



## RDOs at the Helm: Leading Statewide Economic Development Coordination Initiatives

**NADO**

ANNUAL TRAINING CONFERENCE  
DENVER, CO  
AUGUST 23, 2014

# Agenda

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## 1. Statewide CEDS Initiatives: Lessons

- Brian Kelsey, NADO

## 2. NC Tomorrow

- Betty Huskins, North Carolina Association of Regional Councils

## 3. U.S. Cluster Mapping Demo

- Sarah Jane Maxted, Institute for Strategy and Competitiveness at Harvard Business School

# Statewide CEDS Initiatives

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North Carolina

Minnesota

Nebraska

Idaho

Arkansas

Alabama

Vermont

Florida

New Mexico

Maine

Oklahoma

Utah

# Lessons

There is no formula.

The goal(s) must be clear and easily communicated.

Every participating RDO must  
be fully on board.

Somebody must be in charge.

Somebody must be  
accountable.

Success requires dedicated  
resources.

It helps to have an engaged  
state partner.

Identify short-term projects  
that can start immediately.



# Alabama CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY



[Home](#) | [Planning Process](#) | [Economic Situation](#) | [Analysis](#) | [Vision](#) | [Promotion](#) | [Projects](#) | [Measurements](#)

This report constitutes the Alabama Consolidated Comprehensive Economic Development Strategy of the Alabama Association of Regional Councils and the twelve Regional Councils that serve the communities of the State of Alabama. It is prepared and updated with the assistance of the United States Economic Development Administration in partnership with the Alabama Department of Economic and Community Affairs. The task of coordinating the preparation of this Strategy and the development of this report was performed by the Planning Task Force of the Alabama Association of Regional Councils.

The Consolidated Strategy is a compilation of the efforts of the twelve Regional Councils. It is organized into seven sections which largely reflect the technical requirements for a CEDS as stipulated by the United States Economic Development Administration. These seven sections are:

*The Planning Process for a Consolidated Strategy.* This section describes the process for engaging State officials along with regional and community leaders in the economic development process;

*The Economic Situation of the State and the Regions.* This section presents statistical and other information to present an overall picture of the local and regional economy as well as the State economy, particularly in relation to the global economy and the greater Southeast region;

*An Analysis of Economic Development Issues and Opportunities.* This section includes an analysis of local and regional problems and opportunities;

*The Vision of the Regional Councils for Sustainable Economic Prosperity.* This section presents a statewide perspective and program for dealing with the identified problems and opportunities, as well as looking forward to an broader vision of economic prosperity, environmental vitality and community wellness.

The Alabama Consolidated Comprehensive Economic Development Strategy is funded by a grant from the U.S. Economic Development Administration with additional support provided by the Alabama Department of Economic and Community Affairs.

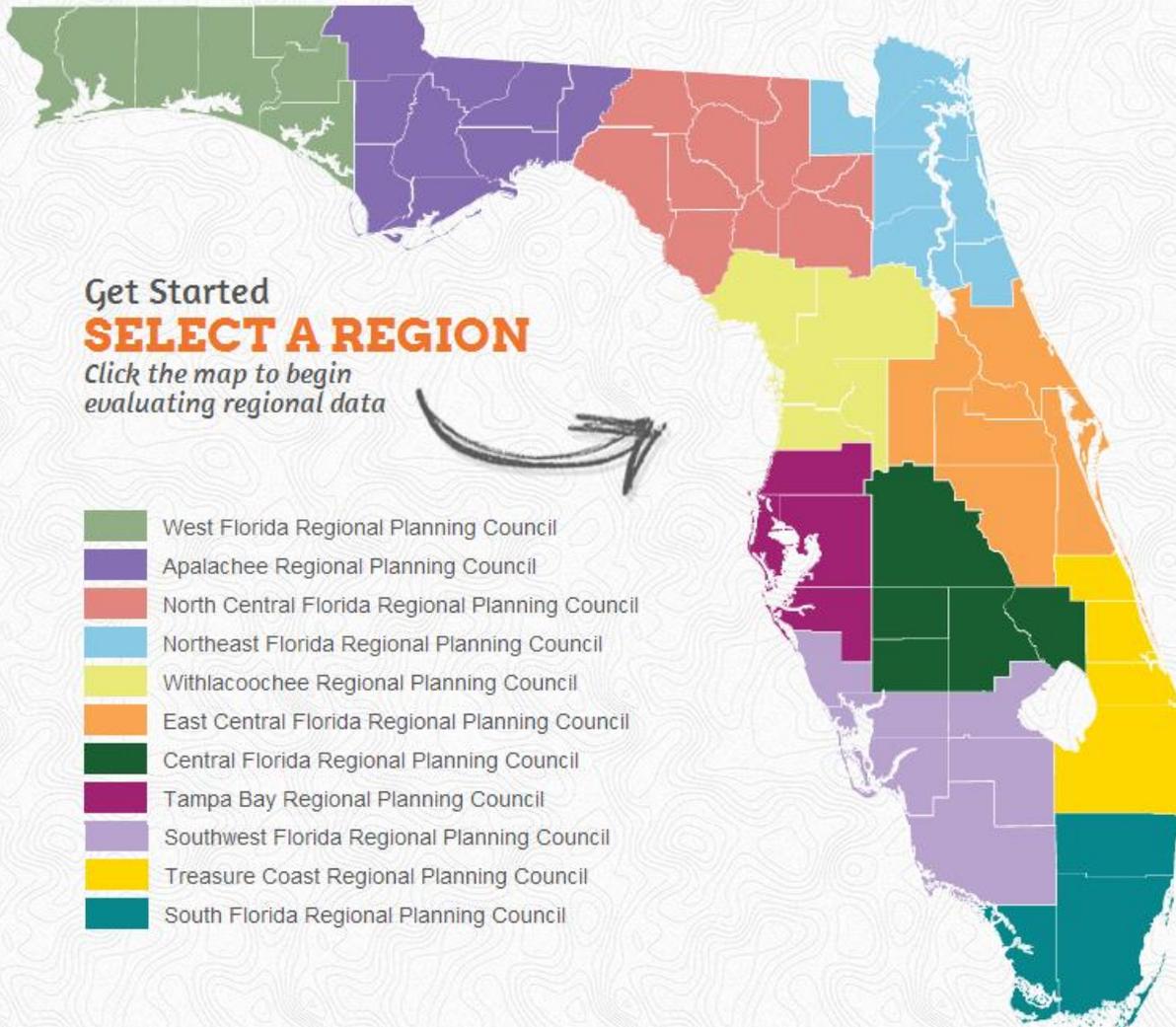
Enter keywords... 

 Search

RDOs hoped an updated plan could help them **better define their common objectives** and understand the areas in which they should **pool their resources**—especially while developing regional CEDS.

# FLORIDA ECONOMIC DEVELOPMENT DISTRICTS

in partnership with The Florida Regional Councils Association and Florida Chamber Foundation



OR  
Select one of the  
**SIX PILLARS**  
to explore the statewide data

**FLORIDA 2013**  
**BUSINESS CLIMATE & COMPETITIVENESS**  
Average Annual Wages by Industry  
**\$44.2k**

**FLORIDA 2013**  
**INNOVATION & ECONOMIC DEVELOPMENT**  
Trade Exports  
**\$67.9b**

[VIEW FLORIDA'S DATA](#)

## STRENGTHS

Pathway	District 1	District 2	District 3	District 4	District 5	District 6
Dynamic Economies	<ul style="list-style-type: none"> <li>Renewable resources – timber</li> <li>Low cost of doing business</li> <li>Health care</li> <li>Business friendly climate reputation</li> <li>Mining</li> <li>Agribusiness</li> <li>Tourism and outdoor recreation</li> <li>Low barrier to entry for start-ups</li> <li>Viable industry clusters</li> <li>Collaboration – state/local/regional/deals/incentives</li> <li>Educated Workforce</li> <li>Good Work Ethic</li> <li>Entrepreneurial spirit; innovative thinking</li> <li>Connections between education and private industry</li> <li>Customized workforce training</li> </ul>	<ul style="list-style-type: none"> <li>Low cost of doing business</li> <li>Health care growing</li> <li>Tourism and outdoor recreation</li> <li>Favorable climate for grape growing/ wine industry</li> <li>Low barrier to entry for start-ups</li> <li>Aluminum jet boat builders alliance</li> <li>Ammunition/gun manufacturing</li> <li>SEL growth</li> <li>Natural resource management</li> <li>Subzone designations in district</li> <li>Ready source of future workers due to Higher Ed assets</li> <li>Strategic location and ability to attract professional/tech workers to region</li> <li>Work Ethic</li> <li>Rural Roots – creative, problem solving</li> <li>Customized workforce training</li> <li>Entrepreneur rates</li> <li>Willingness of workforce to retrain if needed</li> <li>Availability to 2-year technical/associates degrees</li> </ul>	<ul style="list-style-type: none"> <li>COSSA High School Technical Education</li> <li>Adult Vo-Tech</li> <li>Teacher/Manufacturing Program</li> <li>50 motor freight companies traveling 5 Interstates, 20 U.S. highways and 30 state highways that serve the Boise Valley. More than 1,600 miles of rail line through Union Pacific and Burlington Northern Santa Fe provide connection points to Canada, Mexico and the U.S. They are aided by the State's regional line and 6 short line railroads. Annually, the rail system transports over 11 million tons of freight</li> <li>Lowest Business Costs in Pacific US</li> <li>Innovative and Inventive</li> <li>Pro-business</li> <li>Tax credits and incentives</li> <li>Cheap power</li> <li>Overall low business costs</li> <li>Foreign trade zone</li> <li>Ag related business</li> <li>Technology</li> <li>EDOs</li> </ul>	<ul style="list-style-type: none"> <li>Low labor rates</li> <li>"Chobani effect"</li> <li>Capacity for dairy cows</li> <li>Ag production is high</li> <li>Diversity of agriculture, foodbasket</li> <li>FedEx/UPS overnight guaranteed from region</li> <li>Good Work Ethic &amp; Values</li> </ul>	<ul style="list-style-type: none"> <li>Soft skills/work ethic</li> <li>Workforce training – flexible and customizable</li> <li>Strong healthcare curriculum and available workforce</li> <li>High self-employment indicate entrepreneurship</li> <li>Idaho National Laboratory</li> <li>Accelerator and Enterprise Center</li> <li>Regional Airport and Business Park</li> <li>Established Mining operations</li> <li>Available labor force</li> </ul>	<ul style="list-style-type: none"> <li>Low opportunity costs – wages, doing business, level of risk</li> <li>High quality ag production</li> <li>INL – connection to Global Energy industry</li> <li>Private sectors entrepreneurial spirit</li> <li>Cultural/social capital enables "risk taking"</li> <li>Strong technology commercialization</li> <li>Vertical integration is present to some extent</li> <li>Availability of educated workforce</li> <li>Strong, solid work ethic</li> <li>Entrepreneurial spirit, innovative thinking</li> <li>Collaboration – state/local/regional/deals/incentives</li> <li>Nimble Economic Development team – short lead-time on industry start-up/ capital construction</li> </ul>
Vital Communities	<ul style="list-style-type: none"> <li>Low utility costs</li> <li>Good housing stock</li> <li>Available land</li> <li>Cell phone coverage</li> <li>Natural resources</li> <li>Major interstate/North-South corridors (transportation network)</li> <li>Strong health care system</li> <li>Good general aviation access &amp; structure</li> <li>Coeur d'Alene Airport</li> <li>Cooperative relationship with Tribes</li> <li>Access to Education including Higher ED</li> </ul>	<ul style="list-style-type: none"> <li>Rail in some areas of the district</li> <li>Low utility costs</li> <li>Good housing stock for purchase</li> <li>Affordable and available land</li> <li>Cell and broadband service</li> <li>Natural resources</li> <li>Adequate water supply through most of the district</li> <li>Strong healthcare system(s) throughout the region</li> <li>Number of airports, including rural and back-country</li> <li>Public transportation systems</li> <li>Idaho's only seaport</li> <li>Natural assets</li> <li>Cities of Lewiston &amp; Moscow</li> </ul>	<ul style="list-style-type: none"> <li>College/university/pro/semi-pro sports</li> <li>Strong Chambers, Chamber Leadership programs -The Academy, Alumni associations that are passionate, Idaho Council of Governments, Treasure Valley Partnership, accessibility to leadership, Western Alliance</li> <li>Affordable</li> <li>High quality of life</li> <li>Excellent regional air service</li> <li>Airport set for growth and international capacity</li> <li>Boise voted Best downtown in America Outside Magazine, Best</li> </ul>	<ul style="list-style-type: none"> <li>College of Southern Idaho</li> <li>Collaboration</li> <li>Ability to deliver more projects than any other place in state/surrounding states</li> <li>Low utility rates</li> <li>Affordable Land</li> <li>Interstate 84</li> <li>Water</li> <li>Diverse nature of geography</li> <li>Public lands</li> <li>HUB location between Boise &amp; Salt Lake City</li> <li>Relatively crime free</li> <li>Excellent air/water quality</li> <li>Lack of pollution</li> </ul>	<ul style="list-style-type: none"> <li>Rail infrastructure</li> <li>Popular races attract people from outside region</li> <li>Interstate Exchange I-15/I-84</li> <li>Business Park at Interstate exchange with rail spurs</li> <li>Hi-ways 30, 89 and 91 truck routes</li> <li>Pioneer Scenic Historic byways</li> <li>Leadership Training Program in Pocatello</li> <li>Comprehensive regional medical center</li> <li>Experienced, well train ED professionals</li> <li>Research and Innovation in</li> </ul>	<ul style="list-style-type: none"> <li>Major interstate highways w/high traffic counts passing by</li> <li>Entrepreneurial infrastructure – 5+ incubators</li> <li>Good north-south corridor</li> </ul>
Empowered People	<ul style="list-style-type: none"> <li>Active organizations, chambers and service groups</li> <li>Festivals/sports</li> <li>Good climate</li> <li>Access to public lands</li> <li>Rural area perceptions (small town feel)</li> <li>Affordable cost of living</li> <li>Quality of life &amp; outdoor recreation</li> </ul>	<ul style="list-style-type: none"> <li>Fairly Educated Population</li> <li>4 higher ed in area – UI, WSU, LCSC, WNWCC</li> <li>Active organizations, chamber and service groups</li> <li>Strong civic interests</li> <li>Strong sense of community</li> <li>Good climate</li> <li>Lower cost of living</li> <li>Outdoor recreation</li> <li>Strong area Boys &amp; Girls Clubs</li> </ul>	<ul style="list-style-type: none"> <li>Diversity</li> <li>Lifestyle/supportive community</li> <li>Dual-credit HS/college</li> <li>Over 15 colleges and universities</li> </ul>	<ul style="list-style-type: none"> <li>Family friendly/ welcoming culture</li> <li>Wildlife</li> </ul>	<ul style="list-style-type: none"> <li>Some communities engage youth in formal and informal ways</li> <li>Rural lifestyle</li> <li>Diversity of lifestyle options</li> <li>Idaho State University, a Carnegie-classified doctoral research high and teaching institution with over 280 programs</li> </ul>	<ul style="list-style-type: none"> <li>Diverse cultures</li> <li>Affordable/high quality ed institutions in region</li> <li>Diversity of foreign language skills</li> </ul>

**IDAHO PATHWAYS**  
Leading to Productivity and Prosperity

**VISION:** Promote the continued prosperity, progress and productivity of Idaho by creating thriving, connected, sustainable and evolving people, communities and economies.

**PATHWAYS:**

**DYNAMIC ECONOMIES**

**EMPOWERED PEOPLE**

**VITAL COMMUNITIES**

**GOALS:**

Creating the environment for thriving industries that are diverse, sustainable, geographically dispersed and globally competitive

Fostering a culture that enables people to lead productive, prosperous and meaningful lives

Enhancing our communities' unique characteristics, strengths and assets to improve economic competitiveness.

**OBJECTIVES:**

**EDUCATION:**

*A knowledge based requires the cultivation and preparation of the workforce*

- Expand knowledge based economies
- Kindergarten to Gray entrepreneur education
- Support Workforce Development Council Taskforce of 2020
- Adjust from a resource based economy to an economically diverse economy

*Lifelong learning is recognized as critical to empowered people*

- Develop literacy education – applied learning with direct connection with career options
- Create a new paradigm that teaches to the students interests/careers, not to subjects/degrees
- Acceptance that “going back” to school is a viable option for adults
- Create Virtual (online) classrooms to facilitate as needed lifelong learning in remote areas
- Literacy in general is being able to communicate, read, write, use internet/computer, technical, civic

*Education is crucial in meeting the needs of residents, industries, and governments*

- Support the development of an educated and well trained workforce that meets the needs of business and industry and the community

**HEALTHY COMMUNITIES:**

*Investment in local products and resources strengthens the economic base of a community*

- Increase Idaho Government commitment to Buy Idaho/Idaho Preferred by doubling the purchase of Idaho products in 5 years
- Identify and analyze Idaho’s resource management

*Access to quality health care must be attainable*

- Access to affordable healthcare – both physical and mental health
- Healthy communities include a population that is invested in the success of the community
- Empowered means “ownership”, personal responsibility and early engagement
- A healthy community has access to knowledge, enhanced through Virtual and access to broadband

*A healthy community reflects a sense of mental and physical well-being which contributes to economic vitality*

- Increase equitable, affordable housing
- Improve our communities and neighborhoods unique characteristics
- Increase Community Volunteerism

**TRANSPORTATION:**

*Idaho is a hub for commerce, vital to the global economy.*

- Increase the number of multi-modal surface transportation hubs by 4 in 10 years

*Transportation options must be available to allow people to get around – at whatever age, ability, income level*

- Ability to get around – at whatever age/ability/ income level

*Economic opportunities arise when transportation infrastructures are able to answer mobility needs and facilitate access to resources and markets*

- Increase transportation options and ridership by 2018

**ENTREPRENEURSHIP/ ECONOMIC EMPOWERMENT:**

*An ever-changing economic climate demands the discovery of new ways of combining resources*

- Increase the number of public and private partnerships to bring technology to market
- Increase exports
- Achieve 100% of municipalities connect by (high speed) fiber and broadband in 5 years.
- Re-energize incubator centers across the State
- Grow State Gross Domestic Product (GDP)
- Incentivize public-private partnerships to help incorporate individuals into the workforce
- Increase, expand, and diversify manufacturing base

*A comprehensive entrepreneurial environment must be established to create, develop, and implement ideas*

- Applied Entrepreneur Development
- Entrepreneurial Training
- Provide training to teach municipalities how to work together and cross jurisdictional boundaries

*Strong economies are diverse and value human and natural capital*

- Increase economic competitiveness
- Increase coordination of policies and leverage investments
- Improve and increase the capacity of infrastructure
- Engage private industry

FILE HOME INSERT PAGE LAYOUT FORMULAS DATA REVIEW VIEW ADD-INS

Normal Page Break Preview Page Layout Views Workbook Views

Ruler  Formula Bar  Gridlines  Headings Show

Zoom 100% Zoom to Selection

New Window Arrange All Freeze Panes Split Hide Unhide Window

View Side by Side Synchronous Scrolling Reset Window Position

Switch Windows Macros

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Goal Statement

	A	B	C
1	EDD	Goal Category	Goal Statement
2	Central Nebraska	Agriculture	To improve agricultural opportunities in the central region
3	Panhandle	Business climate	Improve the Panhandle's Business Tax Climate and Overall Tax Burden
4	Metropolitan Area	Capacity	Enhance public-private partnerships to address economic development needs in the region
5	Metropolitan Area	Capacity	Strengthen economic planning and management capabilities of rural local units of government in the region
6	Metropolitan Area	Capacity	Develop a regional development/redevelopment action plan
7	Northeast	Capacity	Provide technical planning assistance in community development activities
8	South Central	Capacity	Enrich organizational development
9	Southeast	Capacity	Ensure and strengthen management and operations capacities of local governments through regionwide governments through regionwide partnerships
10	Southeast	Capacity	Enhance capacity building efforts to ensure leadership continuity
11	Metropolitan Area	Diversification	Expand the manufacturing base and diversify into other economic sectors
12	Northeast	Diversification	Adhere to EDA regulations and perform activities that will bring together the public and private sectors in the creation of an economic roadmap to diversify
13	Panhandle	Diversification	Reduce the Region's Economic Reliance on Government
14	Southeast	Diversification	Expand and diversify the district's economic and employment base
15	Central Nebraska	Employment	To improve the quality of employment opportunities throughout the central region
16	Metropolitan Area	Employment	Retain business and industry and encourage expansion
17	Northeast	Employment	Encourage economic development and job creation/retention throughout Northeast Nebraska
18	Siouxland Interstate	Employment	Avert net job losses
19	Siouxland Interstate	Employment	Increase the labor force and total employment through expansion of existing businesses, creation of new ventures and the targeted attraction of firms
20	South Central	Employment	Foster business development
21	Central Nebraska	Housing	To provide safe, affordable, quality housing
22	Northeast	Housing	Assist members in identifying available federal, state, local and private resources to provide safe, affordable, quality housing in Northeast Nebraska
23	Southeast	Housing	Foster the development of sound and decent housing in order to support economic development
24	Metropolitan Area	Infrastructure	Provide infrastructure, including state-of-the-art technology, to support business growth and expansion

# Summary

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- Identify your “call to action”
- Be clear about goals & expectations
- Put somebody in charge
- Establish accountability
- Start with something simple
- Embrace SMART goals

Betty Huskins  
NC Tomorrow

# NC TOMORROW



Building Communities for Tomorrow's Jobs



**2014 REPORT: NORTH CAROLINA REGIONAL AND STATEWIDE STRATEGIES FOR COMPREHENSIVE COMMUNITY AND ECONOMIC DEVELOPMENT**

2014



**The North Carolina Association of Regional Councils**  
*in partnership with*  
**The US Economic Development Administration**  
**The US Department of Housing and Urban Development**  
**The North Carolina Department of Commerce**  
*Developed the Statewide Strategies*

# Uniform Process

## Standards

### Livability Principles

*HUD - US DOT - EPA Federal Partnership*

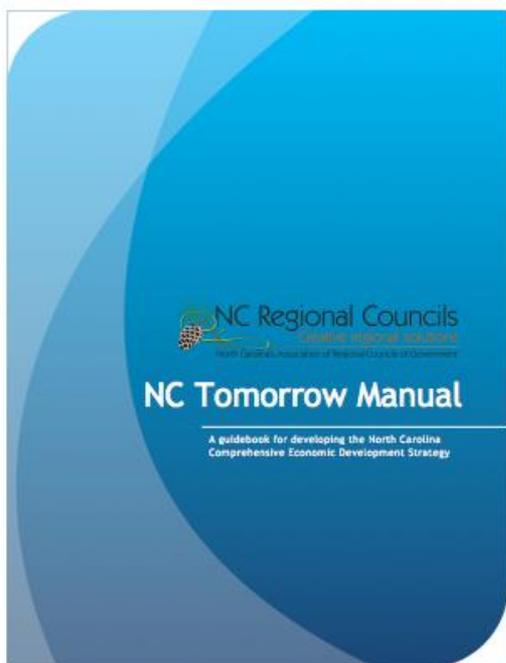
- Provide more transportation choices
- Promote equitable, affordable housing
- Enhance economic competitiveness
- Support existing communities
- Coordinate and leverage federal policies and investment
- Value communities and neighborhoods

### EDA Investment Priorities

- Collaborative Regional Innovation
- Public/Private Partnerships
- National Strategic Priorities
- Global Competitiveness
- Environmentally Sustainable Development
- Economically Distressed and Underserved Communities

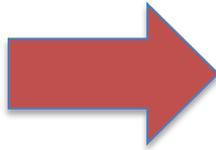
### NADO CEDS Standards of Excellence

- Build more resilient economies and communities
- Foster a regional collaborative framework to align resources
- Use modern scenario, data and analysis tools and planning techniques
- Create a more strategy-driven planning process
- Increase collaboration across boundaries and position regional CEDS into building blocks for statewide strategies
- Communicate in compelling and modern communication techniques: online and social media
- Engage the public, private, non-profit and educational sectors along with the general public in the development of the CEDS



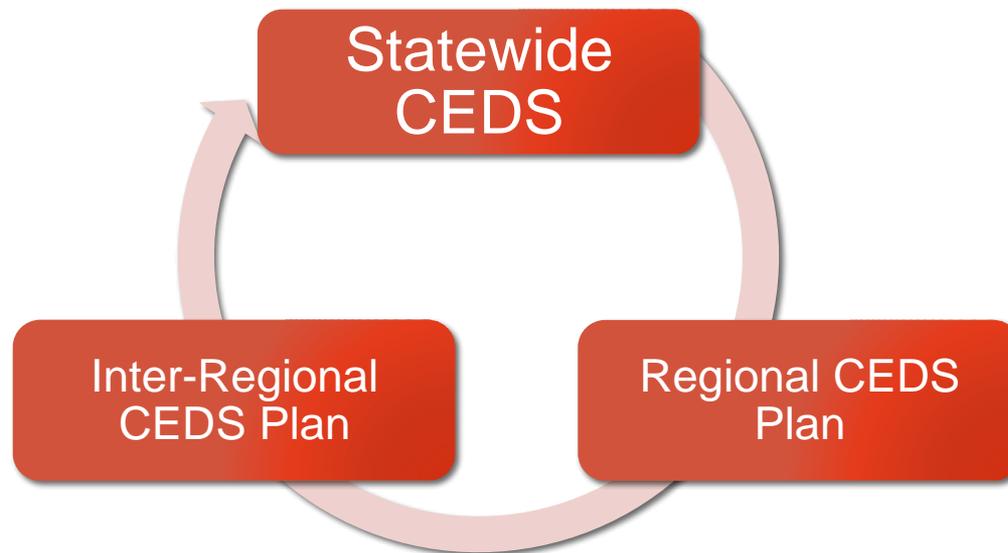
# Uniform Process

Required Goals



<i>Insert Regional Council Logo Here</i>	<i>Core Components With Strategies For Land of Sky Regional Council</i>
<b>Component #1</b>	<b>Regional Competitive Advantages (Thriving in the new global marketplace)</b>
<b>Goal 1</b>	<i>Identify the region's clusters that offer competitive advantages (to include manufacturing, agriculture, tourism, etc.)</i>
<b>Goal 2</b>	<i>Develop a regional plan to leverage region's competitive advantages</i>
<b>Goal 3</b>	<i>Identify new adaptive capabilities of the regional economy</i>
<b>Goal 4</b>	
<b>Strategy(ies)</b>	
<b>Lead</b>	
<b>Strategic Public/Private Partnerships</b>	
<b>Action(s)</b>	
<b>Estimated Costs</b>	
<b>Alignment of Resources</b>	
<b>Barriers/Issues</b>	

## UNIFORM PROCESS ACROSS THE 16 COUNCILS OF GOVERNMENT





# EXECUTIVE SUMMARY

In order to facilitate the development of a statewide plan the Association developed strategies around four broad goals:

- **Build on Each Region's Competitive Advantages and Leverage the Marketplace**
- **Establish and Maintain a Robust Regional Infrastructure**
- **Create Revitalized, Healthy and Vibrant Communities**
- **Develop Talented and Innovative People**

# NEXT STEPS

*(Center for Regional Economic Competitiveness assisted in this phase)*

Then we identified the **challenges** that must be overcome to achieve these goals, as well as the **strategies** identified by the various stakeholders, including planning and economic development professionals, non-profits, local elected officials and the private sector community throughout the state's regions.

This created an effective **bottom-up as well as a top-down** process in developing the plan.

# GOAL NUMBER ONE

## Build on each Region's Competitive Advantages and Leverage the Marketplace

**Situation Analysis:** Several areas of the state are globally recognized for their business and industry clusters (e.g., Charlotte's Finance cluster and the Research Triangle's Information Technology cluster). However, the benefits emerging from these clusters are not felt equally across the state, as many regions, especially rural areas, do not have adequate assets to build these clusters or they do not have the capacity to maximize the potential of their economic development assets.



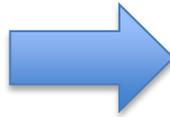
# Recommended Statewide Policy

To achieve true prosperity, North Carolina successfully coordinates efforts to build, grow and maintain robust, competitive areas of proficiency and innovation throughout the state.

# **(EXAMPLE) Goal One – Challenge One**

## **Strategies**

- 1. Develop a statewide brand and integrated vision of how to best leverage assets for economic development – including existing regional identities and brands**
- 2. Promote regional collaboration in both marketing and service delivery as a means to better leverage important economic and community development assets.**
- 3. Provide direct assistance to existing businesses in becoming more globally competitive**



## **Performance Measures**

- Completed brand analysis*
- Established statewide brand campaign*
- Ongoing collaborative marketing campaigns for key industries*

## **Metrics**

- Number of targeted industries that recognize revitalized NC brand*
- Revenue growth for key industries*
- Number of collaborations in key industries*
- Number of existing firms receiving business services*



# GOAL NUMBER TWO

## Establish and Maintain a Robust Regional Infrastructure

**Situation Analysis:** North Carolina has many infrastructure assets on which to build, including several major airports, six interstate highways, and broadband assets throughout much of the state. For these and other infrastructure assets to contribute to the state's overall economic competitiveness, strategic investments must be made to ensure that these assets are maintained and expanded.



# Recommended Statewide Policy

To remain competitive in a growing global economy, North Carolina makes the revitalization and improvement of state and local infrastructure a priority for funding.

# *(EXAMPLE)* Goal Two – Challenge One

## Strategies

1. Establish water resources management, planning and coordination to ensure long-term water supply
2. Build technical capacity within local water and sewer utility providers

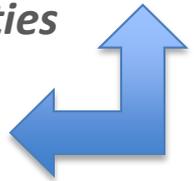


## Performance Measures

- *Completed inventory of water/sewer capacity*
- *Completed regional water resource plans that influence state, regional, and local water and sewer planning activities statewide*

## Metrics

- *Number of linked water & sewer systems*
- *Volume of water & sewer capacity that is integrated through linked water & sewer systems*
- *Reduction in number of systems with Special Order of Consent status*



# GOAL NUMBER THREE

## Create Revitalized, Healthy and Vibrant Communities

**Situation Analysis:** Although North Carolina has many thriving cities and towns, there remain places throughout the state that are experiencing declining downtowns and outmigration of people.



# Recommended Statewide Policy

To meet the needs of employers and residents alike, North Carolina strives to increase the number of healthy and dynamic communities.

# ***(EXAMPLE)*** Goal Three – Challenge One

## Strategies

1. Raise awareness about the importance of local planning in ensuring that residents have transportation, housing, and green job center choices that could contribute to healthier, safer communities.



2. Create new “impactful” recreational options that serve broader regional needs

## Performance Measures

- *Completed best practices report on community walkability practices*
- *Assessment affordability gap in North Carolina metros*

## Metrics

- *Miles of bike paths and sidewalks established*
- *Number people walking and biking to work*



# GOAL NUMBER FOUR

## Develop Talented and Innovative People

**Situation Analysis:** Despite historically high unemployment rates, many employers across the state have experienced difficulty in finding, recruiting, and hiring the kinds of skilled workers the companies need to be competitive, particularly in the more rural areas of the state. Companies increasingly turn to the higher education system to meet this workforce need, but not always successfully. So, companies also search for the types of workers they need in a national and even global marketplace.



# Recommended Statewide Policy

Workforce is a key competitive asset for 21st Century businesses, and North Carolina strives to prepare the flexible, entrepreneurial, globally-oriented, and skilled workers sought by employers.

# *(EXAMPLE)* Goal Four – Challenge One

## Strategies

1. Launch statewide workforce initiatives designed to align training and educational options to the skill demands for critical, in-demand occupations.

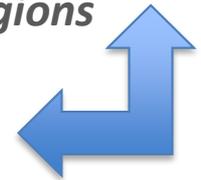


2. Improve efforts to prepare workers for available jobs.

3. Address the unique challenges of adult workers seeking career transitions

## Performance Measures

- *Organized employer-led workforce sector initiatives in each of the state's regions.*
- *Coordinated initiatives in similar industry sectors across the state's regions*



## Metrics

- *Number of workers trained, placed, or otherwise impacted by workforce sector initiatives*
- *Number of employers using Career Readiness Certificates as a part of their hiring process*

# NEXT STEPS

## Implementation Plan

2014-2015

1. *Position the Association as a **Statewide Collaborative Network** that facilitates and delivers a “suite of services” to local governments across the state.*

2. *Develop and deliver “**Training Modules**” in such areas as:*

- Facilitation*
- Conflict Management*
- Customer Services*
- Economic & Community Development*
- Water resources*

# Frequently Asked Questions

What was the motivation for participating in NCT?

- The Association took on the project and made it a priority.
- Each region received \$50,000 for their regional planning from CDBG funds.

Did you encounter any resistance from EDDs and how did you overcome that?

- Not really, but we held several sessions with the regional planners to explain the uniform process and reassure them that EDA would support a different format.

# Frequently Asked Questions

How did you define your collective goals for doing a statewide plan and did you accomplish what you set out to do?

- Through planning sessions with Directors and yes we think so

How did you explain return on investment to EDDs and their boards

- ROI was simpler since we gave them planning \$\$, but the need for a statewide plan in NC was somewhat obvious since there had not been one in 10 years.

# Frequently Asked Questions

What role did data play in the planning process? Was access to data a factor in EDDs signing on to participate in the process?

- Data was critical since we were changing the CEDS process from a wish list to a more strategic planning process.
- Started with SAS but ended up using ARC GIS product “Community Analyst”

# Frequently Asked Questions

What advice would you offer to other states thinking about taking this on? Where did you exceed expectations and maybe fall short in other areas?

- Make sure you have support from your state leaders all the way up to the Governor
- We exceeded in the area of uniform standards
- We fell short in some areas of the state in “leadership from the top” with our Executive Directors. Some assigned leadership to consultants.

NC TOMORROW



Building Communities for Tomorrow's Jobs

# QUESTIONS?

2014 REPORT: NORTH CAROLINA REGIONAL AND  
STATEWIDE STRATEGIES FOR COMPREHENSIVE  
COMMUNITY AND ECONOMIC DEVELOPMENT

2014

# Sarah Jane Maxted

## U.S. Cluster Mapping

# U.S. Cluster Mapping Project

NADO Annual Training Conference  
RDOs at the Helm: Leading Statewide Economic Development  
Coordination Initiatives

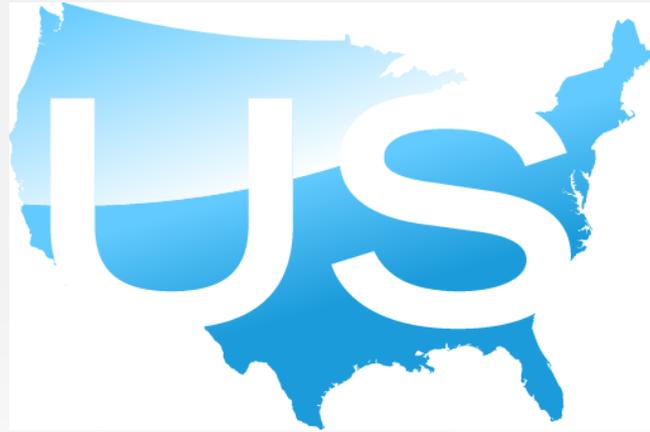
Denver, CO  
Saturday, August 22<sup>nd</sup>, 2-4PM MT



HARVARD | BUSINESS | SCHOOL  
Institute for Strategy & Competitiveness



# About the Project



## CLUSTER MAPPING

- National economic initiative based at Harvard Business School and sponsored by the U.S. Department of Commerce's Economic Development Administration.
- Through a highly optimized, modern website, the project provides **interactive access** to:
  - Actionable **cluster data and regional statistics** covering the entire U.S. economy.
  - A **community network** for users to contribute resources and news about economic development, policy and innovation; identify partners; and share and discuss their best practices and activities.

# Core Data

## The Industrial Structure of Regions

- The U.S. Census **County Business Patterns** (CBP) data give the most complete picture of the industrial structure of U.S. regions.
- The data include annual **employment** levels, **establishment** counts, and **payroll** totals in 1088\* North American Industry Classification System (NAICS) codes for every state, MSA, and county in the U.S. 1998-2012.
- Importantly for our purposes, the CBP provides **useful estimates for employment** when disclosure standards force the suppression of actual industry data.

## The Economic Geography of the U.S.

- The **BEA Economic Areas** comprehensively define the relevant regional markets surrounding metropolitan or micropolitan statistical areas in 179 regions of the U.S.

# The Product: ClusterMapping.us

Project Background - - - Methodology - - - Data Sources - - - Partners

US CLUSTER MAPPING Mapping a nation of regional clusters

Harvard Business School U.S. Economic Development Administration

EXPLORE Search by cluster, region, city, zip, or keyword

ABOUT CLUSTERS REGIONS ORGANIZATIONS RESOURCES BLOG WELCOME Register or Sign in

Job Creation by State, 2008-2011

Strong regional clusters support post-recession job growth

The recent downturn hit traded activities particularly hard. Strong clusters, however, have held up much better than the overall traded economy. **Food Processing and Manufacturing, Business Services, Aerospace Vehicles and Defense, and Medical Devices** are examples of the 46 traded cluster categories in which strong clusters have outperformed their peers.

Read more on the employment effects of clusters [Clusters, Convergence, and Economic Performance](#), and on their resilience during the crisis [Clusters and the Great Recession](#)

Clusters

Regions

Organizations

Research - - - Policy Examples - - - Case Studies - - - News

# Register your account for free and add your organization when signed-in

- Determine if your organization is already listed on the site
  - The easiest way is to **search for your organization's name** in the search bar at the top right of every page
  - If your **organization is listed**
    - Contact us at [cmp@hbs.edu](mailto:cmp@hbs.edu) so that we can authorize you to edit your organization's page
  - If your **organization is not listed**
    - Go to the Organizations page and click the “Contribute” button on the right, followed by “Add Organization”
- **Fill out the form** for your organization
  - Feel free to check back and update it so that the information stays up-to-date and accurate

# Formal Launch Event. Please join!

## HUMPHREY SPECIAL EVENT

HUMPHREY SCHOOL  
OF PUBLIC AFFAIRS  
UNIVERSITY OF MINNESOTA  
Driven to Discover™

### MAPPING THE MIDWEST'S FUTURE: Regional Innovation Clusters and Competitiveness

September 29–30, 2014

Cowles Auditorium

Humphrey School of Public Affairs

301-19th Avenue South, Minneapolis



Join the conversation on the economic competitiveness of the Midwest region and the industry clusters that are critical to its future economic prosperity.



Harvard Business School Professor Michael Porter will discuss how an innovative U.S. Cluster Mapping tool developed for the U.S. Economic Development Administration can be used to map industry clusters and enhance regional competitiveness. Conference topics critical to the competitiveness of the Midwest region will be addressed—transportation and logistics, knowledge creation and education, and the water-energy-food

nexus.



# Connecting with the Global Community



## **17th TCI GLOBAL CONFERENCE** 10-13 NOVEMBER 2014, MONTERREY, NL, MEXICO

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**CREATING SHARED VALUE  
THROUGH CLUSTERS FOR  
A SUSTAINABLE FUTURE**



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[www.tci-network.org](http://www.tci-network.org)

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# Questions?

**Sarah Jane  
Maxted**  
Research  
Manager  
[smaxted@hbs.edu](mailto:smaxted@hbs.edu)

VISIT  [www.clustermapping.us](http://www.clustermapping.us) 





National Association of Development Organizations (NADO)

and the NADO Research Foundation

400 North Capitol Street, NW | Suite 390 | Washington, DC 20001

[Ruraltransportation.org](http://Ruraltransportation.org) | [Knowyourregion.org](http://Knowyourregion.org) | [Regionalcouncilguide.org](http://Regionalcouncilguide.org)

202.624.7806 | [Info@nado.org](mailto:Info@nado.org)

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*Regional Strategies. Solutions. Partnerships.*

Brian Kelsey | [bkelsey@nado.org](mailto:bkelsey@nado.org) | 512-731-7851