

# EBD Task Force Best Practices Survey

## Results for 2009

### 24 Participating Grantees Representing 24 Foreign Trade Zones:

Port of New Orleans - #2  
Hawaii - #9  
Sault Ste. Marie - #16  
Charlotte, NC - #57  
Bangor, Maine - #58  
Greater Detroit - #70  
Research Triangle, NC - #93  
Oklahoma City - #106  
Colorado Springs - #112  
Minneapolis/St. Paul - #119  
Albany, NY - #121  
Rickenbacker - #138

Lawrenceville, IL - #146  
Greater Knoxville, TN - #148  
Sedgwick County, Kansas - #161  
Tucson / Pima County - #174  
Rockford, IL - #176  
NEOTEC - #181  
Fort Wayne, IN - #182  
Alliance Texas - #196  
Port of Las Angeles - #202  
Sioux Falls, South Dakota - #220  
Waco, Texas - #246  
Fargo, North Dakota - #267

### Mission

*The objective of the Economic and Business Development Model (EBD Model) is to develop a collaborative and replicable best-practice model to create economic wealth for local communities and increase revenues and profits for participating businesses within those communities.*

### Survey Purpose

*To identify and develop broad strategies based on best practices by grantees.  
Only aggregate results (no individual results) will be released or reported.*

1. **What is the range of your total FTZ budget (not including staff salaries)? (24 Zones Responded)**
  - a. 8% (2) \$0
  - b. 21% (5) \$1 - \$10,000
  - c. 25% (6) \$10,001 - \$25,000
  - d. 29% (7) \$25,001 - \$75,000
  - e. 17% (4) Above \$75,000
  
2. **What % of this budget is devoted to marketing/business development? (24 Zones Responded)**
  - a. 29% (7) 0% - 5%
  - b. 21% (5) 6% - 10%
  - c. 4% (1) 11% - 20%
  - d. 46% (11) 21% or More
  
3. **If your local/regional economy grew during the past year, please rank the top 4 factors with 1=top reason: (Averages are based on a weighted response. Rank of 1 equals 4 points, 2 equals 3 points, etc.) (8 Zones Responded)**
  - 2.7 Average New company relocation here (6 Responses: 16 Points)
  - 2.5 Average Existing industry expansions (6 Responses: 15 Points)
  - 1.0 Average Utilization of incubators and/or additional start-ups (3 Responses: 3 Points)
  - 3.3 Average Foreign-Trade Zone activity increased (3 Responses: 10 Points)
  - 3.0 Average Growth in population and/or housing market starts (6 Responses: 18 Points)
  - 4.0 Average Other (please specify) State Tax Reforms, Cited as a "Recession-Proof" City (2 Responses: 8 Points)

\*\* Dominant industry driving the change(s) above: Manufacturing,  
Warehouse/Distribution, Military, Medical Research and Technology \*\*

**4. If your local/regional economy did not grow during the past year, please rank the top 4 factors with 1=top reason: (Averages are based on a weighted response. Rank of 1 equals 4 points, 2 equals 3 points, etc.)**

**(17 Zones Responded)**

- 2.9 Average Local companies relocated elsewhere (7 Responses: 20 Points)
- 3.8 Average Layoff, lockouts and other reductions to the workforce (15 Responses: 57 Points)
- 2.7 Average Reduced utilization of incubators and start-ups (3 Responses: 8 Points)
- 2.0 Average FTZ sites/subzones deactivated or dropped in activity (4 Responses: 8 Points)
- 2.5 Average Loss of population and/or declining housing market (6 Responses: 15 Points)
- 3.4 Average Other (please specify) Company Closings (could be considered reduction in workforce), Recession/National Economy, Negative Tax Reform (8 Responses: 27 Points)

\*\* Dominant industry driving the change(s) above: Financial Services, Manufacturing, Pharmaceuticals, Biotechnology, Automotive, Construction, Warehouse/Distribution, Aerospace \*\*

\*\*\* One grantee answered Number 3 and 4 resulting in a total of 25 responses \*\*\*

**5. Is your FTZ business growing? (23 Zones Responded)**

Yes: 39% (9) No: 61% (14)

**If yes, check all that apply:**

- 17% (4) New or Expanded Subzones
- 9% (2) Increased number of new approved sites
- 13% (3) Increased number of activated GPZ sites.
- 22% (5) Increase in imports
- 4% (1) Increase in exports
- 17% (4) Increased FTZ revenues for Grantee
- 13% (3) Other

Explain: Increase in FTZ Interest, Positive Impact of Alternative Site Framework

**6. How does your organization focus on global competitiveness? (Check all appropriate answers)**

**(23 Zones Responded)**

- a. 91% (21) Utilization of FTZ program
- b. 74% (17) Sponsor/Conduct seminars/training (FTZ-exclusive or as a component of global trade)
- c. 57% (13) Partnerships with local universities/colleges for global research
- d. 70% (16) Membership in trade associations:
  - i. 22% (5) World Trade Center
  - ii. 35% (8) International Economic Development Council
  - iii. & iv. 39% (9) Other (please specify) Chambers, NAFTAZ, Council of Supply Chain Management Professionals, State Trade Offices, State Manufacturing Councils, ICRA
- e. 39% (9) Partner with 3<sup>rd</sup> party organizations (please specify partner type) State & Regional Economic Development Organizations, State International Teams, FTZ Operators

**7. Which government or quasi-government economic development offices serve as active partners to you? (Check all appropriate answers) (24 Zones Responded)**

- a. 79% (19) City economic development office(s)
- b. 83% (20) County economic development office(s)
- c. 75% (18) Chamber(s) of Commerce
- d. 75% (18) Local economic development councils
- e. 71% (17) Local office of U.S. Department of Commerce
- f. 75% (18) State Department of Commerce
- g. 38% (9) Other (please specify) Workforce Development Boards, Colleges/Universities, Ex-Im Bank, International Affairs Offices, Local Trade Groups, US Export Assistance Centers, Customs & Border Protection, District Export Councils

**8. Describe your relationship with others engaged in economic development over the past year. (Check all appropriate answers) (24 Zones Responded)**

- 0% (0) No interaction
- 21% (5) Attend 3<sup>rd</sup> party meetings only
- 83% (20) Talk/meet regularly to exchange info & data
- 88% (21) Work collaboratively on projects and exchange development leads
- 75% (18) Partner in education and/or outreach efforts

**9. Please specify the boards of other trade service providers on which members of your staff serve?**

**(17 Zones Responded)**

- a. Government Economic Development Offices
  - i. State – 1
  - ii. Regional – 4
  - iii. Local - 1
- b. District Export Councils - 4
- c. Logistics and Transportation Boards - 4
- d. International Trade Associations – 3
- e. Universities and Colleges - 3
- f. International Economic Development Council – 2
- g. World Trade Centers - 2
- h. Foreign Relations/International Affairs - 2
- i. Customs Brokers & Freight Forwarders Association - 1
- j. Chambers of Commerce - 1
- k. International Chambers of Commerce - 1
- l. Airport Boards - 1
- m. Energy Organizations - 1

**10. What steps have you taken to develop the untapped potential of small and medium sized enterprises? (Check all appropriate answers) (23 Zones Responded)**

- a. 22% (5) Grant programs
- b. 30% (7) Development of incubators
- c. 65% (15) University and community college training programs
- d. 70% (16) Global trade or FTZ educational offerings
- e. 65% (15) Work with 3<sup>rd</sup> party organizations such as Small Business Administration & technology centers

**11. Have any new or expanded companies in your area created jobs requiring a skilled workforce in the past 12 months?**

**(21 Zones Responded)**

Yes: 81% (17)      No: 19% (4)

**If yes, how many new or expanded companies are involved in the expansion? 35**

**How many jobs were created? 12,300 ± Ranged from 1 to 9,000 jobs & “quite a few”.  
Split the difference (750) on the 500 – 1000 response.**

**Please indicate the percentage of jobs created in the following categories:**

4225 jobs manufacturing, (3 reported 100%, only one reported zero. Others ranged from 10% - 80%)  
4994 jobs technology (1 reported 100%, another reported 50% of 9K jobs! (Could not figure 80% of “quite a few”)  
175 jobs logistics & distribution  
40 jobs petroleum only one response  
2828 jobs Other (5 responses, job type not specified)

**Specify causes other than the FTZ program which created the job growth:**

Healthy local economy, aggressive marketing, proximity to markets and good business climate including favorable tax policies & available incentives. Focus on new technologies (e.g. wind energy) talented workforce and other local innovations in transportation (new airport, rail initiative) Trade mission to China and key partnerships.

**12. Has the FTZ program been a party to rehabilitating or reusing aging commercial centers? (22 Zones Responded)**

Yes: 9% (2)      No: 91% (20)

**13. Do you have any of the following to share as a Best Practice, please send to us:**

- a. 4 Literature
- b. 4 Educational conference materials & agenda
- c. 4 Speaker name, subject & expertise and contact information
- d. 0 Articles
- e. 2 Other

**14. What have you done in the past year that you consider a success and how do you measure that success? If applicable, please provide examples including marketing material, programs, agendas, presentations, brochures, etc.**

- Host Annual FTZ Seminar – success measured by number of attendees, leads from attendees & activated users (#138)
- Established new site within the General Purpose Zone
- Reorganized under Alternative Site Framework
- State and multi-state award winner for “Global Business Development Initiative 2.0” and “Foreign-Trade Zone Survival Kit” (#181)
- Launched Global Business Development Initiative (GBDI) resulting in establishment of European office. (#181)
  - Created the Global Rapid Response Team of international business professionals to respond to leads generated through GBDI
- Renegotiated contracts, adding value to the City and Port Authority. (#106)
- Developed new marketing material
- Developed and updated FTZ websites
- Partnering with USEAC’s local office to provide FTZ info to include in bimonthly newsletter. (#93 and #57)
- Updated marketing material for NC’s zones. (#93 and #57)
- Presentations to educate and inform business about the FTZ program
- Hosted “Go Global” workshop. Attendance increased from 110 to 196 from 15 states. (#176)
- Continued to work on the expansion of the Economic & Business Development Task Force of the NAFTAZ
- Regional international trade conference and expo. (#182)