



Using the CEDS to Build Economic Resilience

NADO

ANNUAL TRAINING CONFERENCE
DENVER, CO
AUGUST 24, 2014

Agenda

1. Economic Resilience: Overview

- Brian Kelsey, NADO

2. CEDS Examples

- Kevin Belanger, South Central PDC, Houma, LA
- Mike Manis, Centralina COG, Charlotte, NC

3. Discussion

CEDS Content Requirements

- Summary background
- SWOT analysis
- Strategic direction/action plan
- Evaluation framework

New:

- **Economic resiliency**

- New CEDS Content Guidelines (Guidelines) are intended to help regional planning organizations craft more impactful CEDS.

- The Guidelines are intended to replace the current two-pager (“CEDS Summary of Requirements”) which was often criticized for simply repeating the regs while not providing enough information on what EDA would like to see in the CEDS.



3. Infusing economic resiliency into the CEDS document

Only real change in the regs that impact the content of the CEDS is the requirement to incorporate the concept of economic resiliency . . .

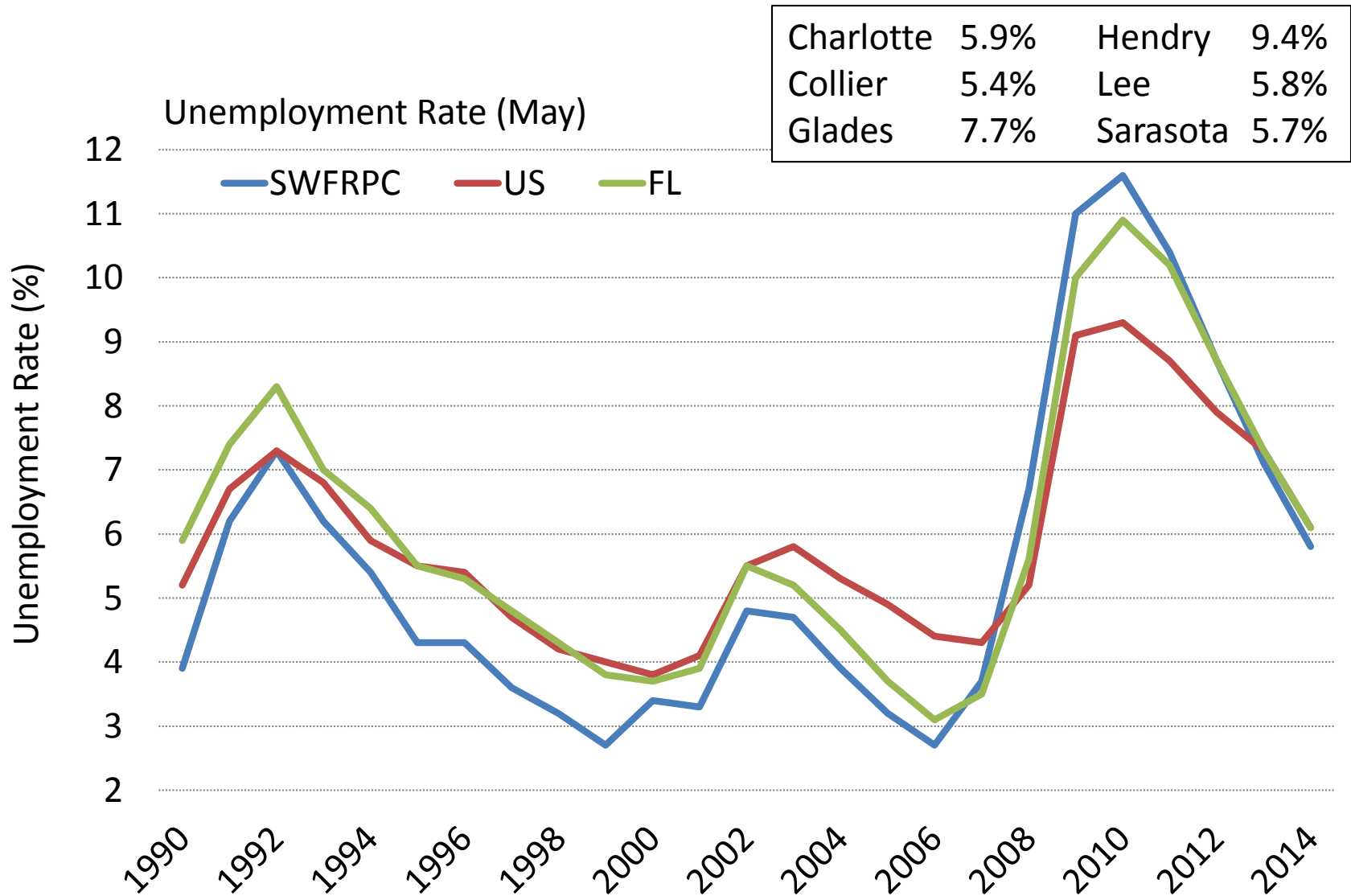
- Regional economic prosperity is linked to an area's ability to withstand, prevent, or quickly recover from major disruptions (i.e., 'shocks') to its underlying economic base
- Integrating resiliency into the CEDS can take multiple forms
- Resiliency section of Guidelines still under development; current thinking includes:
 - ✓ identifying vulnerabilities and assets
 - ✓ Passive (strategies/projects) and active (post-disruption responder) efforts
 - ✓ Minimum and advanced actions for passive and active efforts

Getting Started

- Defining resilience
- Data collection & analysis
- Review of existing plans
- SWOT assessment/scenario planning
- Asset mapping
- Gap analysis
- Plan development
- Implementation

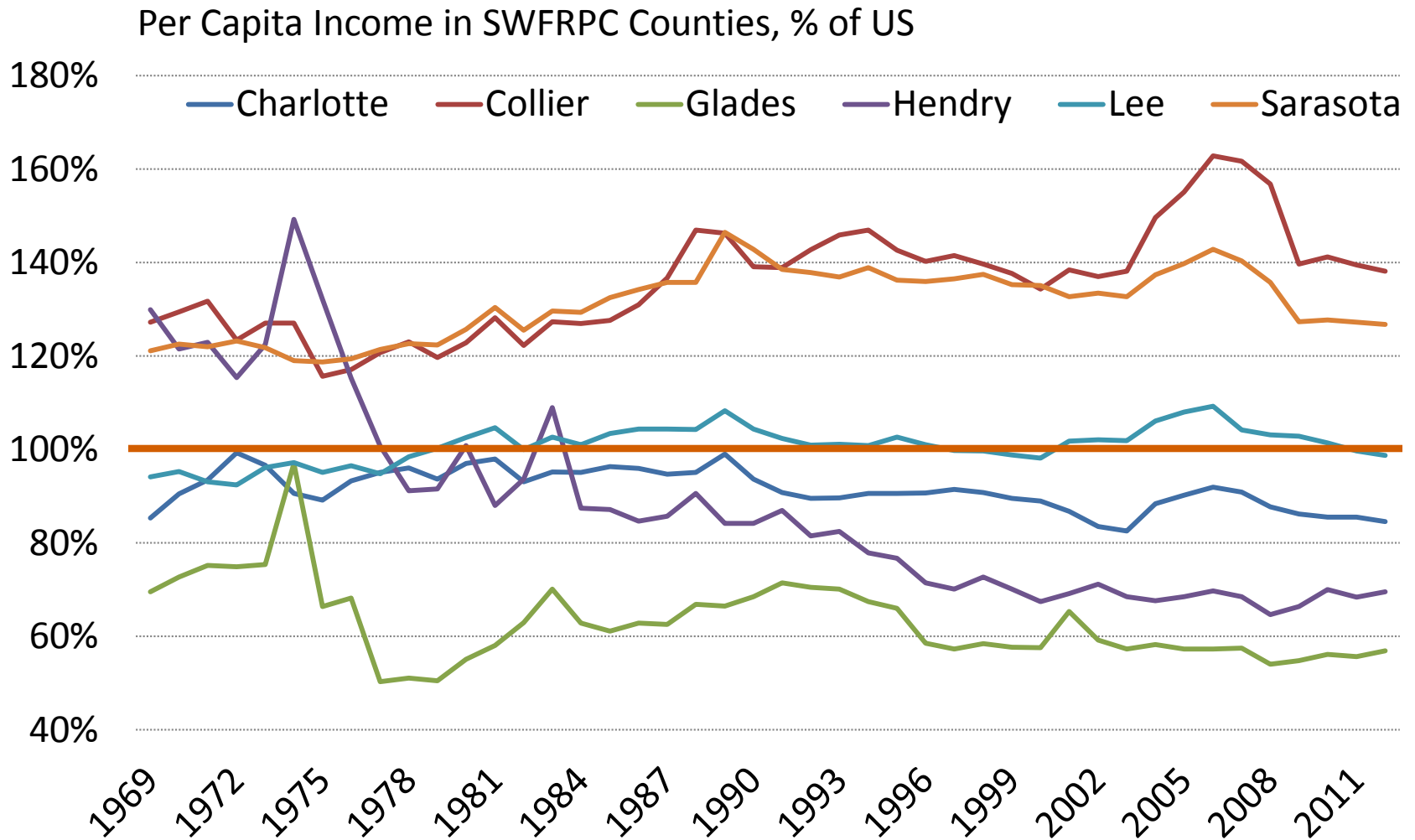
Economic Trajectory

May 2014



Source: Bureau of Labor Statistics

Wealth Creation



Source: Bureau of Economic Analysis

Income Drivers

Total Income by Source, 2012

	Work Earnings	Dividends, Int, Rent	Transfer Payments
SWFRPC Region	38%	43%	19%
Florida	53%	27%	20%
US	65%	18%	17%

Total Income by Source, 2001

	Work Earnings	Dividends, Int, Rent	Transfer Payments
SWFRPC Region	45%	40%	14%
Florida	59%	26%	15%
US	68%	18%	13%

Source: Bureau of Economic Analysis. Totals may not sum to 100 due to rounding.

Workforce Availability

*% Population Primary
Working Age, 2013*

Share of Total Population, 2013

	Young Adult 25-44	Older Adult 45-64	Older 65+
SWFRPC Region	20%	27%	29%
Florida	25%	27%	19%
US	26%	26%	14%

Share of Total Population, 1990

	Young Adult 25-44	Older Adult 45-64	Older 65+
SWFRPC Region	25%	22%	28%
Florida	30%	20%	18%
US	33%	19%	13%

US	53%
Florida	52%
SWFRPC	47%
Charlotte	44%
Collier	46%
Glades	50%
Hendry	49%
Lee	48%
Sarasota	45%

Source: Bureau of Economic Analysis. Totals may not sum to 100 due to rounding.

Diversification

County	Most Concentrated Cluster	Jobs	% Total	LQ
Charlotte	Life Sciences	6,090	15%	1.34
Collier	Arts, Ent, Rec, Visitor Industries	12,733	11%	2.72
Glades	Agribusiness, Food Processing & Tech	358	22%	9.56
Hendry	Agribusiness, Food Processing & Tech	4,262	38%	16.72
Lee	Arts, Ent, Rec, Visitor Industries	12,052	6%	1.50
Sarasota	Arts, Ent, Rec, Visitor Industries	7,942	6%	1.46

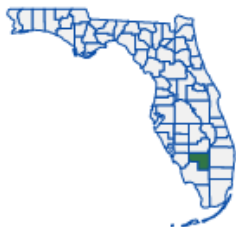
Source: Bureau of Labor Statistics. Cluster definitions from Purdue University via StatsAmerica.

Diversification

Select a State: Florida

Select a County: Hendry County, FL

Hendry County, FL ☐



Key Facts

County Characteristics

County Character: Mixed Rural

Appalachian County? No

Counties Similar to Hendry County:

Okeechobee County, FL ☐

Franklin County, WA ☐

DeSoto County, FL ☐

Adams County, WA ☐

Yakima County, WA ☐

Population

2012 Estimate: 37,447

Annual Growth (2009–2012):

Hendry County: -1.8%

Florida: 1.4%

Diversity Measures

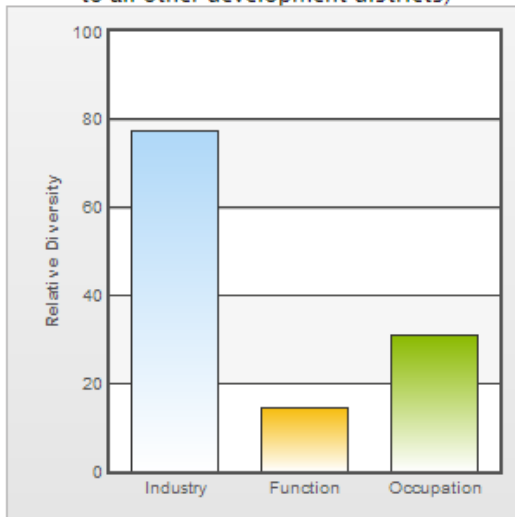
County

Commuting Shed

Development District

Measures of the mix of economic and workforce activity across Hendry County's local development district (**Southwest Florida Regional Planning Council**). Development districts are regional development organizations that perform a variety of planning, economic development, or transportation functions across county boundaries. Common names for these organizations include Councils of Government, Economic Development Districts, Local Development Districts, and Regional Planning Commissions.

Development District Diversity (percentile ranking compared to all other development districts)



Development District Rank by Industry Diversity

1. Sarasota County, FL 94th Percentile
2. Lee County, FL 93rd Percentile
3. Charlotte County, FL 85th Percentile
4. Collier County, FL 84th Percentile
5. Glades County, FL 38th Percentile
6. **Hendry County, FL** 27th Percentile

Development District Rank by Function Diversity

1. Lee County, FL 72nd Percentile
2. Collier County, FL 48th Percentile
3. Sarasota County, FL 40th Percentile
4. Charlotte County, FL 37th Percentile
5. Glades County, FL 22nd Percentile
6. **Hendry County, FL** 7th Percentile

Development District Rank by Occupation Diversity

1. Collier County, FL 75th Percentile
2. Lee County, FL 64th Percentile
3. Sarasota County, FL 60th Percentile
4. Glades County, FL 42nd Percentile
5. Charlotte County, FL 38th Percentile
6. **Hendry County, FL** 11th Percentile

How do other EDDs address resilience?

- Focused primarily on natural disasters often in response to a recent major event, but more attention lately to diversification
- Wide range of formats used in CEDS including a dedicated chapter, resilience goals, or used as continuous theme in plan
- EDDs play multifaceted role: scenario planner, researcher, and responder

CEDS Resilience Library

[NADO.org](#) > [Resources](#) > CEDS Resilience Library

BACKGROUND:

In anticipation of the Economic Development Administration's (EDA) upcoming release of revised Comprehensive Economic Development Strategy (CEDS) guidelines, the NADO Research Foundation has compiled a library of examples to help Economic Development Districts (EDDs) navigate incorporating resilience to economic disruptions and other disasters into their CEDS.

EDA is amending the CEDS guidelines to include an economic resilience requirement because it is increasingly apparent that economic prosperity is linked to a region's ability to prevent, withstand, and quickly recover from major disruptions to its underlying economic base. In addition, the CEDS process provides a critical mechanism to help EDDs identify regional vulnerabilities and prevent or respond to economic disruptions.

Many regions, especially those that have been heavily impacted by natural disasters or the downturn of a specific industry, have already begun incorporating aspects of resilience into their CEDS. These aspects may include:

- ▶ Detailed analyses of regional vulnerabilities in SWOT assessments;
- ▶ Inclusion of regional disaster preparedness and recovery efforts;
- ▶ Strategies to diversify the economy or realign the workforce to support emerging industries;
- ▶ Resilience objectives built off of statewide initiatives or related regional planning efforts;
- ▶ Or, all of the above.

ABOUT THE LIBRARY:

The NADO Research Foundation has reviewed CEDS prepared by our members and catalogued examples detailing how EDDs are currently addressing resilience. The library allows users to browse CEDS that incorporate resilience

Browse by Category

Browse by Tag

[Agriculture](#) [appropriations](#) [asset-](#)
[based](#) [budget](#) [CDBG](#) [CEDS](#) [Clusters](#)
[community development](#) [Conference](#)
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[resilience](#) [downtown](#) [redevelopment](#)
[economic development](#)
[economic resilience](#) [EDA](#) [Executive Director](#)
[Training](#) [Farm Bill](#) [Featured](#)
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[carolina](#) [Pennsylvania](#) [Planning](#)
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[development](#) [Safetea-lu](#) [Sequestration](#)
[Small business](#) [finance](#) [sustainability](#)
[sustainable communities](#) [sustainable](#)
[development](#) [Sustainable Regions](#)
[tennessee](#) [Training](#)
[Transportation](#) [USDA](#)
[Rural Development](#) [vibrant](#) [rural](#)
[communities](#) [webinar](#) [webinars](#)
[workforce](#) [youth](#)



CEDS Resilience Library

[NADO.org](#) > [Resources](#) > CEDS Resilience Library

If a user finds a CEDS that is of particular interest, it can be located by simply scrolling down the webpage. All CEDS are organized by state and titled by the organization's name. For example, under the "Alabama" heading you will find "Northwest Alabama Council of Governments – 2012 CEDS". Each CEDS that is included in the index will be available on the webpage allowing users to explore the examples in more detail.

Please contact NADO Research Foundation Program Associate Sara James at sjames@nado.org with any questions.

LIBRARY INDEX:

Start Here: [CEDS Resilience Library Index](#)

ALABAMA:

[Northwest Alabama Council of Governments – 2012 CEDS](#)

[South Alabama Regional Planning Commission – 2012 CEDS](#)

[West Alabama Regional Commission – 2012 CEDS](#)

ARIZONA:

[Central Arizona Governments – 2013 CEDS](#)

[Northern Arizona Council of Governments - 2010 CEDS](#)

ARKANSAS:



Browse by Category



Browse by Tag

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Organization	State	Website	Resilience Incorporated Throughout Document	Resilience Incorporated in Specific Section	Natural & Man-Made Disasters (Type)	Economic Downturn / Shifting Economic Landscape	Loss of Industry / Industry-Related Issues	Diversification	Workforce Realignment	Asset-Based Approach	Sustainable Approach	Economic Gardening	Integration of Planning Efforts
Northwest Alabama Council of Local Governments	AL	www.nacolq.com		X	X (Tornadoes)		X						
South Alabama Regional Planning Commission	AL	www.sarpc.org		X (SWOT Analysis & Goal)	X (General, Storm-Related Impacts)								
West Alabama Regional Commission	AL	www.warc.info	X		X (Tornadoes, Flooding, Oil Spill)	X	X						
Central Arkansas Planning & Development District	AR	www.capdd.org					X	X			X		X
Central Arizona Governments	AZ	www.cagaz.org				X		X			X		
Northern Arizona Council of Governments	AZ	www.nacog.org						X			X	X	X
Superior California Economic Development	CA	www.scedd.org				X		X	X				
Region 10 Economic Development District	CO	www.region10.net		X (SWOT Analysis)	X (General)	X					X		
Region 9 Economic Development District of Southwest Colorado, Inc.	CO	www.scan.org		X (Disaster Planning)		X					X		
Apalachee Regional Planning Council	FL	www.theaprc.com				X	X (Port, Manufacturing)				X		
Central Florida Regional Planning Council	FL	www.cfrpc.org				X		X	X		X	X	
South Florida Regional Planning Council	FL	www.sfrpc.com	X					X					X
Southwest Florida Regional Planning Council	FL	www.swfrpc.org				X		X					
Coastal Regional Commission	GA	www.crc.ga.gov							X		X		
Central Savannah River Area Regional Commission	GA	www.csrardc.org				X	X (Manufacturing)						
Georgia Mountains Regional Commission	GA	www.gmrc.ga.gov		X (Chapter 5)	X (General)			X	X				
East Central Iowa Council of Governments	IA	www.edicog.org			X (Floods)						X		X
Iowa Northland Regional Council of Governments	IA	www.inrcog.org			X (Floods)			X	X				
North Iowa Area Council of Governments	IA	www.niacog.org		X	X (Floods, Tornadoes)	X		X	X				
Region Six Planning Commission	IA	www.region6planning.org			X (Floods)								
Southeast Iowa Regional Planning Commission	IA	www.seirpc.com		X (Appendix E)	X (Floods, General)								
Southern Iowa Council of Governments	IA	www.sicog.com			X (Floods)								
Clearwater Economic Development Association	ID	www.clearwater-eda.org			X (General)			X					
Southeast Idaho Council of Governments	ID	www.sicog.org				X	X (Rural, Resource Extraction)	X		X			
Greater Egypt Regional Planning & Development Commission	IL	www.greateregion.org				X	X (Major employers, coal stagnation)	X					
Flint Hills Regional Council	KS	www.flinthillsregion.org			X (Rural Stabilization)	X	X (Rural)			X			

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Houma, LA

NADO ANNUAL TRAINING CONFERENCE

Denver, Colorado
August 24, 2014



CEDS & Resiliency

Kevin Belanger, CEO

South Central Planning &
Development Commission

Houma, Louisiana



Definitions of Resiliency

- “The ability to recover from or adjust easily to misfortune or change” by (Merriam-Webster’s Dictionary)
- “The ability to recover after man made, natural, or economic disasters through cohesive coordination.” (SCP&DC CEDS Team)



So what challenges have tested our resiliency??

- **Aug 2005 - Hurricane Katrina**

1,833 Deaths

\$108 Billion Dollars in damages

The worst civil engineering disaster in the U.S.

- **Sept 2005 - Hurricane Rita**

120 Deaths in four States

12 Billion Dollars in damages

- **Dec 2007 – Subprime Mortgage Crisis**

Triggered 9 million jobs lost (6% of all jobs)

940 Billion in banking losses

Home building dropped by 45%

- **Aug 2008 - Hurricane Gustav**

153 Deaths

4.3 Billion Dollars in damages



Challenges Continued.....

- **Sept 2008 - Hurricane Ike**
195 Deaths
29.5 Billion Dollars in damages
- **November 2008 - FEMA Elevations:**
Impact homes within all flood zones
Still ongoing
- **December 2008 - Decertification of Federal Levees:**
Increases insurance rates
Rescinds Federal assistance
- **Apr 2010 - BP Oil Spill**
11 Deaths
210 million gallons spilled vs. 11 million Exxon Valdez
62,000 gallons/day



Challenges Continued.....

- **May 2010 Gulf of Mexico Drilling Moratorium**

6 months

58,000 direct Louisiana industry workers

260,000 other oil services related jobs (17% of all jobs in Louisiana)

- **Aug 2012 - Hurricane Isaac**

24 Deaths

2.39 Billion Dollars in damages

- **Oct 2012 - Biggert/Water Act**

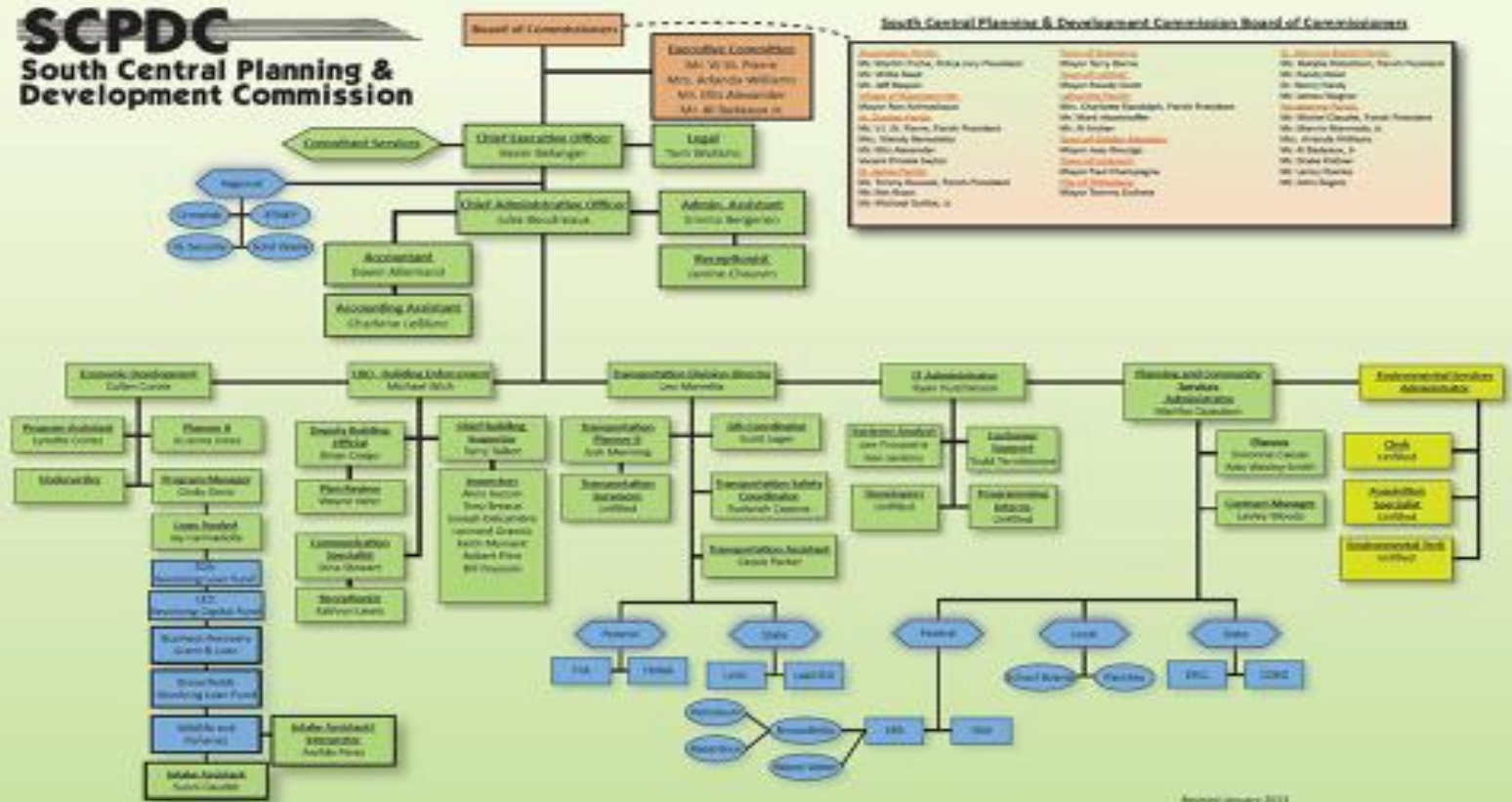
Eliminates subsidies

Increased cost of 25%/ yr.

Eliminated grandfathering



SCPDC
South Central Planning &
Development Commission



Received January 2014

Integrate the 3-C Planning Process

- **Continuing:** To develop an ongoing relationship with stake holders of commission members, state & federal partners, public and non profit organizations, and citizens to discuss challenges and opportunities.
- **Cooperative:** To meet and listen and to allow stakeholders an opportunity to share ideas openly.
- **Comprehensive:** To address each challenge openly and to consider all elements or aspects.



CEDS Development Process

- **Needs Analysis** (define what the needs are and list goals and objectives)
- **Development of Strategy** (Analyze needs and develop strategies to achieve goals and objectives)
- **Strategy Implementation** (allocation of resources and responsibilities to achieve the strategy)



So what have we witnessed with the CEDS process???



- Extremely good collaboration and coordination between political leadership throughout the region.
- Willingness of private business to participate in public discussions on local and regional matters.
- Jurisdictions are sharing processes and costs



Major Regional Results

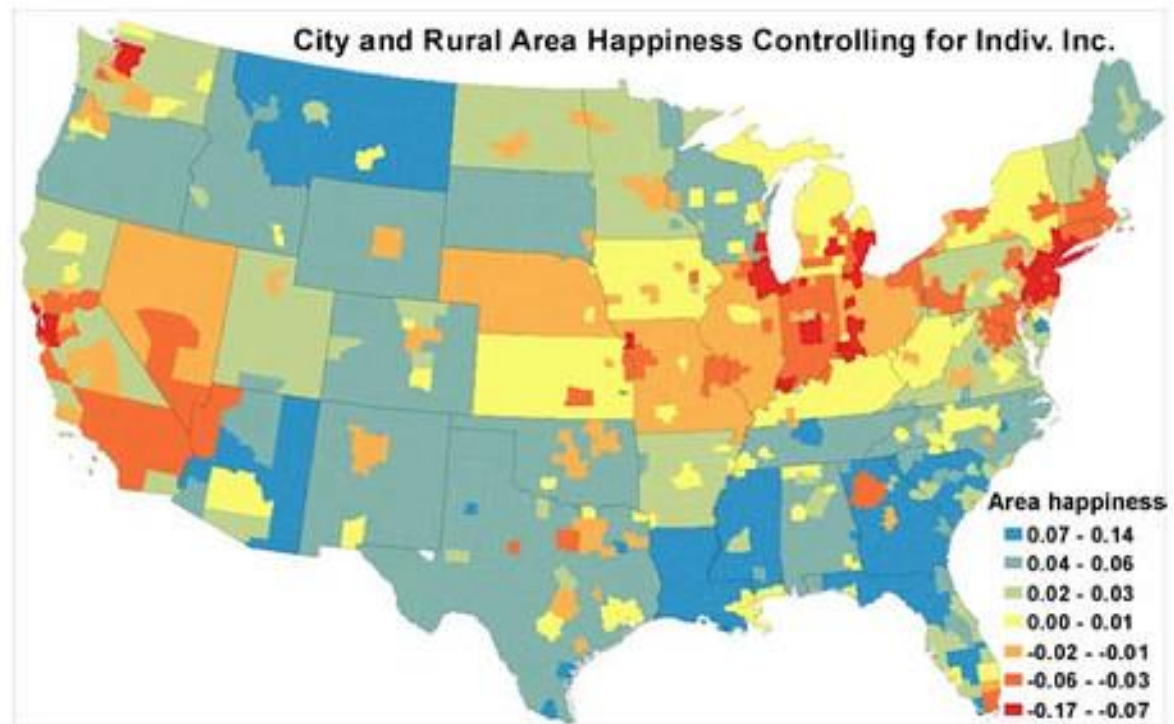
- 1998 Regional Mutual Task Force:
30 Million Dollars of purchased assets
Replicated throughout all Louisiana in 2002
- 2001 MPO designation and Regional expansion
- 2006 Expanded Lending Service 16 million
- 2007 Regional Building Code Enforcement
- 2008 State-wide Fisheries Recovery Programs
- 2013 Regional Environmental Planning
- 2014 Super Region Evaluation (Lafayette)
- 2014 20,000 Sq. Ft. building expansion
- 2015 IT Ramp UP across United States
- 2015 Environmental (Air/ Water/ Permitting)
- 2016 Municipal Procurement



The Five Happiest Cities in America All Have One Thing in Common

Using data from a CDC survey called the Behavioral Risk Factor Surveillance System, among other sources, and adjusted for age, sex, race, income and other factors, New Yorkers are the among the unhappiest people in the country. The five happiest, based off demographics and income, are **Lafayette, Houma, Shreveport-Bossier City, Baton Rouge and Alexandria**, all in the great state of Louisiana. (Tom McKay July 2014)

Figure 3: Estimated Metropolitan and Rural Area Adjusted Happiness



Source: This figure shows each metropolitan and rural area's adjusted life satisfaction, after controlling for demographic covariates and individual income in a mixed effects model. Data are from CDC (2005-2009).

Thank You

South Central Planning & Development Commission

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NADO Learning Lab:

Using the CEDS to Build Economic Resilience

August 24, 2014

**“Centralina Advanced Manufacturing Ecosystem Strategy Development”
2013 EDA IMCP Strategic Planning Grant**

**An outcome and initiative of
2013-2017 CEDS “PROSPERITY FOR GREATER CHARLOTTE PROJECT”
and “CONNECT OUR FUTURE” HUD SCI PLANNING GRANT**





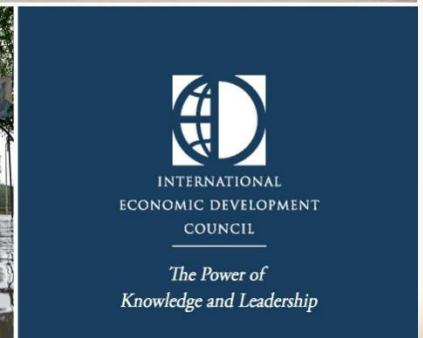
Leadership in Times of **CRISIS**

Community Resiliency Plan or CEDS Implementation Objectives ??

A Toolkit for Economic Recovery and Resiliency

Economic Diversification after a Disaster

Chapter 11



INTERNATIONAL
ECONOMIC DEVELOPMENT
COUNCIL

*The Power of
Knowledge and Leadership*

Economic Diversification After (or Before ???) a Disaster



- A diverse region is more able to withstand shock, be it economic downturn or a natural disaster – Portfolio effect
- Economic diversification is both a recovery strategy and a tool for communities to increase their resiliency for future disasters
- Economic diversification strategies include:
 - Promoting entrepreneurship and small business within the community
 - Improving and building upon the local workforce
 - Encouraging regional clusters
 - Increasing export activity

Planning For Economic Diversification: Assessing the Region

Create Strategic Planning Process

Organize and Assess: Partners, Existing Industry, and Workforce

Organize: Identifying EDOs

Assess: Examining Existing Industries

Assess: Evaluating the Workforce

Cluster Analysis

Take Action: Use Assessment to Develop Strategy

- Align economic development resources and programs
- Encourage entrepreneurship and support small business development
- Workforce development
- Establish or enhance regional clusters
- Increase export activity

Sound Familiar ?

Leadership in Times of Crisis Toolkit – IEDC

Summary – Economic Diversification and Resiliency

- Diversification requires a regional planning perspective, numerous partnerships, and long-term strategies
- Recognize that more rural areas may take longer to diversify than urban areas
- Organizational capacity, resources available, timelines, and how strategies interact with each other are all relevant considerations for prioritization
- Regional stability and resiliency is an ongoing process and strategies must be interwoven and utilized comprehensively
- End goal of resiliency and stability will better prepare a region for future natural and man-made disasters

Greater Charlotte Disaster mode yielded Resiliency Outcomes

Strong population and job growth experienced through 2007 sharply declined as a result of the national recession. Job growth turned negative from 2008-2010 with a loss of 88,000 jobs (almost 10% of workforce), with the financial services and construction industries taking hard hits, and manufacturing job loss accelerating.

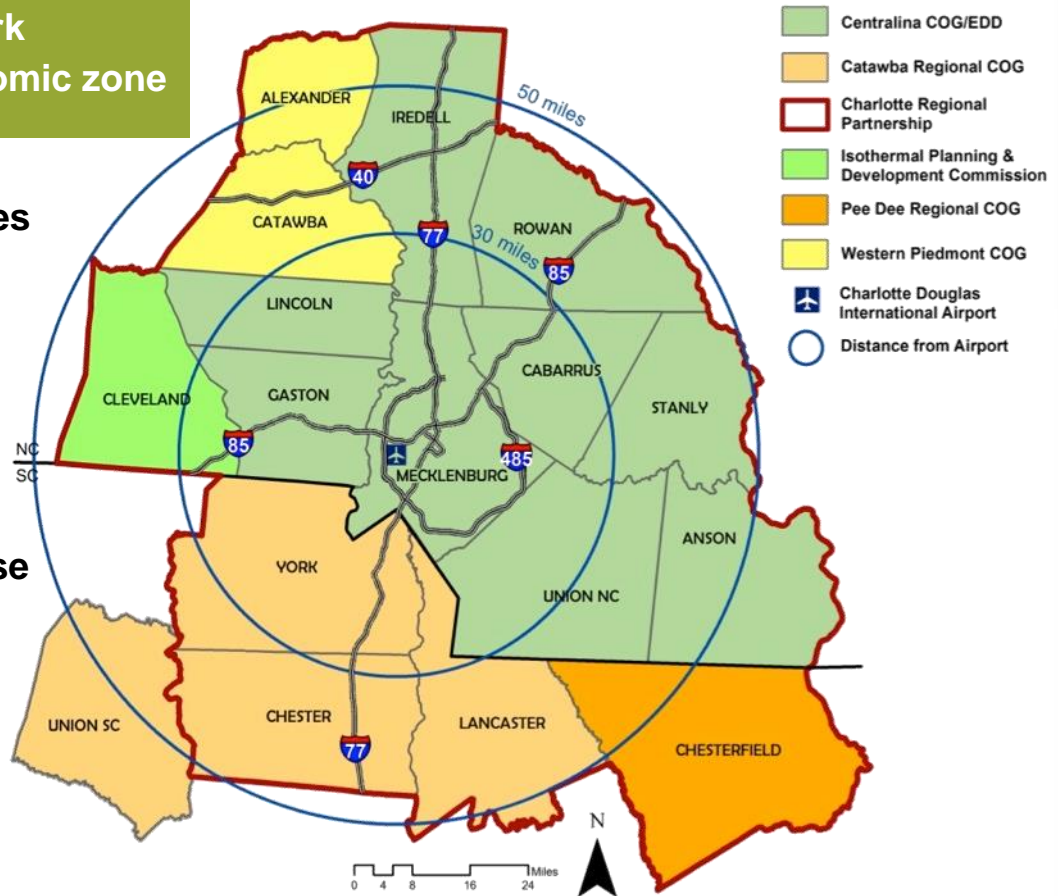
- Prosperity for Greater Charlotte CEDS effort resulted in very fine-grained analyses of strong, weak, advancing, and declining industries in each of the counties in the CONNECT region over the next five years.
- Similarly, Prosperity for Greater Charlotte tracked the skills needed and training available within the region, at a very fine-grained level. The combination of these industry-cluster and workforce education analyses permit an unprecedented level of strategic planning for workforce preparedness, which is critical for the next five years.
- Key aspect of workforce preparedness now possible is aligning workforce educational and training programs (both collegiate and vocational) with needs of growth industries and industry clusters that are growing in, or can be recruited to, the region. Such a strategic approach provides regions who can accomplish it with a competitive edge, and the Prosperity for Greater Charlotte region is well positioned for this effort.



21st Century Greater Charlotte Global Region

This collaborative community network exists within a fifty-mile radius economic zone

- ❖ Covers area in 2 states, 17 counties
- ❖ Includes 2 separate Councils of Government and incorporates border counties of 3 more
- ❖ Represents 7 workforce development boards that comprise an existing alliance organization
- ❖ Embraces over 58 local K-12 districts, community colleges, and higher education institutions



Project Geographic Area of Focus

Workforce & Education – Findings from Jobs, Workforce and Education Alignment Study

- OBJECTIVE 1:** Expand Target Sector Education and Training Alignment Programs.
OBJECTIVE 2: Expand Target Sector and Competency Career Awareness and Connections.
OBJECTIVE 3: Formalize Structures for Workforce System Partnerships across the Region.
OBJECTIVE 4: Strengthen Regional Collaboration and Target Industry Input.
OBJECTIVE 5: Enhance Employer Engagement and Employer Services.
OBJECTIVE 6: Increase Regional Opportunities for Credential Attainment.



The Workforce & Education research compared college graduates by degree for the region against the long-term demand for occupations and skills. Skills areas were identified for the near-term that were either in short supply, or in balance, as shown on the right:

A key component of this strategic planning process is to be identified for the near-term that were either in short supply, or in balance, as shown on the right:

The Centralina EDD Region's 7 Priorities

1. Improving basic K-12 education remains a pressing concern and
2. College and university participation in economic development place to allow faster deliberate response by the education
3. The region must achieve realignment of its existing workforce training/curriculum of the future.
4. The region must achieve realignment of its existing workforce that will generate new jobs in the future as well as employment generation.
5. New and emerging industries and technologies must increase integration and targeted infrastructure improvements.
6. The region's industries must increase integration and targeted infrastructure improvements.
7. The region's industries must increase integration and targeted infrastructure improvements.



Executive Summary: Prosperity for Greater Charlotte

An initiative to align the region's economic, workforce, and education efforts to boost prosperity in the 21st Century

The initiative was sponsored by:



The project was assisted by the consulting team of Avalanche Consulting, the Council for Adult & Experiential Learning, and McCallum Sweeney Consulting December, 2012

Goals of the Centralina Strategic Plan

Workforce & Education

Prepare the region's workforce and students with skills, competencies, and knowledge that align with target industry needs.

Entrepreneurship & Innovation

Enable a highly innovative entrepreneurial climate that drives the creation of high-growth firms.

Infrastructure

Ensure the region has a highly connected, efficient multimodal transportation system and an abundant supply of shovel-ready sites.

Business Climate

Create a globally competitive region around the target industries and a strong business brand worldwide.

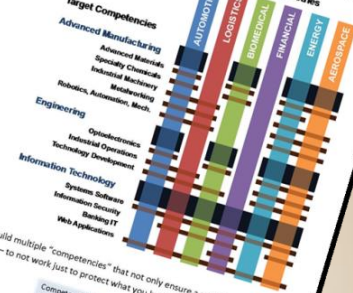
Quality of Life

Continue investing in the region's lifestyle amenities and making the region attractive to a young professional workforce.

Target Industries and Competencies

The Greater Charlotte Region has numerous competencies supporting industry growth, from specializations in Advanced Materials and Robotics to Operations. The diagram to the right illustrates the identified and recommended Target Industries and Charlotte Region and how they intersect. Below, a detailed matrix indicates the specific niche industries within the six major industries to be targeted. Emerging industries are identified in italics.

Target Competency Matrix – Greater Charlotte Region



What are "competencies" and why include them as targets? Communities have the unique combination of their workforce skills, technology and knowledge, ability to produce and manufacture, and ability to market their products to their customers. Today's challenge for communities is to build multiple markets that will create new jobs.

What Form the Nexus of Industry, Workforce, and Infrastructure

Competency Matrix: Connecting Competencies and Industries

A vertical industry is one that is focused on a specific market or product, such as aerospace, automotive, and biomedical. These are the "industries" that usually comprise a target industry plan, and are usually listed on an economic development website as the region's focus.

A horizontal (platform) competency can consist of a unique workforce, workforce skill, or physical asset that supports

2012 Five-Year Update Process

NC TOMORROW
The following are the FOUR GOALS for the 2012

GOAL 1 – Building on the Region's Competitive Advantage and Leverage the Marketplace

GOAL 2 – Establish & Maintain Robust Regional Infrastructure

GOAL 3 – Create Revitalized and Vibrant Communities

GOAL 4 – Develop Healthy and Innovative People

Each goal has objectives, and under each objective, this process will identify:

- Actions
- Barriers/Issues
- Performance Measures
- Comments

Asset Inventory, SWOT & Target Industries, & Competencies

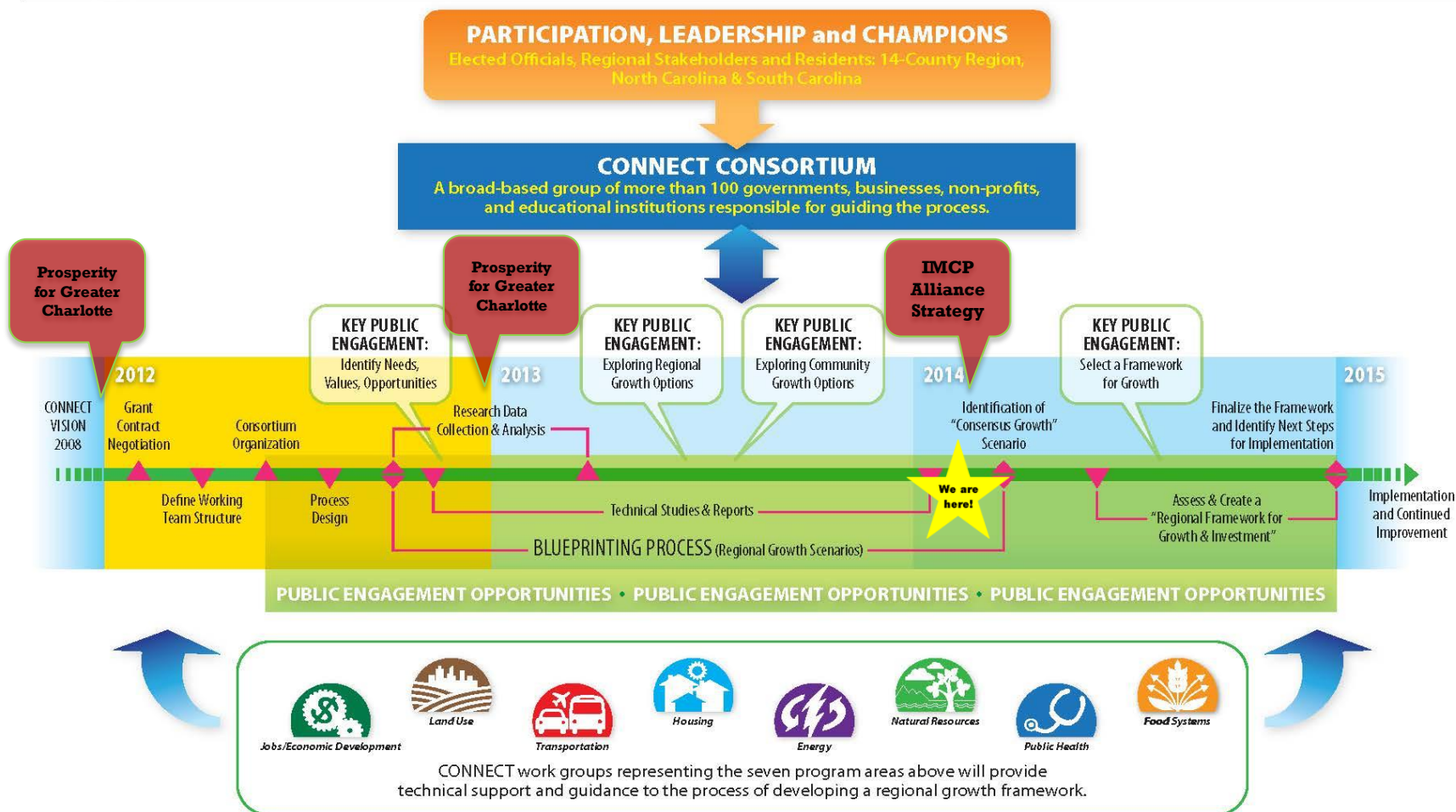


	Target Industries					
	AUTOMOTIVE	LOGISTICS	BIOMEDICAL	FINANCIAL	ENERGY	AEROSPACE
Target Competencies						
Advanced Manufacturing						
Advanced Materials						
Specialty Chemicals						
Industrial Machinery						
Metalworking						
Robotics, Automation, Mech.						
Engineering						
Optoelectronics						
Industrial Operations						
Technology Development						
Information Technology						
Systems Software						
Information Security						
Banking IT						
Web Applications						



"CONNECT OUR FUTURE" PROCESS MAP

This process will create a regional growth framework developed through extensive community engagement, built on what communities identify as existing conditions, future plans and community values. This process builds capacity for problem solving and focuses on being inclusive and transparent.



Vibrant Communities – Robust Region



ULI Reality Check 2050 - 450 participants



What we heard;

Grow Jobs and local economy

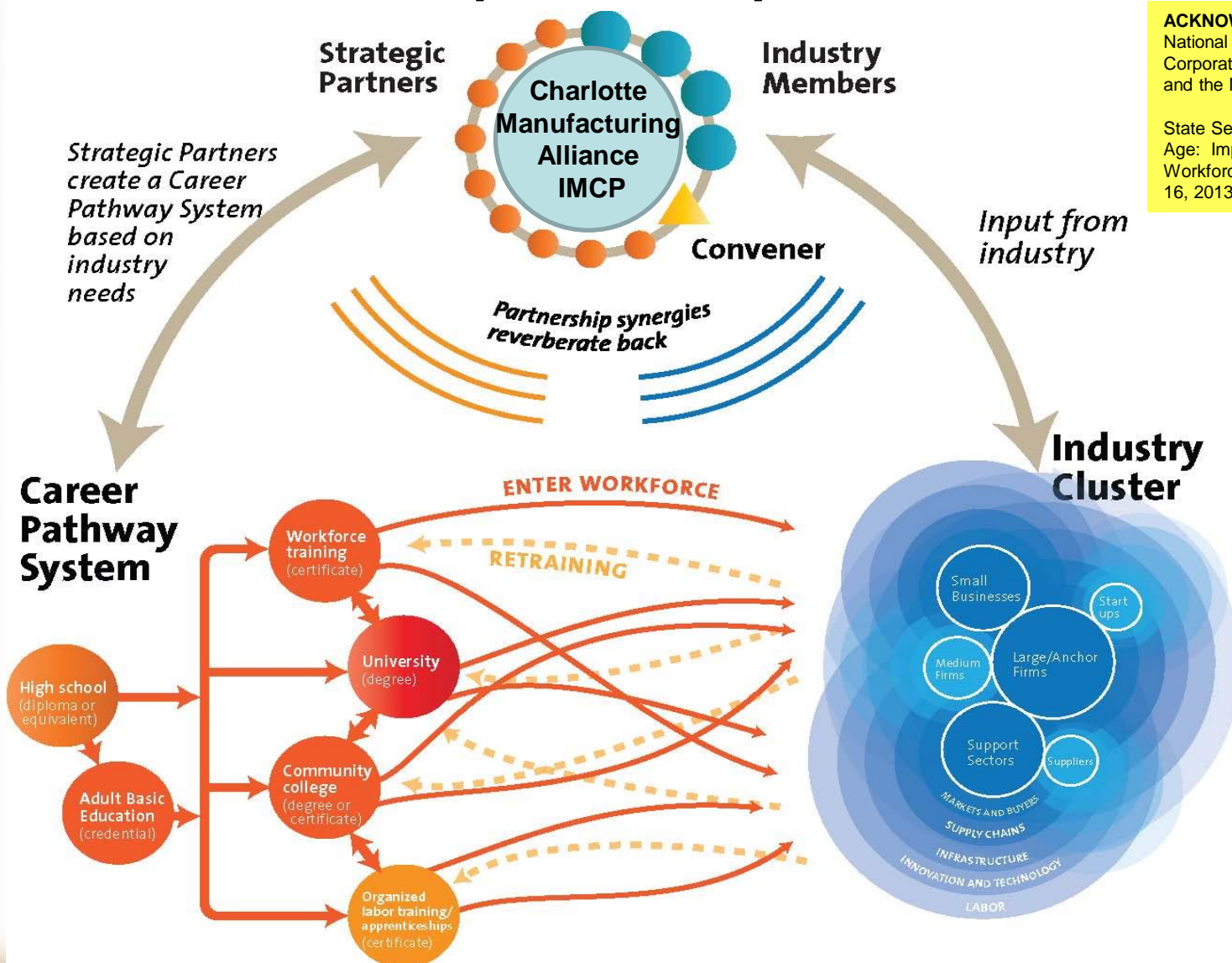
What we delivered;

- “Prosperity for Greater Charlotte” Economic Strategy (CEDS),
- CONNECT Jobs, Workforce, and Education Alignment Strategy,
- Career Headlight (local based Jobs and Training Web portal),
- Investing in Manufacturing Community Partnership (IMCP) Initiative

What is in it for You?

Integral regional support of existing partnership networks to grow the local industry and connected jobs, training and vitality of your economic future

Sector Partnerships: The Keystone to Connecting Career Pathways to Industry Cluster Growth



ACKNOWLEDGEMENTS

National Governors Association, Corporation for a Skilled Workforce, and the National Skills Coalition

State Sector Strategies Coming of Age: Implications for State Workforce Policymakers January 16, 2013

One of first
CONNECT
Operationalized
outcomes

2014 NADO
Innovation Award
Winner

Denver Aug 22nd
2014

Centralina Career Headlight

An innovative
new career tool
for our region.

For students and job seekers
looking for local careers, education
and skills training.

What: An innovative new web-based career tool that matches the region's students and job seekers with in-demand local careers, needed skills and local education and training.

Why:

- Employers, job seekers and local governments wanted a better way to match students and others seeking careers with good paying, in-demand local jobs.
- Since half of the region's workforce crosses a county line each day, workers and students needed one tool that could give them regionwide and local county jobs and education information.
- By linking the region's workforce skills and strengths and education assets to the specific needs of local businesses, Career Headlight boosts job growth.

The Career Headlight website:

- Is a one-stop resource that covers jobs and education in the 17-county, two-state region with 50 higher education institutions, seven workforce boards and dozens of economic development agencies.
- Translates into action the award-winning Jobs, Workforce & Education Alignment Strategy of the Prosperity for Greater Charlotte Report.
- Maintains a database of existing regional industry growth and demand for related jobs, that will be updated regularly.
- Has been developed by the Centralina Workforce Development Board, an organization of Centralina Council of Governments, in collaboration with regional partners.

How to Get Involved:

- Encourage students to use Career Headlight.
- Designate your organization's Career Headlight contact.
- Share Career Headlight information with your career counselors.



IMCP Phase One - Strategic Planning Grant Awarded October 2013

EDA “Investing in Manufacturing Communities Partnership” (IMCP) Grant Program

Centralina Advanced Manufacturing Ecosystem Strategy Development

10 Partnering Organizations: Centralina Council of Governments,
Charlotte Regional Partnership,
Charlotte Chamber of Commerce,
Monroe-Union County EDC,
Central Piedmont Community College,
South Piedmont Community College,
Rowan-Cabarrus Community College,
CharlotteWorks,
E4Carolinas,
GIZ.

Strategic planning for three main areas:

- (1) Establishing a Regional Advanced Manufacturing Coalition\Alliance,
- (2) Assessing the Regional Manufacturing Supply Chain ecosystem
- (3) Optimizing a comprehensive Global Manufacturing Hub Implementation Plan.

IMCP Phase I Implementation Strategy

- Advanced Manufacturing Coalition\Alliance as regional Convener\Platform to optimize and benefit efficiency of existing networks
- Manufacturing Supply Chain Assessment and Mapping
- Training Collaborations, Job Placement, and Sector Partnerships deployed to greater scale and capacity
- R & D assets and Entrepreneurial-Innovation efforts leveraged to wider networks, opportunity, & partnering
- Enhance Marketing as Manufacturing\Logistics Hub & expand Exports (and Imports) capacity, volume, and local network knowledge.

Charlotte Advanced Manufacturing Partnership & Innovation Outreach Network

“CHAMPION”



**Advanced
Manufacturing
Ecosystem**

**Content
Communication
Collaboration**

**Training \ Apprenticeship\ R&D
Supply Chain Optimization
Export\Marketing
Logistics\Intermodal**

The Global Charlotte Manufacturing Community Consortium is committed to accelerating the resurgence of the manufacturing ecosystem in its 16-county region (the “Region”) through a collaborative partnership of workforce training, R&D resources, and logistics to ensure the next stage of our manufacturing heritage and sustain our leading position in the global economy.

- **Workforce Training:** the Region’s extensive manufacturing base and Advanced Industries knowledge provide America with a global competitive advantage.
- **R&D Resources:** the Region’s pragmatic delivery of Research & Development and innovative solutions are ready for the shop floor and geared to business performance needs
- **Logistics:** the Region’s Supply Chain and Logistics assets and expertise are world-leading.
- **Collaborative Partnership:** the Region’s highly networked manufacturers, educational institutions, workforce boards, and economic development agencies have a long tradition of collaboration.

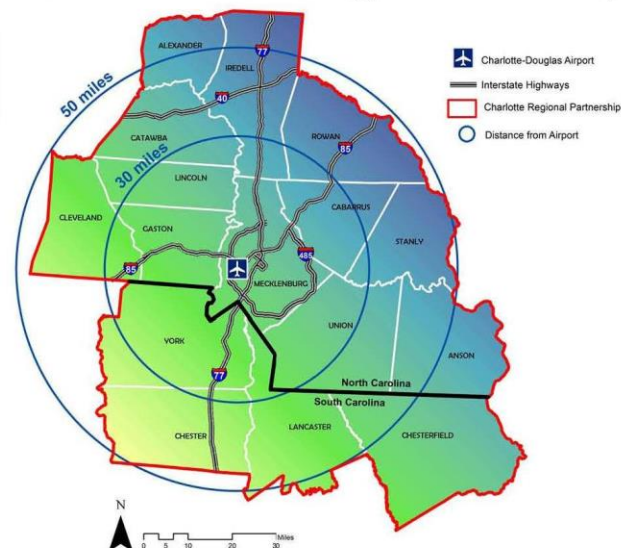
Investing in Manufacturing Communities Partnership
PROPOSAL FOR DESIGNATION AS A MANUFACTURING COMMUNITY

DOCKET NO. 131121981-3981

Global Charlotte Manufacturing Community

This collaborative community network exists within a fifty-mile radius economic zone.

In anticipation of dynamic economics that will drive future global competitiveness, our innovative strategic plan dictated inclusion of sixteen counties in the global competency analysis, parallel with the Charlotte USA footprint. This collaborative community network shown on the map illustrates the fifty-mile radius economic zone that constitutes the Greater Charlotte Global Region.



Submitted April 12, 2014 for the **Global Charlotte Manufacturing Community Consortium** by:

Centralina Council of Governments

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Global Charlotte Manufacturing Ecosystem – Diversified \ Resilient

Key competency exists as the manufacturing Super-Cluster of firms that develop and or apply new technologies, processes and solutions, increasingly classified as “Advanced Industries”.

Region’s 2012-2017 “CEDS” identified our core competencies in Advanced Manufacturing, Engineering, and Information Technology are embedded in five of our six Targeted Industry Clusters (Aerospace, Automotive, Biopharmaceuticals, Logistics, and Energy).

Together, these competencies and Industry Clusters form the Charlotte Manufacturing Super-Cluster promoted through the Global Vision Leaders Group regional slogan, “Create It, Make It, Move It.”

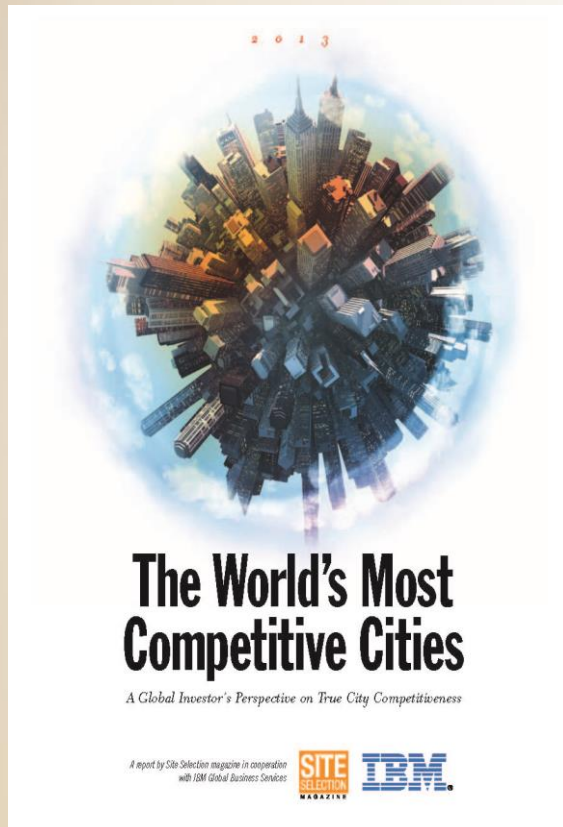
The Region harnesses its Engineering & IT competencies to design innovative technologies, its Advanced Industries Manufacturing competencies to competitively produce a very wide range of goods, and its Logistics cluster to provide competitive advantage in delivering product worldwide.



The World's Most Competitive Cities: A Global Investor's Perspective on True City Competitiveness

December 20, 2013

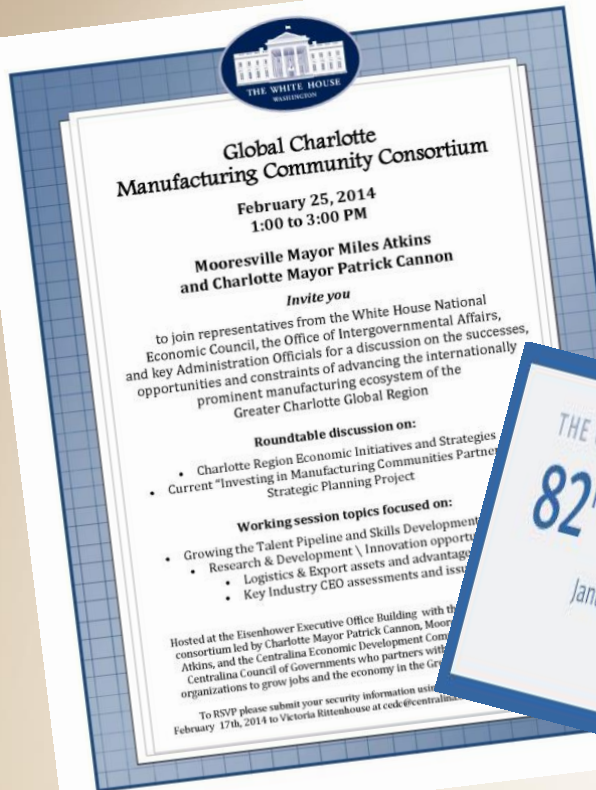
**Ranked #33 of World 100;
One of only 12 in US**



Cross Sector Quality Rankings	
2	New York, New York
4	Chicago, Illinois
8	San Francisco, California
12	Atlanta, Georgia
15	Dallas, Texas
18	Washington, DC
21	Philadelphia, Pennsylvania
24	Los Angeles, California
28	Houston, Texas
32	Miami, Florida
33	Charlotte, North Carolina
38	Detroit, Michigan

Alignment Support Activities

<http://White House Roundtable>



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National Association of Development Organizations (NADO)

and the NADO Research Foundation

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