



WHERE GROWTH STARTS

POSITIONING WINSTON-SALEM FOR THE FUTURE

REIMAGINE WINSTON-SALEM

In Winston-Salem, you'll find a place to reimagine the life you want. Full of small-town charm and big-city excitement, it's a place to dig your roots deep. Built by entrepreneurs, innovators, educators, and artists, we're constantly pushing forward, creating a community that's resilient and thriving. This is where growth starts so **LET'S REIMAGINE, TOGETHER.**

OUR MISSION

To initiate, influence, engage and empower community leadership to create economic growth and prosperity for all.

WHERE ARE WE NOW?

The impact of Covid-19 will be felt for decades to come, but mid-size cities could emerge as winners. According to a June 2020 survey of Site Selectors Guild members, suburban areas and mid-size cities are on the forefront of consideration for future site selection projects. Additionally respondents said the industries they saw with the highest growth were: Biotech and Life Sciences, Advanced Manufacturing, Food and Beverage Processing, Transportation and Logistics and Software/IT.

What does that mean for Winston-Salem? **It means we are primed for immediate growth opportunities.** With more than 50% of our workforce already in those high growth industries, future development is imminent. Strategically recruiting businesses within our target sectors will only further that growth, and strong talent development will ensure companies have the workforce necessary to thrive.

BY 2030 WE WILL...

BE THE TOP MID-SIZE CITY IN THE SOUTHEAST

We will encourage accelerated growth through strategic recruitment and expansion efforts while advancing our entrepreneurial ecosystem.

BE A MORE EQUITABLE COMMUNITY

We will use education initiatives and community partnerships to increase economic equity and mobility for all Forsyth County residents.

BE THE BEST PLACE TO RAISE A FAMILY

We will work with our community partners to ensure a high quality of life and access to world class amenities in order to attract and retain the best talent.

A long, empty walkway on a bridge or industrial structure, viewed from a low angle looking down the length of the path. The structure is made of metal beams and railings. The entire image has a dark blue tint. The text is overlaid on the upper half of the image.

HOW DO WE ACHIEVE THESE?

**BY MAXIMIZING OUR
STRENGTHS AND
NEVER SETTling.**



ECONOMIC DEVELOPMENT

RECRUITMENT

TARGET INDUSTRIES

Healthcare/Life Science, Aerospace/Aviation, Headquarters & Business Services, Advanced Manufacturing (Transportation/Logistics, Food & Beverage Manufacturing), Technology & High Growth Entrepreneurship

TARGETS

Organizational Decision Makers

National site selection consultants

Economic Development Partners- State agencies and Allies (EDPNC, Duke Energy, Piedmont Natural Gas, EMCs)

TACTICS

Emphasize innovation and entrepreneurship within each target industry

Develop unique strategy and promotional materials for industry targets

Embrace strength of Carolina Core and utilize assets

Execute industry- and geographic-specific recruiting trips

Deliver industry-specific research

Awareness efforts directed at EDPNC and Site Selectors

Leverage existing industry for referrals



The future of economic development in Winston-Salem starts now. We are committed to being the best place to start and grow a company in the country."

DAVID NEILL
Chairman, 2021-2022

RETENTION/EXPANSION

TARGETS

High-impact & fast growing companies

TACTICS

Visit corporate headquarters

Connect with top 100 employers annually

Develop industry-specific round tables for existing companies

Provide portal for industry-specific/community research

ENTREPRENEURSHIP & SMALL BUSINESS SUPPORT

TARGETS

Small businesses and new startup ventures

Growth of minority and women owned businesses through the Minority Business Enterprise Grant program

TACTICS

Support entrepreneurial ecosystem and serve as access point

Connect with outside investors to share Winston-Salem's business case

Promote Winston-Salem as an entrepreneurship center

Implement minority business investment grant

Continue support during covid-19 recovery

Provide opportunities for connection and promotion

Develop and launch WS Seed Fund





PHOTO: VISIT WINSTON-SALEM, CHRISTINE RUCKER



AWARENESS

After a months long process, Development Counsellors International (DCI) developed Greater Winston-Salem, Inc.'s "Where It Starts" tagline and logo. With a strong branding identity now in place, we will increase visibility and awareness of the Greater Winston-Salem area to targeted businesses, decision makers and top talent.

TARGETS

- Local, regional and national media
- Geographic and target area audiences for target industry sectors
- Geographic and target area audiences for talent recruitment
- Site selection consultants and decision makers
- High-growth entrepreneurs

TACTICS

- Strengthen the Winston-Salem brand and image through enhanced marketing, media and digital campaigns
- Utilize contract with national agency to execute public relations strategy
- Develop collateral marketing materials
- Enhance website and establish social media efforts
- Leverage Carolina Core marketing for broader reach
- Invest in continuous update of Forsyth County image library
- Implement strategic marketing campaign for talent recruitment

WORKFORCE & TALENT

INTERN PROGRAM

TARGETS

Students from disadvantaged families to interrupt the cycle of intergenerational poverty

TACTICS

Focus on 11th & 12th grade students in traditional Title 1 High Schools
Partner with employers to split payment of intern's hourly rate (\$10/hr)
Create clear pipeline to FTCC's College Guarantee Program
Incorporate financial literacy training in internship requirements



CAREER READINESS

TARGETS

9-12th graders in WS/FCS

TACTICS

Develop marketing materials for career exploration and opportunities
Execute Construction Career Days and Signing Day events
Develop career preparedness trainings and graduate tracking system
Foster partnerships to expand industry and business involvement



A SKILLED WORKFORCE
IS VITAL FOR THE
CONTINUED GROWTH
AND SUCCESS OF OUR
REGION AND BUSINESS
COMMUNITY.

CATHY PACE

Chairman, 2023-2024



TALENT RECRUITMENT/RETENTION

TARGETS

Young professionals currently in Forsyth County

Targeted talent based on location and industry

TACTICS

Leverage Winston Under 40 programming and messaging to expand Where It Starts campaign

Create and implement Tech Talent Recruitment Fund

Develop and coordinate strategies with local institutes of higher education to assist in the local employment of graduates

Create and develop a toolkit of resources for companies to utilize for talent recruitment

Expand Intern Experience to showcase Forsyth County as a place to live and work post graduation

PUBLIC POLICY

GUIDING PRINCIPLES

Greater Winston-Salem, Inc. will advocate for, and keep members abreast of, key governmental developments that are directly related to business and protecting their bottom lines. As a corollary, GWS will advocate for the best business environment as it relates to economic development, fostering a strong workforce, infrastructure needs, and work ready programs that benefit employers.

Towards that goal, GWS supports initiatives that aid current and future infrastructure needs concerning roadways, communication, and aviation. Investing in long-term strategies in these areas will enable Winston-Salem and Forsyth County to successfully compete with other regions for economic development considerations.

GWS will encourage legislators to work efficiently and promote initiatives that advance and protect businesses in Winston-Salem and Forsyth County.

FOCUS AREAS

- Infrastructure
- Education & Workforce Development
- Tax, Tort and Fiscal Reform
- COVID Relief and Recovery Initiatives



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MEASURING SUCCESS

ECONOMIC DEVELOPMENT

- New Capital Investment
- Net New Job Creation
- Expansion Projects
- Average Wages
- Startup Growth

TALENT & WORKFORCE

- High School Graduation Rates
- Student Apprenticeship/Internship Participation
- Employer Apprenticeship/Internship Participation
- Young Professional In-migration Rates
- Certification or Degree Rates

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WE'RE DOING MORE THAN
REIMAGINING ECONOMIC
DEVELOPMENT - WE'RE
CREATING OUR FUTURE.

OUR TIME IS NOW.

MARK OWENS

CEO



GREATER WINSTON-SALEM, INC.
WINSTONSALEM.COM