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
Community Resiliency Plan or CEDS Implementation Objectives ??

Chapter 11

Leadership in Times of CRISIS

A Toolkit for Economic Recovery and Resiliency

Economic Diversification after a Disaster
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
Clustering 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.
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

Project Geographic Area of Focus
Goals of the Centralina Strategic Plan

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

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

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

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

**Quality of Life**
Continue investing in the region's lifestyle amenities and making the region attractive to a young professional workforce.
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
Grant Contract Negotiation
Consortium Organization
Define Working Team Structure
Process Design
2013
Research Data Collection & Analysis
Technical Studies & Reports
BLUEPRINTING PROCESS (Regional Growth Scenarios)
2014
Identification of “Consensus Growth” Scenario
Assess & Create a “Regional Framework for Growth & Investment”
2015
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 Workgroup Meetings**: 35
- **Blueprinting Workgroup Meetings**: 57
- **Community Growth Workshops**: 268
- **Webinars**: 3
- **Development Chip Game Maps**: 118
- **Policy-Maker Briefings**: 42
- **Total scenario planning events**: 268
- **Regional Partner Meetings**: 21
- **Consortium Meetings**: 26
- **Scenario Rating & Feedback Events**: 95
- **Planner Coordination Meetings**: 42
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
One of first CONNECT Operationalized outcomes

2014 NADO Innovation Award Winner

Denver Aug 22nd 2014

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.
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:

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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

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<th>Cross Sector Quality Rankings</th>
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Alignment Support Activities

http://White House Roundtable

Global Charlotte Manufacturing Community Consortium
February 28, 2014
10:00 to 3:00 PM
Monroe Mayor Mike Blassie
and Charlotte Mayor Patrick Cannon

Invite you
to join representatives from the U.S. House Committee on Economic Development, and key Administration officials for a discussion on the opportunities and constraints of achieving the internationally renowned manufacturing ecosystem of the Greater Charlotte Global Region.

Roundtable Discussion will:
- Charlotte Region Economic Indicators and Barriers
- Common Issues in Manufacturing Communities
- Technology and Innovation Projects

Webcasting session topics focused on:
- Growing the Talent Pipeline and Workforce Development
- Economic & Development Infrastructure
- Key Industry Trends and Strategies

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GLOBAL COMPETITIVENESS SUMMIT
AND
ADVANCED MANUFACTURING AWARDS
Join Central Piedmont Community College, the Charlotte Business Journal and other sponsors for 2014 Global Competitiveness Summit and the Charlotte Business Journal’s annual Advanced Manufacturing Awards. Began in 2010 with an initiative of the Centralina Economic Development Commission, these awards highlight advanced manufacturing in our region and promote a hot spot of bright minds, new ideas, innovative talent and resources.

THE UNITED STATES CONFERENCE OF MAYORS
82nd Winter Meeting
January 22-24, 2014 in Washington, DC

White House Roundtable

Make your calendar for the Summit and Awards event on March 12 at CPC’s Historic Carnegie Library. Executive Director of CPC will be among the confirmed and invited speakers.

For a Special Report on topics that matter to more than 10,000 leaders, visit the Greater Charlotte Business Council.