



The New Face of Industry



Reinventing Older Communities: How does place matter?

“...we want an economy of shared prosperity, good jobs, and the competitive practices that sustain them. We want them in all conceivable sectors of the economy.

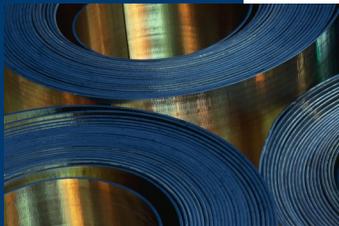
Why not in manufacturing?”

Rogers & Luria

Federal Reserve Bank of Philadelphia, March 26-24, 2008.

New Face of Industry

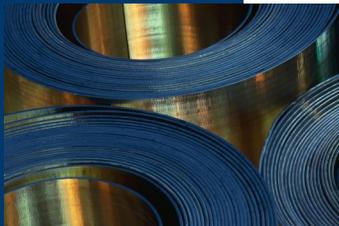
- ◆ Manufacturing Matters
- ◆ Place Matters
- ◆ WIRE-Net's Model



Manufacturing Matters

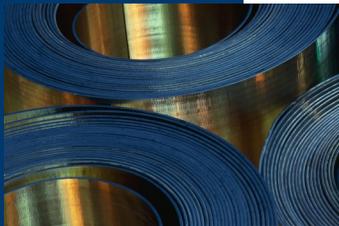
- ◆ **Mfg Exports:** 64%.
- ◆ **Mfg Innovates:** 2/3rds of private sector R&D.
- ◆ **Mfg Pays :** **24% more** than all other private sector employment
- ◆ **Mfg Multiplies:** 27,000 Cleveland mfg jobs are the foundation for over 80,000 other jobs (Each mfg job creates 3 “downstream” jobs).

SOURCES: “Manufacturing, Regional Prosperity & Public Policy”, Luria & Rogers, forthcoming; Chicago Manufacturing Renaissance.



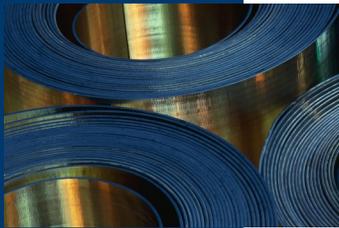
WIRE-Net's Evolution

- ◆ Mission: strengthen mfg to create healthy communities and fuel economic growth.
- ◆ 1988-1994: “Outside the Gate”.
 - Our community values your business
 - Building a track record: Hire Locally, Service Delivery, Gov’t Liaison, Building Membership.
- ◆ 1995-2000: Inside the Gate, Growing Capacity.
 - Workforce: adults & youth.
 - Mfg Assistance: MAP, Learners’ Groups.
 - Industrial and Brownfield Redevelopment.
 - National funding, national recognition.



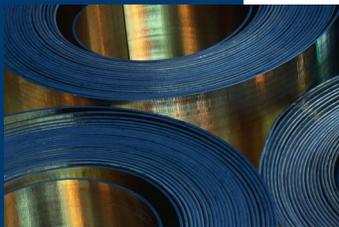
2nd Stage Evolution

- ◆ 1997-2001: Talent Development:
 - Machine Trades Sector Initiative.
- ◆ 2002-2003: From Mfg Improvement to Mfg Innovation



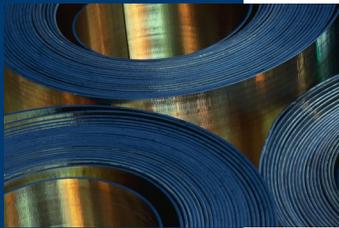
Impacts and Outcomes, 2002-2005

- ◆ 300 UCS per year, mostly in CLE.
- ◆ Significant Interventions with 11 firms:
 - >1000 jobs retained/attracted to the urban core.
 - >\$41 M payroll, \$820 K payroll taxes
 - Total employment impact of 1600 jobs.
- ◆ Finding your MIND:
 - 15 firms in MIND 1-2:
 - 2300 jobs
 - > \$900 M annual sales
- ◆ Membership: 22% growth.



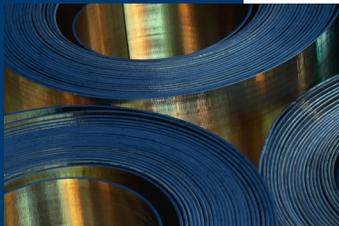
RECENT PROGRESS 2005-2007

- ◆ Citywide 2005-2007
 - Total Revenue: +24% \$1.6M
 - UCS: +125% 750 firms
 - Membership: +27% 175 mfg
- ◆ Great Lakes Wind Network™:
 - Trade-marked effort to organize, grow and leverage the regional wind turbine manufacturing supply chain.
- ◆ > \$35M pumped into industrial district infrastructure to retain and attract manufacturing businesses.
 - Targeting 6 Cleveland Industrial Districts



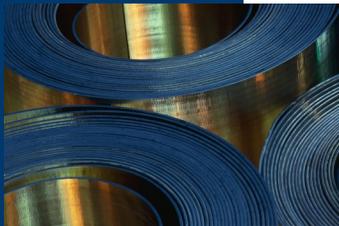
It Is All About Place

- ◆ What is a city without neighborhoods?
- ◆ What is a neighborhood with jobs and investment?
- ◆ WIRE-Net began its work to strengthen place
 - engage stakeholders,
 - identify and build on assets.
- ◆ Owners and leaders of mfg firms are community stakeholders and represent a significant talent resource.



Manufacturing: A Cleveland Anchor Institution

- ◆ A dispersed, 1000-unit dynamic institution with 27,000 jobs.
- ◆ Opportunities for training, career development.
- ◆ Linkages to schools, youth development.
- ◆ Supply chain development: purchasing, business development.
- ◆ Peer to peer business innovation.



Where Manufacturing Matters.

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