The Future of CEDS

By:

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www.AvalancheConsulting.com

“Regional Strategies: Silo Busting—Re-thinking the Purpose and Potential of the CEDS”
About Avalanche Consulting

We help communities create jobs and investment.

Avalanche is the nation’s go-to strategist for workforce and economic development organizations.

- Economic plans
- Target industry analysis
- Marketing plans
- Web strategies
- Educational asset analysis
- Supply-demand gap analysis
- Workforce alignment strategies
- Dashboards
- Chart embedding
- Economic and demographic data
- Forecasts
Our Experience

- 20+ U.S. States
- Europe, Lat. Am.
- 100+ Communities
- 43 million people served
Discussion for Today

- What EDA, NADO, and others are saying
- What a CEDS typically includes
- Recent examples in western KY, Charleston, and Charlotte
- New Online Tools
- The Future of CEDS
EDA’s New Thoughts on CEDS

✓ Summary of economic conditions
✓ In-depth SWOT
✓ Strategies and implementation plan that is aligned with applicable state/local plans
✓ Performance measures
NADO’s Standards of CEDS Excellence

1. Targeted strategies based on competitive advantages
2. Collaborative framework
3. Modern data tools
4. Visioning process with priorities, but not random infrastructure projects listed
5. Collaboration across EDD boundaries
6. Communicate in a compelling style
7. Engage public, private, non-profit, and educational sectors along with general public
New Funders for CEDS

EDA
Dept of Labor

State Commerce Departments
(rollup of regional CEDS in NC)

HUD’s Sustainable Communities Initiative
(Charlotte Region - $5M, 3 years)

HUD CBDG?
Uniform Framework for a Statewide CEDS Rollup

Build a Regional Competitive Advantage and Leverage the Marketplace
It is easier to navigate downstream than row upstream, so we should build on our strengths and work with the market, not against it.

Establish & Maintain A Robust Regional Infrastructure
To be successful, we need to make sure investments in capital assets will support our communities, now and in the future.

Create Revitalized & Vibrant Communities
*Just as a chain is only as strong as its weakest link, great regions make sure that all of their cities, towns, suburbs and rural areas are positioned to succeed.*

Develop Healthy and Innovative People
*In an increasingly competitive and uncertain world, training, developing and educating our citizens will be critically important*
PARTICIPATION, LEADERSHIP and CHAMPIONS
Elected Officials, Regional Stakeholders and Residents: 14-County Region, North Carolina & South Carolina

CONNECT CONSORTIUM
A broad-based group of more than 100 governments, businesses, non-profits, and educational institutions responsible for guiding the process.

CONNECT work groups representing the seven program areas above will provide technical support and guidance to the process of developing a regional growth framework.

14-county Greater Charlotte Region
What does a typical CEDS include today?
A Typical CEDS Process

1. Economic & Demographic Assessment
2. Asset Inventory / SWOT
3. Target Industries & Competencies
4. CEDS Strategic Recommendations
Now We Include Workforce Assessments

- Economic & Demographic Assessment
- Asset Inventory / SWOT
- Workforce & Education Asset Inventory
- Target Industries & Competencies
- Workforce & Education Alignment Strategy
- CEDS Strategic Recommendations
Welcome to Pennyrile Headlight

...Your source for economic, demographic, and workforce data on the Pennyrile region.

Select from any of the datasets above:

- Industry Employment
- Wages & Income Levels
- Workforce & Unemployment Rates
- Firm Count By Industry and Size
- Demographics (Births/Deaths/Migration)
- College Graduates by Degree

Headlight gives you, the user, the full capability to generate reports based on the criteria you select.
Employment By Occupation

Employment Growth, Medical and clinical laboratory technologists, 2002-2010
Austin Metro vs. U.S.

Net New Employment, Medical and clinical laboratory technologists, 2001-2010
Austin Metro

Wage Distribution, Medical and clinical laboratory technologists, 2010
Austin Metro

Change chart size:

Watch a video on related occupations:

29-2011.00 Medical and Clinical Laboratory Technologists
Competitive Assessment

**Industry Performance**

The largest three industries (as defined by the Bureau of Labor Statistics) are:

- Trade, Transportation, and Utilities; 230,000 jobs
- Professional and Business Services; 170,000 jobs
- Government; 165,000 jobs

Over the past five years, four industries created net new jobs in the region:

- Professional and Business Services; 19,400 new jobs
- Health Services & Private Education; 16,500 new jobs
- Government; 12,600 new jobs
- Leisure and Hospitality; 9,030 new jobs

More jobs were lost in the Manufacturing industry (41,000) than all other industries combined, despite the significant downturn in the region’s financial and housing industries.
Competitive Assessment and Metrics in Action: Charleston Scorecard

http://www.crda.org/economicscorecard/
Central AZ CEDS

CAAG District Development Challenges

One year ago, the CAAG District completed and adopted its Employment Centers Economic Adjustment Strategy, in which a major theme is “planning in uncertainty.” Though some trends have firmed, the economic environment is still largely uncertain.

It is clear, however, that the “business as usual” growth-driven economy of Arizona and the CAAG District is on hiatus. After the boom-bust cycle of the 2000’s, the District’s greatest need is to develop a strong economic base and sustainable economy. This report’s economic assessment shows that there are serious weaknesses in the Region’s economy. What are the appropriate economic development responses?

Regionalism. In the global economy, mega-regions are the focus of the world’s economic activity. The District is part of the Sun Corridor mega-region, and clearly needs to leverage that opportunity for its own economic benefit.

Multiple Approaches. The District consists of multiple small-to-mid size communities contained in its four major sub-regional economies. This implies multiple economic development approaches for the four sub-regions.

Integrated Development. The District’s has a weak economic base, inadequate infrastructure, and high unemployment/low per capita income. The most effective long-term approach for the Region’s economic development is one of integrated regional development:

- Regional transportation development, which provides accessibility for economic development
- Regional economic development, which provides jobs for residents
- Regional workforce development, which would support higher-quality economic development

Build from Existing. The Great Recession’s impacts of a long jobs recession, housing price bust, and structural unemployment are national problems. However, the effect on Arizona is profound. This has called the expectation of continual high levels of future growth into question. A conservative approach is to build upon what presently exists. Specifically, this means focusing on investing in existing employment/activity centers for immediate short-term development. Existing centers in each of the District’s counties are shown in the maps below.

Economic Gardening. The long-term structural trend of increased self-employment is an opportunity. As identified in the Economic Adjustment Strategy, an “entrepreneurial development program” that combines business incubators with revolving loan funds is appropriate.

Industry Cluster Development. To develop a diversified, sustainable economy from today’s starting point requires long-term focus and consistency. The District has a real opportunity in being part of the Sun Corridor. There is a strong need to understand the best-fit industry clusters for the mega-region, and to understand the CAAG District’s best fit within the Sun Corridor.

Work Force Integration. The District’s high unemployment and low per-capita income, combined with the nation’s structural unemployment, demonstrate that work force development is a pressing need. Moreover, the District’s imbalance between population and jobs and its consequent high levels of out-commuting imply that work force development could be an economic development asset. These points to the need for close integration of economic and work force development.

Response to Transit-Density Changes. The likelihood of higher future gasoline prices is a significant challenge for the exurban-rural CAAG District. The Federal emphasis on combining high-density mixed-use development with mass transit is being planned by the District’s large metro neighbors. The District needs to evaluate its long term planning response to these changes.
## SWOT Matrix Provides a Good Summary

<table>
<thead>
<tr>
<th>INTERNAL</th>
<th>STRENGTHS</th>
<th>WEAKNESSES</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>• Leading industries</td>
<td>• Infrastructure gaps</td>
</tr>
<tr>
<td></td>
<td>• Key, unique assets</td>
<td>• Education gaps</td>
</tr>
<tr>
<td></td>
<td>• Lifestyle draws</td>
<td></td>
</tr>
<tr>
<td>EXTERNAL</td>
<td>OPPORTUNITIES</td>
<td>THREATS</td>
</tr>
<tr>
<td></td>
<td>• Emerging sectors</td>
<td>• What your competitors are doing better</td>
</tr>
<tr>
<td></td>
<td>• Investment plans</td>
<td>• Changing site selection requirements</td>
</tr>
<tr>
<td></td>
<td>• Changing regional/global</td>
<td>• Local industries in decline (offshoring threats)</td>
</tr>
<tr>
<td></td>
<td>dynamics in your favor</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• New partnerships</td>
<td></td>
</tr>
<tr>
<td></td>
<td>• New goals for your organization</td>
<td></td>
</tr>
</tbody>
</table>
Community Input

Online Survey is a Must
• Residents
• Investors

Focus Groups and Interviews
• Industry Executives
• Young Professionals
• Entrepreneurs
• Public Officials
• Realtors and Brokers
• Tourism, Non-Profits, Other Stakeholders
Industry Clusters

As consultants, we use a cluster analysis model to understand the dynamics of a local economy.

“Location Quotients” are a good way to understand which industries are concentrated in your economy. You can get location quotients from the Bureau of Labor Statistics:

http://data.bls.gov/location_quotient/ControllerServlet
Organize Targets as Macro and Niche

- Advanced Materials
- Automotive
- Biosciences
- Energy

- Metal working and fabrication
- Opto-electronics & Photonics
- Automotive Suppliers
- Diesel Powertrain Mfg
- Medical Devices
- Biomaterials R&D
- Nuclear Component Mfg
- Renewables Mfg: Solar, Wind

- Advanced textiles
- Plastics
- Boutiques / Specialty OEMs
- Efficient Vehicular Systems
- Clinical testing, contract research
- Contract pharmaceutical mfg
- Energy grid component Mfg
- Energy Systems Solutions
## Implementation Matrix

Sample format for an implementation timeline, with tactical steps corresponding to the Plan, budget, assignments, and schedule all indicated in one spreadsheet:

<table>
<thead>
<tr>
<th>Recommendation</th>
<th>Cost</th>
<th>Assignment</th>
<th>Year 1</th>
<th>Year 2</th>
<th>Year 3</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>1. Internal Marketing</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Develop regional brand identity, logo</td>
<td>$25,000</td>
<td>EDO, Chamber</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Reception to launch new marketing campaign</td>
<td>$1,000</td>
<td>EDO</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Press conference to launch new marketing campaign</td>
<td>$500</td>
<td>EDO, Executives</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Radio and television PSAs about eco dev</td>
<td>$7,500</td>
<td>EDO, Agency</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>State of the Region business summit</td>
<td>$10,000</td>
<td>EDO, Chambers, Newspaper</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Economic development related op-ed pieces</td>
<td>-</td>
<td>EDO Board</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Quarterly Coffee and Conversations</td>
<td>$500</td>
<td>Chamber</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Weekly business profile in local paper(s)</td>
<td>-</td>
<td>Newspaper, Executives</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>Hire full time BRE manager</td>
<td>$55,000</td>
<td>Chamber</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td><strong>2. External Marketing</strong></td>
<td></td>
<td></td>
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<td></td>
<td></td>
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<tr>
<td><strong>Tool Development</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Target company database</td>
<td>-</td>
<td>EDO Staff, Agency</td>
<td>□</td>
<td>□</td>
<td>□</td>
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<tr>
<td>Redesign sales materials with new logo</td>
<td>$15,000</td>
<td>Agency, EDO</td>
<td>□</td>
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<td>□</td>
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<tr>
<td>Social media</td>
<td>$2,000</td>
<td>EDO Staff, EDO</td>
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<tr>
<td>Website updates</td>
<td>$5,000</td>
<td>EDO Staff, Agency</td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td><strong>Direct Sales</strong></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Commercial real estate tour</td>
<td>$3,500</td>
<td></td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
<tr>
<td>In-bound site selection / investment forum</td>
<td>$10,000</td>
<td></td>
<td>□</td>
<td>□</td>
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<tr>
<td>Marketing missions</td>
<td>$30,000</td>
<td></td>
<td>□</td>
<td>□</td>
<td>□</td>
</tr>
</tbody>
</table>
We all know that organizational priorities vary…

How does an organization define their mission around targets?

Recruitment  
Expansion  
Startup

Who and how you target depends on this balance.
Prioritizing Targets for an Organization/Location

A regional partnership organization

Recruitment
- Regional website, marketing missions, prospect handling, and more

Expansion
- Support county EDO’s, support incentives requests, etc.

Startup
- New: Organize a Regional Entrepreneurship Summit
What are the biggest frustrations and fears about CEDS Planning?
The only constant is change…

What we need is a CEDS framework that can **ADAPT**.

The FUTURE is **ADAPTABILITY**.
A Good Planning Framework Should:

Adapt
- Add new initiatives as they are started or discovered
- Add new supporting content as available
- Indicate when tasks are completed

Connect
- Connect to existing efforts at partner organizations
- Add new organizations that want to help / get involved
- Connect partner organizations to outside knowledge and expertise

Clarify
- Communicate the region’s goals and plans to the general public
- Motivate and encourage partner organizations that their efforts are contributing to the larger plan and are being recognized
Organizing Recommendations and Efforts

GOAL

Objective

Objective

Objective

Tactic  
Tactic  
Tactic  
Tactic  
Tactic  
Tactic  
Tactic  
Tactic
Avalanche’s 5 Goals / Pillars

- Workforce & Education
- Entrepreneurship & Innovation
- Infrastructure
- Business Climate & Marketing
- Quality of Life

*These align with the SWOT analysis.*
The Future of CEDS = Online

PROSPERITY FOR GREATER CHARLOTTE

Industry
Entrepreneurs
Talent
Infrastructure
Lifestyle

GOAL: The Greater Charlotte Region has a highly innovative entrepreneurial climate that drives the creation of high-growth firms.

OBJECTIVES

- Services
- Spaces
- Funding
- Research
- Education

Coordinate and boost support services for entrepreneurs across the region.

Initiatives
- The Charlotte Entrepreneurial Alliance brings dozens of support organizations to enhance and coordinate services to entrepreneurs.
- Events such as the PowerUp Entrepreneurial Challenge and Startup Weekend bring entrepreneurs, mentors, and funders together.

Links to Key Players
- Charlotte Chamber
- UNCC
- CPCC
- Ben Craig Center
- SBTDC

Why?

See the Data

News
Lorem ipsum dolor
Headlight 2.0 Beta Testers

We are currently accepting applications for 3 more communities for free access as Beta Testers. Drop your business card or send an email to:

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Headlight Presentation

(Time permitting)

THANK YOU!

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