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









The Power of Knowledge and Leadership

Chapter 11

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

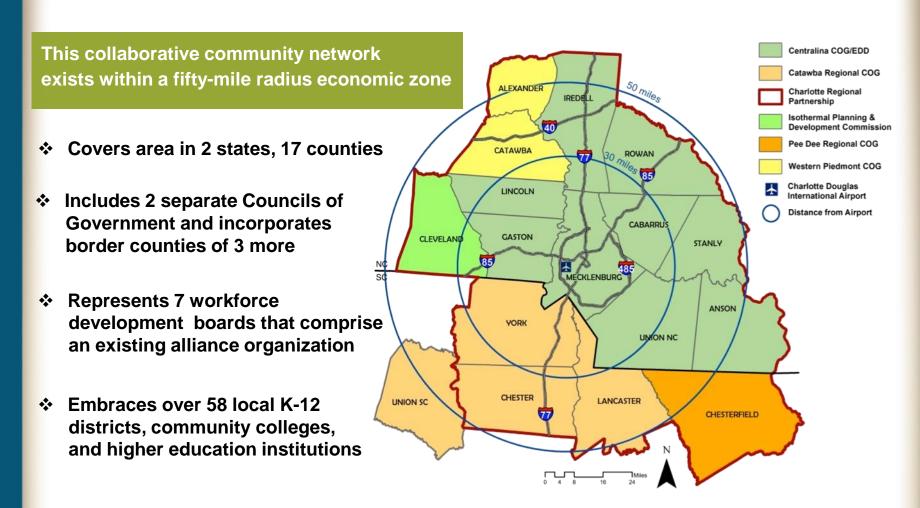
Strong population and job growth experienced through 2007 sharply declined as a result of the national recession. Job growth turned negative from 2008-2010 with a loss of 88,000 jobs (almost 10% of workforce), with the financial services and construction industries taking hard hits, and manufacturing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



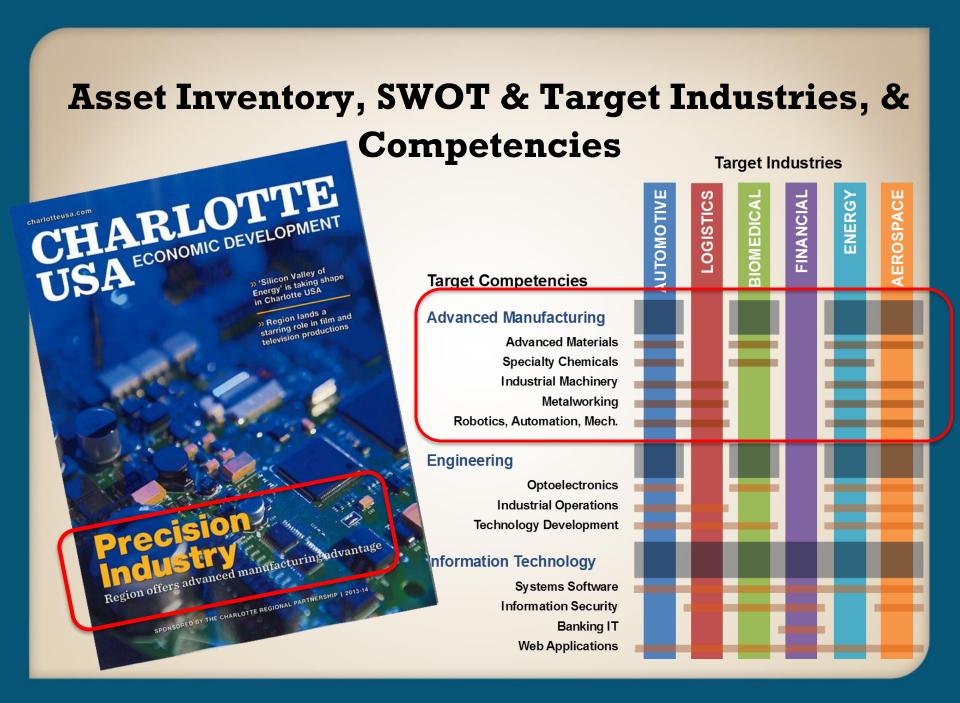


21st Century Greater Charlotte Global Region



Project Geographic Area of Focus







"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.



















ULI Reality Check 2050 - 450 participants

1 3 Focus
Group
Meetings

MetroQuest

Policy-Maker Briefings

35

Blueprinting Workgroup Meetings

5 Community
Growth
Workshops

Development Chip
Game Maps

268

Total scenario planning events

3 Webinars

42

Regional Partner Meetings

76

Consortium

Meetings

95 Scenario Rating & Feedback Events

Planner Coordination Meetings

What we heard;

Grow Jobs and local economy

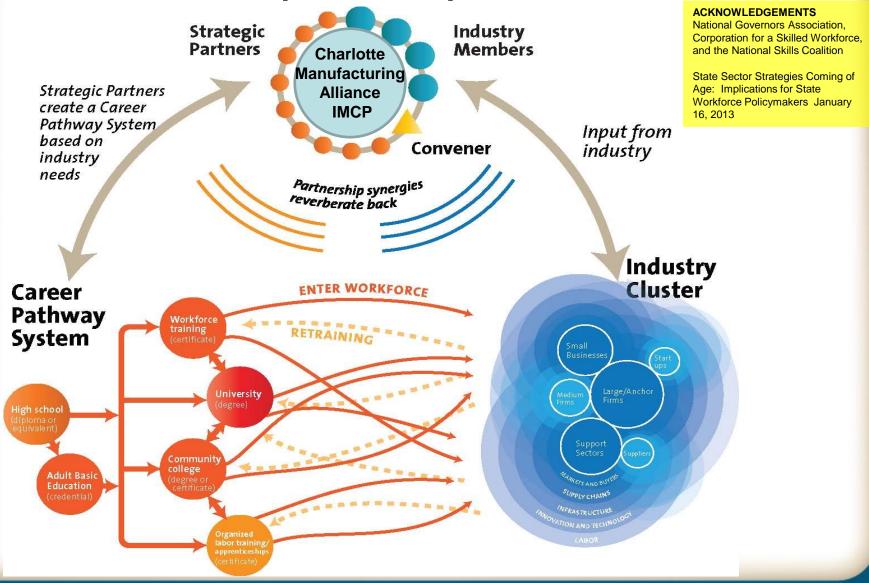
What we delivered;

- "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



One of first CONNECT Operationalized outcomes

2014 NADO Innovation Award Winner

Denver Aug 22nd 2014

Carcer Gina Gentralina Gentralina

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 worldleading.
- 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

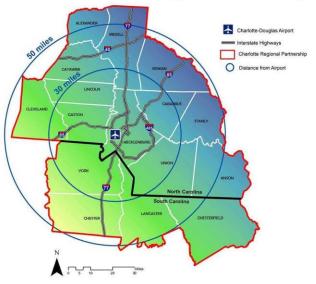
PROPOSAL FOR DESIGNATION AS A MANUFACTURING COMMUNITY

DOCKET NO. 131121981-3981

Global Charlotte Manufacturing Community

This collaborative community network exists within a fiftymile 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."

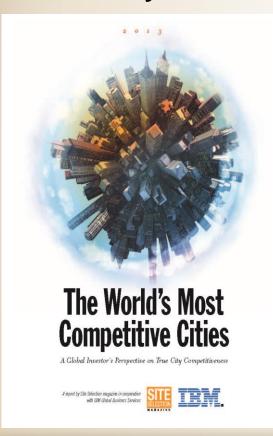
The Region harnesses its Engineering & IT competencies to design innovative technologies, its Advanced Industries Manufacturing competencies to competitively produce a very wide range of goods, and its Logistics cluster to provide competitive advantage in delivering product worldwide.



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

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