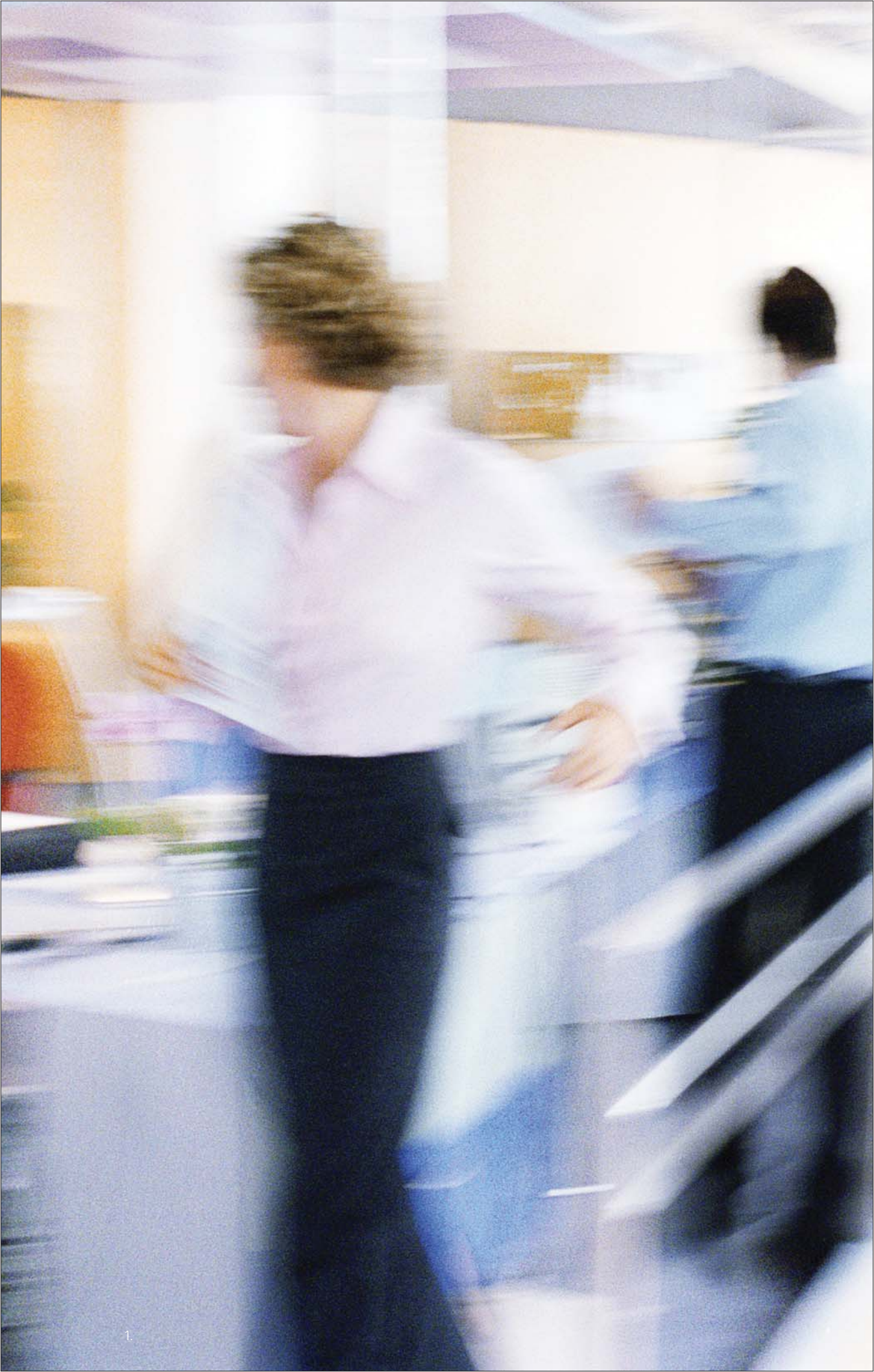


A Review of 2006  
for Investors

Building Connections

ColumbusChamber  
go>ahead



## Unity Builds Prosperity

You know it as well as anyone – Columbus has what it takes. From job growth to renewed awareness, businesses in Ohio and around the world are taking note of our community's assets. With generous help from investors like you, the Columbus Chamber is building something great.

Together we are making a real impact on our region's economy and building global connections that lead to growth. Thanks to your support and the Chamber's strategies and services, Columbus is now the second-fastest growing major metropolitan area in the Midwest.

Our strategic process and the 2006 Action Plan helped chart the way to this reality, while contributions from more than 100 central Ohio institutions in the Columbus Regional Growth Fund fueled the effort.

As we look back on a year full of accomplishments that would not have been possible without your generosity, we offer this year-end report. This comprehensive look at 2006 not only summarizes our strategies and programs, but also the results we all have produced together that are leading to success and growth in our community.

Dedication from our community's businesses, thought leaders and forward-thinking investors like you will continue to build the momentum and the connections that drive our success. We welcome your involvement and ideas, and we value your support.

Here's to our progress in 2006 and building connections in the coming year.

Sincerely,

A handwritten signature in blue ink that reads "Ty D. Marsh". The signature is fluid and cursive, with the first letters of each word being capitalized and prominent.

Ty Marsh  
President and CEO  
Columbus Chamber

## A Framework For Success

Columbus has the assets to compete in today's global economy. As you know, our community has the tools and the talent that attract new companies and retain existing businesses.

With constructive input from investors like you and other constituents, the Chamber's 2006 Action Plan was built to leverage these assets using cutting-edge technology and targeted marketing. Designed to attract, retain and expand business in our region, the plan focused on prosperity through unity.

Our Action Plan outlines focused, measurable goals and aggressive strategies to achieve them. More than 100 organizations contributed to economic development initiatives in 2006 with a total of \$2.1 million in support.

### 2006 Economic Development Fund Use:

Business Attraction	\$ 716,727	34%
Compete Columbus	\$ 787,373	37%
Business Retention & Expansion	\$ 374,314	18%
Product Development	\$ 224,333	11%
<b>Total:</b>	<b>\$ 2,102,747</b>	<b>100%</b>



<b>Business Attraction</b>	<b>2006 Goals</b>	<b>Year-End Results</b>
Serve as a single point of contact for regional economic development inquiries	<ul style="list-style-type: none"> <li>▪ 500 qualified inquiries handled</li> </ul>	<ul style="list-style-type: none"> <li>▪ 393 Inquiries (79% of goal)</li> </ul>
Execute prospect management efforts	<ul style="list-style-type: none"> <li>▪ 75 prospects to prospect level</li> <li>▪ 1,500 direct jobs</li> <li>▪ 3,000 indirect jobs</li> <li>▪ 15 public-sector partners</li> <li>▪ 150 responses to information requests</li> </ul>	<ul style="list-style-type: none"> <li>▪ 54 prospects</li> <li>▪ 1,429 direct jobs</li> <li>▪ 3,770 indirect jobs</li> <li>▪ At least 13 public sector partners (MODE)</li> <li>▪ 138 RFI's prepared</li> </ul>
<b>Business Retention</b>	<b>2006 Goals</b>	<b>Year-End Results</b>
Implement business retention and expansion program	<ul style="list-style-type: none"> <li>▪ Implement customized business-retention software</li> <li>▪ Develop referral network</li> <li>▪ Manage wage and benefit survey</li> <li>▪ Conduct 175 personal interviews</li> <li>▪ Retain 1,000 jobs</li> </ul>	<ul style="list-style-type: none"> <li>▪ Software launched</li> <li>▪ 116 businesses surveyed</li> <li>▪ Engaged public-sector partners</li> <li>▪ 403 jobs retained</li> </ul>
<b>Marketing</b>	<b>2006 Goals</b>	<b>Year-End Results</b>
Implement regional marketing strategy	<ul style="list-style-type: none"> <li>▪ Achieve regional collaboration</li> <li>▪ Define and improve awareness of Columbus region's image</li> </ul>	<ul style="list-style-type: none"> <li>▪ MODE participation in marketing strategies, including regional branding, collaborative trade show participation</li> <li>▪ National media presence in the <i>Boston Globe</i>, <i>Wall Street Journal</i>, <i>Singtao Daily</i>, <i>American Journal of Transportation</i>, <i>Logistics Quarterly</i>, <i>Economic Daily</i>, <i>United Airlines Hemispheres</i></li> <li>▪ Web site launch for site-selection consultants</li> <li>▪ International and domestic trade shows and corporate calling missions</li> </ul>

## Sound Strategy Creates Strong Results

During 2006, the chamber formulated comprehensive strategies and accomplished several goals, including the items listed below:

- Formalized a partnership with the **Mid-Ohio Development Exchange (MODE)**, to unify and magnify resources focused on lead generation and marketing to stimulate economic growth in our seven-county region.
- Through this partnership, representatives from a variety of communities **attended a key national trade show in November**. Using our new regional branding and messaging, this group marketed the assets of the Columbus Region to more than 1,000 site selection consultants and other location decision-makers.
- Launched a three-pronged strategy to address workforce needs, including internship models, **attraction and retention of young professionals**, for companies recruiting outside our region.
- Spearheaded a job-recruitment campaign to support **Defense Finance and Accounting Services** as it recruits hundreds of new employees from closing defense supply centers nationwide.
- Connected Chamber members with gubernatorial candidates through forums, and developed a **Gubernatorial Public Policy Agenda**.
- Initialized a targeted marketing strategy that **integrates area economic-development professionals and draws on the strengths** of our region's numerous connections.
- International media relations efforts earned **placements in target industry publications** and U.S and China-based business press.
- Participated in **domestic and international business development missions and tradeshow**s and hosted nearly 30 prospects, including seven international companies.
- Launched a **Business Retention and Expansion program** that gathers information about existing companies so needs and opportunities can be supported and barriers and trends identified to shape outreach and public policy decisions.

## Your Support Drives Our Future

As an investor, you can be sure your contribution is hard at work. Together we are delivering the message that Columbus and our region excel in the global economy. We're sending that message to decision makers and giving them the tools they need.

Your investment in our shared cause has created some remarkable results for the economic vitality of the Columbus region. Your support will continue to be put to good use to achieve our goals in 2007.

As we begin the new year, we're taking all efforts to a higher level. Four areas of focus have been strategically identified to guide us.

- Attracting jobs to the region
- Cultivating new, retaining and expanding existing businesses
- Building and supporting the products that attract and retain businesses
- Growing Chamber membership and retention



Our regional approach to business attraction and retention focuses on marketing central Ohio's abundant attributes. We refer to these as the "products" our region offers, and they include infrastructure, business-friendly policies, tax environment, quality of life and workforce. Once we've attracted prospects through aggressive marketing and met their needs through prospect management, our products become the decision driver. Through your investment, we are affecting the process and decision, which results in more jobs and a stronger economy.

Because we all share the same dream for the Columbus Region, we will continue to build ways to improve its economic health and vitality. We have developed strategies, will prospect new partnerships and implement new ways to achieve our goals for 2007 for the good of the greater Columbus community.

ColumbusChamber  
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