Using the CEDS to Build Economic Resilience
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
Why new CEDS Content Guidelines?

- New CEDS Content Guidelines (Guidelines) are intended to help regional planning organizations craft more impactful CEDS. The intent is to release the new Guidelines in conjunction with EDA’s new regulations (currently targeted for publication in late-Spring/early-Summer of 2014).

- 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
Unemployment Rate (May)

Charlotte 5.9%  Hendry 9.4%
Collier 5.4%  Lee 5.8%
Glades 7.7%  Sarasota 5.7%

Source: Bureau of Labor Statistics
# Income Drivers

## Total Income by Source, 2012

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<th>Work Earnings</th>
<th>Dividends, Int, Rent</th>
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<td>43%</td>
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<td>Florida</td>
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<tr>
<td>US</td>
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## Total Income by Source, 2001

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<td>68%</td>
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Source: Bureau of Economic Analysis. Totals may not sum to 100 due to rounding.
# Workforce Availability

## Share of Total Population, 2013

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## Share of Total Population, 1990

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

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<th>Jobs</th>
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<td>Hendry</td>
<td>Agribusiness, Food Processing &amp; Tech</td>
<td>4,262</td>
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<td>Lee</td>
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<td>Sarasota</td>
<td>Arts, Ent, Rec, Visitor Industries</td>
<td>7,942</td>
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Source: Bureau of Labor Statistics. Cluster definitions from Purdue University via StatsAmerica.
Diversification

Hendry County, FL

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.

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
  - Hendry County: -1.8%
  - Florida: 1.4%

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  54th 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

Source: Economic Diversity in Appalachia, University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness. http://economicdiversityinappalachia.creconline.org
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

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 cataloged examples detailing how EDDs are currently addressing resilience. The library allows users to browse CEDS that incorporate resilience planning and development.
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

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Kevin Belanger
South Central PDC
Houma, LA
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
Integrate the 3-C Planning Process

- **Continuing**: To develop an ongoing relationship with stakeholders 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)

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
5058 West Main Street
Houma, Louisiana 70360
(985)851-2900
kevin@scpdc.org
SCPDC.org
Mike Manis
Centralina COG
Charlotte, NC
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
Chapter 11

Community Resiliency Plan or CEDS Implementation Objectives ??

Leadership in Times of CRISIS

A Toolkit for Economic Recovery and Resiliency

Economic Diversification after a Disaster

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
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.

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.
21st Century Greater Charlotte Global Region

- 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

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

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

Business Climate

Create a globally competitive region around the world.

Infrastructure

Ensure the region has a highly connected efficient multimodal transportation system.

Entrepreneurship & Innovation

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

Workforce & Education

Prepare the region’s workforce and students with target industry needs for education and training.

Goals of the Centralina Strategic Plan

1. Grow and diversify the region’s economy through targeted growth sectors.
2. Create a world-class workforce to support regional businesses.
3. Enhance transportation infrastructure to improve connectivity and accessibility.
4. Foster an entrepreneurial culture to encourage innovation and growth.
5. Improve the quality of life for residents through social and environmental initiatives.

Opportunities and Challenges

Opportunities:

- Diverse business sectors offer growth potential.
- Strong workforce and educational institutions.
- Excellent transportation infrastructure.
- Supportive business climate.

Challenges:

- Competing for talent with other regions.
- Maintaining and improving transportation infrastructure.
- Balancing economic growth with environmental sustainability.

Target Industries and Competencies

- Aerospace
- Automation
- Biotechnology
- Chemicals
- Energy
- Financial Services
- Healthcare)
- Logistics
- Made in Charlotte
- Manufacturing
- Media & Entertainment
- Professional Services
- Transportation
- Utilities
- Information Sciences

Prosperity for Greater Charlotte

Executive Summary

An initiative to align the region’s economic, workforce, and education efforts to build prosperity in the 21st Century.

The initiative was sponsored by:

- Charlotte Regional Partnership
- The Carolinas Association of Commerce & Industry
**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.

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.

Prosperity for Greater Charlotte

2012
CONNECT VISION 2008

2013
KEY PUBLIC ENGAGEMENT: Identifying Needs, Values, Opportunities

Research Data Collection & Analysis

Process Design

2014
KEY PUBLIC ENGAGEMENT: Exploring Regional Growth Options

Identification of “Consensus Growth” Scenario

Technical Studies & Reports

2015
KEY PUBLIC ENGAGEMENT: Exploring Community Growth Options

IMCP Alliance Strategy

Finalize the Framework and Identify Next Steps for Implementation

Implementation and Continued Improvement

PUBLIC ENGAGEMENT OPPORTUNITIES

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

Vibrant Communities – Robust Region
ULI Reality Check 2050 - 450 participants

Focus Group Meetings: 13
MetroQuest: 35
Policy-Maker Briefings: 57

Development Chip Game Maps: 118
Blueprinting Workgroup Meetings: 268
Community Growth Workshops: 268

Webinars: 3
Total scenario planning events: 268

Scenario Rating & Feedback Events: 95
Planner Coordination Meetings: 42
Regional Partner Meetings: 26

Consortium Meetings: 21
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

Strategic Partners

Charlotte Manufacturing Alliance IMCP

Industry Members

Convener

Input from industry

Strategic Partners create a Career Pathway System based on industry needs

Partnership synergies reverberate back

Career Pathway System

Workforce training (certificate)

University (degree)

Community college (degree or certificate)

Organized labor training/apprenticeships (certificate)

ENTER WORKFORCE

RETRAINING

Industry Cluster

Small Businesses

Medium Firms

Large/Anchor Firms

Start-ups

Support Sectors

Marketing and Sales

Suppliers

Infrastructure

Innovation and Technology

Labor

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.
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.

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**
525 North Tryon Street, 12th Floor
Charlotte, NC 28202
704-372-2416 (main office)
[www.centralina.org](http://www.centralina.org)

**Submitting Official:**
Mr. Jim Prosser
Executive Director
Centralina Council of Governments
704-348-2703 (direct dial)
jprosser@centralina.org (email)

**Point of Contact:**
Mr. Mike Manis
Director of Community & Economic Development
Centralina Council of Governments
704-348-2720 (direct dial)
mmanis@centralina.org (email)
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

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