals.
7. Continue export finance programs and push for innovative export finance solutions.
8. Align and coordinate support for exports amongst government levels.

IMPLEMENTATION, ROLES AND RESPONSIBILITIES

Existing regional economic development organizations will provide overall coordination and serve as the connection between mainstream economic development and the export system. Regional Economic Area Partnership (REAP) will lead as regional coordinator on legislative issues, and connection to economic development professionals in the region. Greater Wichita Economic Development Coalition (GWEDC) will provide leadership in coordination with aviation and business work groups and the region as a whole. The Small Business Development Center (SBDC) will also provide outreach leadership specifically aimed at promotion of exports as a growth strategy, identifying under-exporters and those with export potential, and educating local economic development representatives about available resources.

Network Kansas will be the centralized call-in center for export service referrals. As the designated agency for business referrals for the State of Kansas, Network Kansas is perfectly positioned to officially assume this role for the Wichita-South Central Kansas region's export plan implementation and will absorb associated costs. Kansas Global will create the service provider directory and map for more accurate referrals. Network Kansas and Kansas Global have been working together in this capacity for several years and will continue that coordinated effort.

The SBDC and Mid-America Manufacturing Technology Center (MAMTC), with support from private export service providers, will

lead on mentorship, export promotion and initial counseling for new exporters. WSU's Center for Economic Development and Business Research, and Workforce Alliance of South Central Kansas will provide leadership in research and work with institutions of higher education.

Kansas Global will serve as the central organization for export assistance, working directly with Network Kansas and Kansas Department of Commerce (Kansas Commerce), the US Export Assistance Center, regional and local economic development organizations, and export service providers to provide education and assistance to support increased exports as companies come into the system. It will also manage foreign relations for the region in partnership with Kansas Commerce, the City of Wichita and Economic Development Organizations (EDOs). Kansas Global will continue to connect Wichita aviation suppliers with foreign businesses.

The development of the Wichita-South Central Regional Export Plan and strategic coordination of the region's talents and resources strengthens its ability to consistently achieve export greatness. By organizing local and regional export support organizations, the region as a whole will be equipped with a more proactive export network leading to the region's achievement of its global potential and secure its economic future.



MAJOR TASK	LEAD ORGANIZATION	SUPPORTING ORGANIZATIONS
Regional Coordination	REAP	GWEDC, SCKEDD
Centralized Point of Contact & Export Referrals	Network Kansas	KGTS, EDOs, SCKEDD Kansas Commerce
Export Assistance	KGTS	KDOC, KDOT, KDA, export service providers, USEAC, SBDC, USTDA
Export Promotion: Regional leaders & companies	SBDC & KGTS	REAP, SCKEDD, GWEDC
Mentoring & counseling	MAMTC	Banks, Bestway International, Experience Exporters, SCKEDD, SCORE, SBDC
Export system coordination	KGTS	Network Kansas, SCKEDD, GWEDC and other EDOs, Kansas Commerce
Aviation work group	GWEDC	Chamber, KGTS, Wichita Aeroclub, KDOT, KS Commerce, EDOs, Wichita Manufacturing Association
Aviation supply chain opportunities	KGTS & WSU-CEDBR	COW, KS Commerce, GWEDC and other Economic Development Organizations
Non-aerospace export opportunities	KGTS	KS Commerce, KDOT, KDA, SCKEDD, Regional EDOs, GWEDC, Network Kansas, SBDCs, Universities, Colleges, USEAC
Research	KGTS & WSU-CEDBR	Universities
Export education	KGTS, MAMTC	KS Commerce, Regional EDOs, local Governments, banks, USEAC, SBDC

ACRONYM KEY

REAP: Regional Economic Area Partnership / **GWEDC:** Greater Wichita Economic Development Coalition / **EDOs:** Economic Development Agencies
SCKEDD: South Central Kansas Economic Development District / **KGTS:** Kansas Global Trade Services / **KDOC:** Kansas Department of Commerce
KDOT: Kansas Department of Transportation / **KDA:** Kansas Department of Agriculture / **USEAC:** U.S. Export Assistance Center
SBDC: Small Business Development Center / **USTDA:** U.S. Trade and Development Agency / **MAMTC:** Mid-America Manufacturing Technology Center
WSU-CEDBR: Wichita State University – Center for Economic Development and Business Research

EXPORT PLAN DEVELOPMENT

STAKEHOLDERS AND FINANCIAL CONTRIBUTORS

- ❖ City of Wichita
- ❖ Sedgwick County
- ❖ Greater Wichita Economic Development Coalition
- ❖ Regional Economic Area Partnership
- ❖ Workforce Alliance of South Central Kansas
- ❖ Kansas Global Trade Services, Inc.
- ❖ WSU IMCP Grant Phase 1

CORE TEAM

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- ❖ Tim Goodpasture, City of Wichita
- ❖ Tim Chase, Greater Wichita Economic Development Coalition
- ❖ Gary Schmitt, INTRUST Bank
- ❖ Randi Tveitaraas-Jack, Kansas Department of Commerce
- ❖ Karyn Page, Kansas Global Trade Services
- ❖ Keith Lawing, Regional Economic Area Partnership/Workforce Alliance of South Central Kansas
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REGIONAL EXPORT PLANNING TEAM

COMMUNITY & GOVERNMENT RELATIONS WORKGROUP

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- ❖ Ray Garvey, The Grasshopper Company
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- ❖ Robert Harmon, Intrust Bank
- ❖ Linda Jolly, City of El Dorado Economic Development
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- ❖ Sue Schlapp, Kansas Department of Commerce
- ❖ Sierra Scott, It's All Good Productions
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- ❖ Renee Lippincott, Kansas Department of Commerce
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- ❖ John Potts, RedGuard
- ❖ Kathy Sexton, City of Derby
- ❖ Eddie Smith, Fiat Industrial/Case New Holland
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- ❖ Barry Smith, AIRGROUP
- ❖ Rod Blackburn, WB Construction, LLC
- ❖ Kerri Falletti, Cowley County Economic Development Partnership
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- ❖ Marcia Stevens, Kansas SBDC/Small Business Education Consortium
- ❖ Allison Taylor, JPMorgan Chase Bank
- ❖ Doug Trumble, Ag 1 Source
- ❖ Dr. Perry White, Bethel College
- ❖ Mayor Kristey Williams, City of Augusta

OBSERVER/GUEST

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- ❖ Dharma deSilva, Wichita State University/World Trade Council of Wichita

ENDNOTES



PHOTO BY PAUL BOWEN

1. Source: GWEDC website from the Federal Bureau of Labor Statistics (Annual Average 2013). http://www.gwedc.org/key_industries/manufacturing?view=mobile
2. Brookings 2013 export data (unpublished)
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ABOUT THE GLOBAL CITIES INITIATIVE A JOINT PROJECT OF BROOKINGS AND JPMORGAN CHASE

The Global Cities Initiative equips city and metropolitan area leaders with the practical knowledge, policy ideas, and connections they need to become more globally connected and competitive.

Combining Brookings' deep expertise in fact-based, metropolitan-focused research and JPMorgan Chase's market expertise and long-standing commitment to investing in cities, this initiative:

- ▶ Helps city and metropolitan leaders better leverage their global assets by unveiling their economic starting points on key indicators such as advanced manufacturing, exports, foreign direct investment, freight flow, and immigration.
- ▶ Provides metropolitan area leaders with proven, actionable ideas for how to expand the global reach of their economies, building on best practices and policy innovations from across the nation and around the world.
- ▶ Creates a network of U.S. and international cities interested in partnering together to advance global trade and commerce.

The Global Cities Initiative is chaired by Richard M. Daley, former mayor of Chicago and senior advisor to JPMorgan Chase. It is co-directed by Bruce Katz, Brookings vice president and co-director of the Brookings Metropolitan Policy Program, and Amy Liu, senior fellow and co-director of the Brookings Metropolitan Policy Program.

Launched in 2012, the Global Cities Initiative will catalyze a shift in economic development priorities and practices resulting in more globally connected metropolitan areas and more sustainable economic growth.

CORE ACTIVITIES INCLUDE:

Independent Research: Through research, the Global Cities Initiative will make the case that cities and metropolitan areas are the centers of global trade and commerce. Brookings will provide each of the largest 100 U.S. metropolitan areas with baseline data on its current global economic position so that metropolitan leaders can develop and implement more targeted strategies for global engagement and economic development.

Catalytic Convenings: Each year, the Global Cities Initiative will convene business, civic and government leaders in select U.S. metropolitan areas to help them understand the position of their metropolitan economies in the changing global marketplace and identify opportunities for strengthening competitiveness and expanding trade and investment. In addition, GCI will bring together metropolitan area leaders from the U.S. and around the world in at least one international city to explore best practices and policy innovations for strengthening global engagement, and facilitate trade relationships.

Global Engagement Strategies: In order to convert knowledge into concrete action, Brookings and JPMorgan Chase launched the Global Cities Exchange in 2013. Through a competitive application process, economic development practitioners in both U.S. and international cities are selected to receive hands-on guidance on the development and implementation of actionable strategies to enhance global trade and commerce and strengthen regional economies.



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