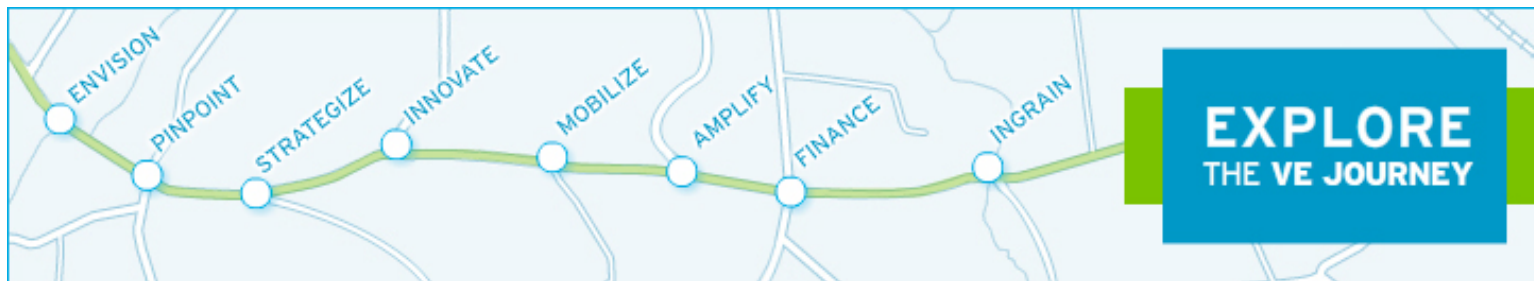


Central Illinois

Best Practices for Regional Collaboration



Phase 2 Recommendations Report

May 10, 2012

ViTAL Economy Alliance

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This Phase 2 Recommendations Report builds on the results of the Phase 1 Findings Report dated April 12, 2012, which assessed the level & quality of collaboration in the region's community economic development (CED) programs and activities. It reviewed 3 key areas:

1. Current level of regional collaboration
2. Existence of benchmarked CED strategies and use of measurable goals
3. Level of common understanding and ownership of regional CED strategy

This Phase 2 report builds on those findings. It provides objective and straightforward observations, findings and recommendations regarding identification of gaps between current practice and best practices for regional CED development and implementation. It provides recommendations for building bridges of understanding & collaboration. The Phase 2 report organizes this gap analysis and recommendations as follows:

1. Observations & Findings
2. Gap Analysis
3. Recommendations for Improved Collaboration and CED Frameworks

This Phase 2 Report will explain why these gaps are critical and how to address them in the near term. This report also includes priority recommendations for restructuring CED frameworks that should improve CED performance and increase regional collaboration.

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The observations & findings below build on those in the Phase 1 Findings Report

- A. The frameworks that currently exist in the region** for effectively developing and managing a regional CED strategy are cumbersome and confusing to regional leaders, board members, staff and citizens. There is a clear need for streamlining, repurposing and reorganization including a reassessment of skills & resources needed to meet the CED needs of the region.
- B. Strategies that define quality of place or livable community** as part of a regional strategy are virtually non-existent except for ad-hoc individual and organizational efforts related to healthcare, education, recreation and culture. The Heart of Peoria Plan provides a framework for city planning that enables more livable communities. Quality of place is at least 50% of effective and successful 21st Century CED strategies. Intentional and purposeful integration of these assets must be accomplished through any realignment and reorganization effort.
- C. Development of the region's human capacity** to its fullest potential has not been as effective as it needs to be. Underserved populations are largely viewed as liabilities rather than assets. This has led to well meaning but tactical and disjointed fix-it efforts rather than an integrated strategic approach. Such an approach looks at maximizing the potential of all to become "good and productive citizens". Thomas Jefferson defined this as the primary role of education and the community. This will require a more thoughtful integration of workforce development assets into the development and implementation of a regional CED strategy.

- D. Comprehensive planning** has been most effective at the transportation level and within the city of Peoria. However, there is a lack of regional comprehensive planning for CED, which integrates demographic, economic and social analysis & insight, industrial development, urban and rural planning for growth and preservation, livable communities and quality of place, etc. The Tri-County RPC, in its role as RPC, MPO and COG facilitator, needs to consider expanding its services to provide a shared resource for integrated comprehensive data rich CED planning support to the region.
- E. The region is facing a demographic risk** from the combination of an aging workforce, decline in prime working age population and the mismatch of current workforce skills versus current & near term workforce requirements. This issue has been discussed by many in the region. However, this major risk has never been addressed strategically within the context of a regional CED strategy. This needs to change now. To not do so risks the future of all businesses, communities and families in the region.
- F. Collaboration and trust around CED in the region is weak** because there is little clarity as to measurable goals or strategies, responsibilities, capabilities and boundaries. This leads to confusion, conflict and suspicion. Clarity is reduced due to the lack of investment in developing leadership understanding of best practices for CED and collaboration. This can only be rectified with the development of a commitment to transparency and accountability and development & leadership of best practice collaborative regional CED strategies.

- G. The region has exhibited significant success in rallying support around complex projects** and then implementing them in creative ways (i.e. Zoo expansion, Cancer Research Center, Peoria NEXT, River Front Museum Complex, etc.). This might appear to conflict with other findings in the Phase 1 and 2 reports. It does not. The skill set around such focused projects is very different than the skill sets needed to develop and manage a long-term CED strategy. Later on in this report, we recommend the separation of CED management from project management, financing and implementation of complex projects such as those mentioned above.
- H. HUD Sustainability, LISC, CEDS, and Hurricane Ike grants** and other current and future initiatives in the region present an opportunity to use a regional CED strategy to more purposely integrate these efforts and the constituencies they serve within the regional CED strategy. This will require that constituencies heretofore involved as an afterthought will need to be intentionally brought into the CED process because of their value rather than their need.
- I. Regional CED efforts can only be successful when there is a balance between attraction, retention, development and growth** in serving existing or new enterprises in the region. This balance also needs to include a focused and responsive innovation ecosystem and a life-cycle debt and equity private/public finance system that enables growth of these enterprises. It also requires clear boundaries between local and regional assets. Such a balance does not exist today, nor does a focused strategy around targeted priority sectors. This needs to be addressed.

- J. Community development assets in the region are extensive.** They include a variety of social service agencies providing human services to populations in need. There are numerous arts and culture resources that create a real creative economy presence in the region. The Parks District provides one of the largest outdoor recreational offerings in Illinois for a region this size. The downside of this opportunity base is the lack of integration of these assets into a CED strategy.
- K. Private sector support,** in terms of time, talent and investment in community economic development is broader and deeper than most economic regions of this size.. This includes the formation of the Heartland Partnership which, when used effectively, can provide a creative financing and project management framework to implement strategic projects with better results than conventional processes. It is critical that private sector support be preserved and expanded by improving regional CED governance, transparency, accountability and outcomes.
- L. The region is blessed with a number of capable local economic development professionals.** It is also blessed with a number of woman and minority businesses and associations. There is also an expanding base of multi-cultural constituencies that are increasing the international character of the region. It is clear from interviews across the region that these assets have not been welcomed or integrated into the regional CED process. The region needs to put greater focus on insuring that the input of these constituencies is sought, valued and connected to regional CED plans.

- M. There is general support for the concept of regional CED**, but there is a lack of sufficient understanding of the strategic and tactical interdependence of the region on the economic performance of the City of Peoria or between each of the counties in the MSA. Clarity of understanding around the reality of regional interdependencies could be improved with the development of an economic analysis that demonstrates the connectedness of value chain assets for the top four performing industry sectors within the MSA. Increased knowledge of economic interdependence builds a sustainable foundation for meaningful long-term collaboration.
- N. K-12 education is the supply pipeline for the region's workforce of the future.** Yet there is limited integration across the region of the various school districts serving the Peoria MSA and regional economic development strategies. There has been an increased focus by the CEO Roundtable, the Peoria Area Chamber of Commerce and United Way on improved education performance particularly as this relates to improved conditions with Peoria Public Schools. It is critically important that any regional CED initiative fully engage the K-12 school systems serving the entire region not just Peoria as full partners in development of an education and training strategy that assures a plentiful supply of qualified workers for tomorrow's future workforce.

Gap Analysis

This gap analysis compares the region’s actual performance against what are considered to be best practices in terms of regional community economic development (CED). The differences are what constitute a “gap”. We reported on these best practices in the Phase 1 Findings Report pages 12-18. A summary of these collaboration and CED best practices is in the appendix of this Phase 2 Report.

This Phase 2 Recommendations report addresses the identified gaps in several ways:

1. Implementation of a regional strategy based on best practices for collaboration and CED
2. Initiative recommendations to improve regional collaboration & economic performance
3. Framework recommendations that restructure CED to build trust and excellence

The gap analysis section is followed by two recommendation sections. One provides a list of CED initiatives to improve regional collaboration and enable regional and local CED leaders to have a more effective CED toolkit of best practice resources at their disposal. The second describes five priority recommendations that restructure regional CED frameworks which are intended to increase transparency, accountability and improved outcomes through the development of S.M.A.R.T. strategy, goals, objectives and action plans.

Best Practice CED Standards: The Phase 1 report found that the region significantly underperformed in most of the ten best practices for regional CED. This has led to confusion across the region at the local town and county level. This has resulted in limited accountability and transparency.

Best Practices for CED Collaboration: In Phase 1, we reported that the region performed below average in all eight areas of best practice for regional CED collaboration. This low level of meaningful collaboration has led to the high levels of distrust that exists between local and county CED resources and the CI EDC. This is further evidenced by the lack of meaningful engagement with the diversity of small business owners, multi-cultural populations and non-profit sector interests responsible for the region's quality of life services.

Clarity Around CED Governance: Interviews with public, private and non-profit leaders indicate high levels of confusion around who is responsible for what in regard to CED policy, strategy and implementation, etc. A number of board members of various Heartland Partnership entities expressed real confusion, lack of understanding and concern about issues of transparency, accountability, priorities and performance. This is multiplied at the level of the general community.

Open Systems Planning: This is the basis for maximizing input into best practice CED initiatives. Open Systems planning focuses on broadening rather than limiting the input process. The regional CEDS, which is the only documented regional plan, has had limited meaningful input from across the region. This has led to the CEDS and related plans lacking credibility and broad ownership.

S.M.A.R.T. Goals & Strategies: The lack of specific, measurable, achievable, realistic and time based goals and strategies provides no basis for accountability and prioritization to a CED plan. Also, local economic development resources do not know where their interests and needs fit into the regional plan. As a result goals are always a moving target.

Mission Focus: Current managers of regional CED planning and implementation seem to be more focused on pursuit of financial resources rather than on mission. This has led to mass confusion across the region as to what is the CED mission of the region. It has also led to the perception that the CI EDC is more focused on grabbing available money pots rather than on being a valued and trusted partner.

Connectedness of CED Resources: CED resources include more than regional and local EDCs. Numerous CED resources across the region sit on each others boards, but that is the limit of their connectedness. Strategically, workforce and economic development entities, professionals, quality of place focused organizations, innovation assets, industry sectors and their leaders, community foundation, PAVCB, etc. need to be strategically linked to improve focus and accelerate regional growth.

Sense of Prioritization: The existence of ten priority industry clusters exemplifies no sense of regional priorities. Economic regions larger than Central Illinois struggle to effectively manage and develop four industry clusters. Making a few clusters effective now will build a success model for more future clusters.

Innovation Ecosystem: The region contains a collection rather than a system of innovation assets. The lack of an ecosystem limits the ability of individual innovation entities to benefit from each others participation & limits the breadth and depth of entrepreneurial ventures that can be served by the ecosystem. The region needs to better understand that “innovation is about connecting not inventing”.

Regional CED Talent Pool: There are a number of CED professionals serving villages, towns, cities and counties within the region. With the exception of Peoria Metro there is limited strategic integration and leverage of these resources with regional CED talent.

Accessible Data Analysis Center of Excellence: Surveys and interviews of hundreds of leaders indicate that there is no one place that all look to as the source for the most integrated and up-to-date data resources. Most CED professionals express frustration that the lack of such a go-to resource increases their workload and limits the quality of what they can provide their clients.

Adequate CED Finance Toolkit: Local and state loan pools, angel and venture capital networks do exist in the region. However, they are limited in their capacity. There are a number of gaps in the types of finance tools (i.e. viable local CDFI, specialty finance, private SBIR equivalent grants, etc.) serving the region. There is also a gap in risk assessment talent required to underwrite entrepreneurial ventures. This limits the pipeline of innovation opportunities generated by the region.

Livable Community/Quality of Place Strategy: The region includes many quality environmental, social, cultural, educational, healthy community and recreational assets that are not fully integrated into a definition of a balanced community economic development strategy. This limits the ability of the region to create regional and local strategies that will attract and retain young working families, who want to choose to live and play where they want...and work where they live and play.

Business Retention Services: Interviews with CED leaders and business leaders indicate a regional gap in the breadth and depth of strategic engagement with existing business owners. Except for a few local EDC professionals, very few employers receive regular visitations to discuss the issues which are holding back growth and could be addressed by the region. This is even more true for emerging as well as minority and woman owned businesses.

Asset Awareness: There is limited knowledge of what constitutes asset based development. There are no apparent tools in place within the region to map regional or local assets. There is limited knowledge of what asset categories should be mapped and may constitute unique indigenous advantages that can be leveraged for economic advantage.

Rural Broadband: There have been individual expressions of concern about gaps in broad band access in some areas of the region. However, VE cannot find any evidence that a broadband strategy has been developed for the region. Broadband Illinois is currently in the process of putting an E-team in the 10-county region which includes the Peoria MSA.

Entrepreneur Talent Pool: Regional leaders of innovation initiatives have identified that a gap in adequate supply of entrepreneur talent exists in the region. There does not appear to be any program in place that focuses on development of a climate of risk taking, innovation and entrepreneurship. This is critical for developing and attracting a robust supply of entrepreneurs for the region.

*Initiative Recommendations To Improve
Regional Collaboration & Performance*

Regional Data Center of Excellence: *VE recommends creation of an integrated data portal that is hosted and managed by one organization but is virtually connected to each county and municipality.* Each will have a seat license for 24/7 access to and use of the information resources contained within the portal. Best practice regional data would be collaboratively supplied by regional data partners such as DCEO, IDES, United Way, Workforce Network and local real estate data, etc. VE recommends that best practice national data services are sourced from Decision Data Resources, which delivers more than 25 demographic, economic and innovation data sets through a web enabled platform connected to GIS. VE further recommends that the region invest in a regional economic forecasting model that is useable by non-economists. Similar to the Connect SI economic model, this would enable each county to measure its economy via GDP, jobs, earnings and output, conduct scenario analysis of competing investments to discern what projects are in the regions the best interest and be connected to GIS mapped portal data.

Best Practice Regional CED Leadership Training Program: *Create a curriculum which will develop local leadership capacity to implement and manage a regional economy and/or their organizations in accordance with best practices for regional CED and collaboration.* VE recommends that this curriculum be developed in six 2-hour modules for delivery each calendar quarter. VE would implement the first round of courses and work with a regional entity that can imbed this curriculum within existing or newly created leadership training programs. The first round of courses would be delivered to leaders involved with implementation of the regional asset based strategy recommended by this report. This will enable applied learning to take place parallel with the regional strategy. This program should incorporate a set of metrics for benchmarking the regions performance in meeting best practice standards for regional CED and collaboration.

Regional Workforce Center of Excellence: In conjunction with framework recommendation #3, *VE recommends implementation of a workforce center of excellence (WCOE) as a model for addressing critical shortages of skilled workers to the needs of a specific industry.* The 1st WCOE should focus on the needs of advanced manufacturing interests. The WCOE would strategically connect all workforce supply chain assets with all advanced manufacturing consumers of workforce resources. The WCOE analyzes the current and future work force requirements against supply including demographic analysis. It identifies and maps soft and hard skills required to meet current standards. It then designs a workforce solution that is collaboratively delivered in real-time and in accordance with current workforce demands and quality standards. A WCOE is proactive not reactive and looks to the private as well as public sector. The 1st WCOE would serve as a model for other sectors. The current manufacturing work group within EDGE should be the initial leaders of the recommended WCOE.

Implement a Regional Innovation Ecosystem: *VE recommends creation of a regional innovation ecosystem inclusive of the proposed new small business incubator.* Innovation ecosystems enable a regional economy to enjoy the advantages of being a first mover innovation economy. A self-sustaining ecosystem of virtually connected but separately controlled innovation assets includes business incubators, STEM & entrepreneurship development programs, technology transfer resources, small business development centers, regionally controlled integrated innovation capital finance system, and industry specific subject matter experts. The region has several of these assets already in place under such as Peoria Next. Others are under development and should be connected into this ecosystem. Overtime the ecosystem will build a robust climate of innovation & entrepreneurship.

Integrated Equity and Debt Finance System: *VE recommends the development of an integrated framework for aggregating, attracting and managing larger equity and debt capital pools whether they be from public or private sources.* Interviews with regional bank executives, community development finance officials and leaders associated with the angel and venture capital pools serving the region identified weaknesses with the current system. Such a system needs to incorporate increased access to specialty finance resources, development of a regionally focused CDFI, access to greater risk mitigation expertise for knowledge economy investments and resources, and a focus on increasing the region's risk appetite for and deal flow of innovative and entrepreneurial ventures. The Heartland Partnership represents an interesting vehicle to oversee the development and management of such a framework. This recommendation addresses a number of identified gaps and weaknesses.

Develop an e-Connectivity Strategy with Network Provider COI: *VE recommends the creation of an e-strategy that is fully integrated as an enabling resource with the regional asset-based CED strategy.* Broadband Illinois has launched an e-Team in a ten county region, which includes the Peoria MSA. Heretofore, there has been no broadband wired or wireless strategy connected to the region's economic development strategy. Broadband Illinois' e-team coordinator has encouraged the Central Illinois region to create a Central Illinois e-Team and network provider community of interest to develop a broadband strategy for the region. Interviews with regional leaders indicate that rural broadband wired or wireless access is a regional problem. It should be modeled on the very successful Connect SI effort in Southern Illinois. A regional e-strategy will lead to a dramatic increase in broadband infrastructure investments, end user adoption rates & expansion of super computing use, which will enable valuable remote assets to be better leveraged for economic growth.

Recommended Changes in CED Frameworks and Management Practices

The following recommendations are designed to better connect the valuable assets that regional leaders have energetically funded and built, so that Central Illinois is able to exceed the performance of best practice economic regions anywhere in the U.S.

1. Reorganize Central Illinois EDC Governance & Staff:

CI EDC is a valuable public/private asset that needs to perform in a more effective and collaborative manner than its current governance structure and the skill and experience level of its regional resources permits. The CI EDC board has not been provided with the CED information or expertise to execute its fiduciary oversight responsibilities. Most EDC staff lack expertise in strategic community economic development and do not receive sufficient and appropriate executive level guidance to function effectively in that capacity. ***The public and private sectors need to collaborate to reorganize the CI EDC so that it functions as a more effective strategic regional economic development organization and performs as a true public/private partnership.***

2. Merge the roles of RPC/MPO, IRVCOG, and EDD:

Very few states have a COG and an RPC. Vast majority of EDDs are housed within a RPC/COG. These regions consolidate these functions within an RPC/COG to improve regional planning expertise, outcomes, break down silos and gain economies of scale. This enables regions to bring multiple state, federal and national foundation investments together in a collaborative approach to address complex regional CED issues. *It is recommended that the region's public and private sector leaders merge these roles as other best practice regions have done. We recommend further that the RPC broaden its comprehensive planning capabilities to incorporate services that provide sustainable CED planning capacities to local communities.*

3. Integrate Workforce Development with CED:

The Region's workforce development is now split between two separate WIBs. One (Workforce Network) is connected to Peoria city government, but serves the region. Tazewell county is served by a separate WIB. CED strategies are not aligned with workforce strategies or vice versa. U.S. regions have moved to a model of integrating WIBS with regional EDC or RPC/COG/EDD functions. Industry workforce requirements can best be addressed when WIB strategy is driven by CED workforce priorities. *It is recommended that the region explore the best solution for bringing Tazewell County workforce interests into alignment with the region served by the Workforce Network. It is further recommended that Workforce Network be strategically aligned organizationally with regional CED interests.*

4. Accentuate HP Strengths and Simplify HP Governance:

HP excels at bringing regional leaders together around big ideas and issues. It has a proven track record of bringing unique & complex projects to fruition using its 501-c-3 development structure. HP has also demonstrated strength in advocacy for the region. It has not been effective at development or management of measurable regional CED strategies nor day-to-day management of operations. HP's governance structure is confusing and span of control is too broad to be effective. *VE recommends that HP simplify its governance structure to improve performance, accountability & constancy of purpose. HP should emphasize its role in rallying leaders around big ideas; project managing complex projects; and advocacy for CED issues and managing investments that improve and grow the Central Illinois regional economy.*

5. Launch Top-Down/Bottom-Up Regional CED Asset Based Strategy:

Recommendations #1-4 will be most sustainable if they are learned & ingrained as part of the implementation of a regional asset-based CED strategy. This will imbed best practices for collaboration & CED in the regional culture across public, private and non-profit organizations and within their leadership. It is further recommended that an effective regional initiative needs to integrate the work related to the HUD Sustainability Grant, the LISC initiative and CEDS.

It is recommended that TCRPC on behalf of the region's public sector leaders and the Heartland Partnership on behalf of the private sector collaborate to implement this recommendation based on regional CED best practices defined in the Phase 1 Findings & this Phase 2 Recommendations report.

Recommended Next Steps









The recommendations on pages 20-24 enable all other report recommendations to be adopted. A small but diverse group of private & public sector leaders reviewed them on April 27. They endorsed the recommendations in principal & encouraged that prompt action be taken. Listed below are several recommended next steps that can be taken over the next 3-6 months.

1. TCRPC & IRVCOG accept report and adopt recommendations by.....May 31
2. TCRPC & HP jointly announce recommendations & next steps by.....May 31
3. Recommendation #5 (page 24) begins implementation no later than...May 31
4. Recommendation #1, 2, 3 & 4 (pages 20-23) teams appointed by.....June 30
5. Recommendations on pages 16-18 are prioritized for action by..... July 15
6. Recommendation #1 & 2 implementation plan approved by.....Sept 30
7. Private/public CED collaborative funding plan approved by.....Aug 1
8. Recommendation #4 implementation plan approved by.....Oct 15
9. Recommendation #3 implementation plans approved by.....Nov 15
10. Recommendation #5 implementation completed by..... July 2013

Appendix

1. **Recognizes & accepts need for collaboration:** *Potential partners need to recognize their interdependence. Structural, procedural, financial, professional barriers need to be identified and minimized where feasible*
2. **Understands & respects partner's capabilities and limits:** *All parties need to appreciate and respect the others' background, experience, needs, capabilities, motivations, expectations, and goals.*
3. **Executive Commitment and Ownership:** *Partnerships can only succeed with the consistent and sustainable commitment of key public and private sector executives, which promotes "ownership" within their organizations.*
4. **Clear working relationships & lines of accountability:** *Partnerships need clear and simple "terms of engagement." Decision-making process must be transparent. Roles, responsibility, and lines of accountability must be clear.*

5. **Goals and outcomes must be clear & transparent:** *Goals and objectives must be “SMART.” Risks, rewards, and expected benefits/outcomes should also be specific and measurable. SMART = Specific, Measurable, Attainable, Relevant, Time-Bound*
6. **Uses effective, accurate, consistent, open & clear communications:** *Collaborative efforts are dependent upon open and clear communication both internally and externally.*
7. **Develops & maintains trust:** *Developing and maintaining trust is the basis for the closest, most enduring and most successful working arrangements.*
8. **Measures, Monitors, Learns and Adapts:** *Evaluation and review are an integral part of any management process. They are essential to monitor progress related to the group’s goals & objectives, making modifications and cementing commitment and trust.*

Eight Best Practice Benchmarks Required For Sustainable Regional Collaboration	WEAK	BELOW AVERAGE	AVERAGE	GOOD	STRONG
<i>Recognizes & accepts need for collaboration</i>					
<i>Understands & respects partner contributions, capabilities, values, needs & goals</i>					
<i>Ensures executive commitment & ownership</i>					
<i>Creates straightforward working relationships, terms of engagement & lines of accountability</i>					
<i>Implements clear & transparent measures of goals, risks, rewards, and outcomes</i>					
<i>Uses effective, accurate, consistent, open & clear communications with interested stakeholders</i>					
<i>Develops & maintains trust of all collaborators</i>					
<i>Measures, monitors, learns and adapts</i>					

1. **Regional Collaboration:** *Meaningful & sustainable grass-roots collaboration across public, private, non-profit and traditional political boundaries*
2. **Leadership Excellence:** *Empowers proactive leadership to take ownership of their economy; grows leaders with accountability, authority, legitimacy & transparency*
3. **Change Management:** *Adopts the eight steps critical to managing change into the work plan of each board, committee and action team associated with CED. This will enable the region to more effectively participate and compete in the global economy*
4. **Balanced Approach:** *Integrates economic development, education & workforce development assets with the private sector to build effective knowledge based economic, human capital & quality of place centers of excellence*
5. **Asset Based Approach:** *Identify, connect and leverage tangible and intangible assets to sustainably grow and transform the regional economy*

6. **Measurable Outcomes:** *Employs measurable benchmarks, SMART goals and strategies which transform the region through measurable outcomes.
(SMART = Specific, Measurable, Attainable, Relevant, Time Bound)*

7. **Innovation Driven:** *Builds innovation ecosystems that create a lasting regional climate of opportunity, entrepreneurship, risk taking and innovation*

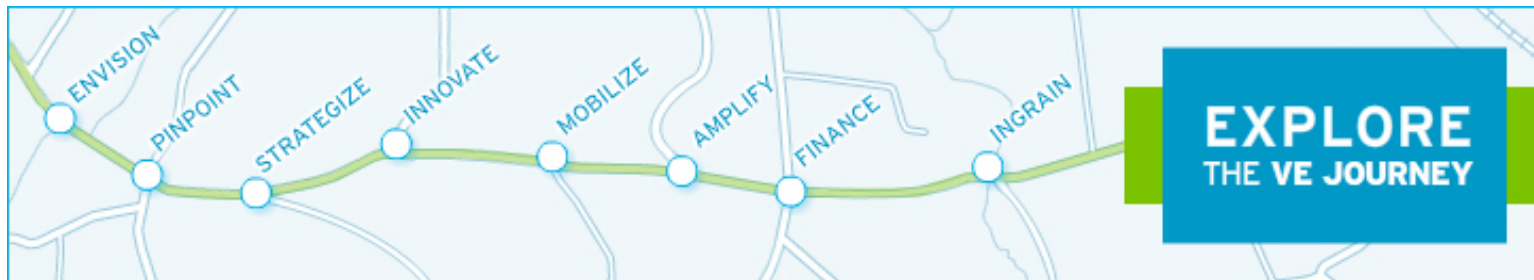
8. **Life Cycle Finance:** *Provides access to a life cycle of funding as well as equity and debt financing to sustain regional public, private & non-profit ventures*

9. **Regional Brand Promise:** *Defines, creates, communicates and delivers on a clear brand promise that promotes & sustains regional competitive advantages*

10. **Regional Transformation Mindset:** *Sustains commitment to CED as a journey that is a marathon not a sprint, and is transformative not incremental*

Asset-Based CED Best Practices	Rate	Current Assessment of Region
<i>Regional Collaboration: Builds Deep & Sustainable Grass Roots Led Regional Collaboration</i>	○	Regional collaboration is now more of an expressed desire than a current reality
<i>Leadership Excellence: Raises Up, Educates, Trains Critical Mass of Collaborative Regional Leaders</i>	○	Capacity building is absent and needs to be developed to improve regional outcomes
<i>Change Management: Adopts the Critical Eight Steps Required to Enable a Region to Embrace Change</i>	○	Behavior to embrace rather than fear change is not imbedded in CED system
<i>Balanced Approach: Invests in quality of place, financial, human and social capital value chains</i>	◐	Integration & leverage of all systems that impact CED is not evident across region
<i>Asset-Based Approach: Implements Asset versus Needs Based Transformative CED Strategies</i>	○	There is no evidence of asset based knowledge, processes, tools or plans
<i>Measurable Outcomes: Sets Benchmarks, Goals & Strategies that Transform Regional Economy</i>	○	No measurable outcomes nor benchmarks except for just announced scorecard
<i>Innovation Driven: Grows & Imbeds Climate of Reg'l Innovation, Entrepreneurship, Life Cycle Finance</i>	◑	Innovation climate is weak but increasing Assets not well connected to each other
<i>Life Cycle Finance: Access to range of private equity & debt financing for private, public, nonprofit ventures</i>	◐	Insufficient finance capacity, variety, access or supply of specialty risk assessment skills
<i>Regional Brand Promise: Defines, Communicates and Delivers on a Clear Regional Brand Promise</i>	◑	Beginnings of regional brand are in place through several initiatives (By-Ways, etc.)
<i>Mindset Transformation: Leadership Excellence, CED as a Journey and Transparent Accountability</i>	○	Leader interviews confirm this as a large gap which threatens regional CED success

Thank You



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