IEDC’s New Climate Prosperity Handbook Puts Your Community on the Path to Sustainable Prosperity

By Liz Thorstensen and Louise Anderson

Economic developers today have a groundbreaking opportunity: to jumpstart a new economic sector locally that also benefits the environment and quality of life.

Scientific knowledge, national policy and global economic and environmental trends have converged to a point where taking action on climate change – rather than being costly and harmful to the economy – has the potential to create wide-ranging cost savings, employment benefits and innovation opportunities.

IEDC has produced a new Climate Prosperity Handbook to help economic developers seize the benefits of pursuing sustainable development and climate action strategies. The handbook is based on the three-part model of the broader Climate Prosperity Project:* 

- **Green Savings.** Greater energy efficiency, conservation and using less carbon-intensive energy sources in existing products are the low-hanging fruit in reducing emissions and creating a more sustainable economy. Green savings can be threaded throughout business practices to enhance competiveness; consumer savings to act as a net wage increase; and community savings to act as an economic stimulus.

- **Green Opportunities.** In the past few years, alternative energy has moved from being a niche market to become a mainstream investment target. Further, some of the best known 20th century entrepreneurs, many who drove the IT revolution, are leading the renewable energy investment charge. As demand for low-carbon solutions grows, this will lead to the emergence of new value chains that disrupt existing industries and create new ones, resulting in increased investment opportunities, the creation of new businesses, and the emergence of entrepreneurial industry leaders.

- **Green Talent.** Investment in activities that combat climate change can be a job creation mechanism: new jobs in energy and related industries, the retention and strengthening of skills in traditional industries that have been reinvigorated by integrating sustainable practices, and overall, the likelihood that those jobs will be higher paying and less vulnerable to outsourcing.

Creating Your Community’s Strategy

To help communities take action, the handbook includes a “Getting Started Guide,” designed specifically to help economic development professionals, community leaders, planners, organizers and advocates learn how to develop and implement climate action
strategies. It includes steps for “building the foundation;” using scenario planning as a visioning tool; and translating visions into strategies. As an additional resource, a compendium of cases is included that provides examples of individual strategies that could serve as components of a wider strategy.

Much of climate prosperity planning requires thinking about strategic planning in a way that “greens” standard analyses to mine them for sustainability opportunities. In other words, how can environmental assets become economic assets? Some of the questions that economic developers should pose include:

- What businesses and labor are already functioning in green or environmentally related industries?
- What organizational assets are already in place that could support sustainability initiatives?
- What research and green training opportunities are available in local colleges and universities?
- What firms and sectors may be challenged by a rapidly changing energy market and changing regulatory structures that will require greenhouse gas reduction and greater energy efficiency standards?
- How might changing consumer spending patterns and increasing demands for greener, more energy-efficient products impact local businesses?

As economic developers and community stakeholders begin to answer these questions, they will be positioning their communities to be more competitive in the global economy. The economic development implications of the sustainability movement have only recently become apparent. The true cost of energy, i.e., the environmental and economic consequences of greenhouse gas emissions, regulated at the national level, will now be a major cost of production, altering the competitive position of industrial sectors and regions. In addition, new federal investments in energy conservation and efficiency will provide opportunities for a broad range of communities to position themselves successfully in this new energy economy.

Download the free Climate Prosperity Handbook (PDF) and learn more about the project at IEDC’s Climate Prosperity web page.

Also consider joining IEDC at the 2009 Annual Conference in Reno, Oct. 4-7, which will offer multiple sessions on opportunities in the green economy, including “Emerging from the Ashes: Leveraging Clean Tech for Recovery,” “Combating Unemployment: The Potential of Green Jobs,” and “Doing More with Less: Building Green to Slash Energy Expenses and Enhance Competitiveness” – plus a special session devoted to the Climate Prosperity Project and how to apply its principles in your community. Register before July 10 for discounts!
*The Climate Prosperity Project, now Climate Prosperity, Inc., is committed to the creation of a low-carbon and prosperous American economy. It brings together key public and private players in regional economic development to address the climate challenge and benefit the local and national economy at the same time. IEDC President and CEO Jeff Finkle, CEcD, is a member of the board of directors. For more information, visit [http://www.climateprosperityproject.org/](http://www.climateprosperityproject.org/).

In the Spirit of Continual Excellence: Benchmarking High-Performance EDOs

*By Joy Wilkins, CEcD, and Dana King, with research assistance from Blair Garvey and Andrea Lytle, Georgia Tech Enterprise Innovation Institute*

Famed leadership and quality management guru Peter Drucker once said, “The only things that evolve by themselves in an organization are disorder, friction, and malperformance.” Implicit in Drucker’s words and those by his predecessors and contemporaries is the tried and true concept that organizational excellence can only be achieved through focused and strategic leadership.

In search of competitive excellence, economic development leaders often ask for guidance and assistance on key enterprise management and operational issues relating to running a quality economic development organization. They are interested in operating as effectively as possible, in making the highest possible impact, and in having a knowledge system in place for tracking their performance to enable continual improvement.

To assist in this arena, since 2006, IEDC and Georgia Tech’s Enterprise Innovation Institute (E²) have worked to benchmark excellence in quality management among Accredited Economic Development Organizations (AEDOs) located across the United States.* The AEDOs have been the focal point of this initiative as they have been recognized by IEDC for their enterprise excellence and, therefore, represent the “best of the best” in economic development. This initiative has provided a cookbook of ingredients to inform the profession on what it takes to be a high-performance organization in economic development – and, this cookbook has now been updated through recently released benchmarks based on a 2009 survey.

As in 2006, the 2009 survey assessed AEDOs according to the 10 quality management areas:
Also included were quality management indicators relating to innovation management and sustainability. The initiative draws on quality management standards from the IEDC AEDO program, the International Organization of Standardization (ISO), the Malcolm Baldrige National Quality Program, and the expertise of professionals associated with EI.

While champion organizations – those among the “best of the best” – display enterprise excellence in all 10 areas of quality management, there are also identified opportunities for improvement to consider when making changes for advancing organizational success. The following are the key highlights from the 2009 survey.

- The AEDOs continue to be top notch in the management areas of Customer and Market Focus, Partnerships and Relationships, and Results. The AEDOs received top marks in both 2006 and 2009 for their focus on the customer. They are known for fostering highly effective relationships with partners at the local, regional, and state level and with internal stakeholders (e.g., both staff and board members) as well. And, their success in both regards likely has a direct impact on their ability to achieve the excellent results they are reputed to achieve.

- The AEDOs demonstrated success in improving their efforts in the Use of Technology and Communications System management areas, as evidenced by their relative jump in the overall rankings for these areas from 2006 to 2009. By becoming leaders in their use of technology, AEDOs, and likewise all economic development organizations (EDOs), have an opportunity to convey a first and lasting impression on prospective investors about whether their community can suit the technology needs of business. Given the importance of technology in communications, maintaining an effective communications system can be all the more challenging when use of technology is lagging; likewise, a communications system can be all the more impactful, when there is optimal use of technology advancements.

- In 2006, the Performance Tracking System was the management area representing the greatest opportunity for improvement. While the 2009 findings suggest that this area remains a top opportunity for further improvement, there has been notable progress since 2006. Continuing to emphasize opportunities to more effectively track performance data and use that data to inform management decisions can be a means to (1) facilitate more effective adjustments to inevitable change in the community; (2) identify inefficiencies that need to be addressed; (3) understand how to best prioritize
future programs of work; (4) communicate quantifiable measures of success to stakeholders; and, (5) in the words of Jim Collins, go from “Good to Great.”

- The Leadership management area improved somewhat in the relative rankings from 2006 to 2009, but considering its importance to EDO operational and management success, this continues to be another significant opportunity for improvement.

- Human Resources was the management area that saw its overall ratings drop most significantly from 2006, resulting in being among the bottom three rated management areas in 2009. Further investigation is warranted to explore and determine explanatory factors.

- The Innovation Management measures are another area where progress has been made since 2006. The key indicator of “the EDO is innovative” rose in ranking relative to the other innovation measures. As concluded in the 2006 report, further focusing efforts on improving support for creativity and innovation would leverage staff and leadership talent and potentially bolster the impact of the EDO’s work.

- Probably the most visible opportunity for improvement is in the area of sustainability. In the past few years, consumers and producers alike have become increasingly aware of and interested in improving the sustainability of their operations and processes. As with their use of technology, EDOs are the first and main point of contact for many existing and prospective constituencies. Also, EDOs are often well-positioned as a community leader, so their sustainability work should help serve as a catalyst for green practices, and green economic development, throughout the community. Thus, by taking more proactive measures to employ green practices, EDOs not only can reduce their particular carbon footprint, they can also encourage others to do so – and by doing both, improve their community’s image and make their community more attractive for green business development.

Through this joint IEDC-EI initiative, the AEDOs have provided an inside view to the dynamics involved with being a high performance organization in economic development and have pointed to opportunities for continual improvement – and, by doing so, have informed others in their “Search of Excellence,” echoing the words of Thomas J. Peters and Robert H. Waterman, Jr.

Download a PDF of the full report, “Benchmarking Excellence Among Accredited Economic Development Organizations” (2.6 Mb).

*IEDC’s Accredited Economic Development Organization (AEDO) Program is a means of recognizing the professional excellence of economic development entities throughout North America. It aims to provide economic development organizations with independent feedback on their operations, structure, and procedures, and recognize excellence in local economic development efforts. To learn more about the program, contact Liz Thorstensen, Senior Economic Development Associate, at ethorstensen@iedconline.org.
New This Week at IEDC’s Economic Recovery Zone

IEDC keeps you up to date with the latest news on the stimulus and economy at our Economic Recovery Zone blog. Posts since the last ED Now include:

- NOFA Published for Broadband Initiatives Program and Broadband Technology Opportunities Program
- SBA Issues Interim Rule on 504 & ARRA, Seeks Comments
- Stimulus/Economy Media Coverage, Part 3
- EECBG Deadline Extended: Take the Extra Time to Plan
- OMB Releases Guidance for Recipient Reporting
- Plus multiple posts on new DOL dollars for green jobs

This resource is for IEDC members only. If you have trouble logging in, contact Phil Goodwin, IEDC’s Member Relations Coordinator, pgoodwin@iedconline.org.

IEDC Seeks Nominations for the Leadership in Economic Development Programs Award

The Leadership in Economic Development Programs award recognizes an individual federal program director that has excelled in administering a federal economic development program. The award will be presented at IEDC’s 2009 Annual Conference, October 4-7 in Reno, Nev.

Please view the nomination form and contact Talib Hudson, Legislative Affairs Associate, at thudson@iedconline.org or (202) 942-9464 with questions.

Federal Update

House Passes Climate Change Bill with Potential to Dramatically Reshape U.S. Energy Policy

The House passed the American Clean Energy and Security Act of 2009 (H.R. 2454), which establishes a cap-and-trade system to reduce greenhouse gas emissions to 97% of 2005 levels by 2020, 83% by 2020, and ultimately 17% by 2050. The legislation also would establish State Energy and Environment Development (SEED) Accounts to manage emission allowances, and would invest $190 billion in clean energy technology.
Green Jobs
A number of provisions in the legislation are directed at creating green jobs, such as a grant program through the Department of Education to “develop programs of study” for new careers in renewable energy and energy efficiency. The Energy Worker Training Program under the Workforce Investment Act would receive expanded funding, from $125 million to $150 million.

The Departments of Labor (DOL), Energy (DOE), and Education also are instructed to create a clearinghouse to “aid career and technical education and job training programs for the renewable energy sector.” In addition, DOL and DOE will create a Green Construction Careers demonstration project to “promote middle-class careers and quality employment in the green construction sector.”

Other initiatives include:
• A $20 million clean technology business competition grant program to incent entrepreneurship for new green businesses;
• A revolving loan fund to retool manufacturing facilities to produce clean energy technology products and energy efficient products; and
• An industrial energy efficiency education and training initiative to educate facility managers and other decision-makers on the benefits of energy efficiency.

The legislation also includes a provision for “climate change adjustment assistance” for workers who become unemployed due to the shift from fossil fuels to renewable energies.

Supporters of the bill claim that it is necessary to lead the U.S. into the new green economy and away from dependence on foreign oil. Opponents of the bill claim that it will raise energy bills and cause job losses due to increased costs for companies.

The bill now moves to the Senate, where it does not have a clear path to passage despite the Democrats’ obtaining a 60th member with the conclusion of the Minnesota Senate race.

House Passes SBIR/STTR Reauthorization Legislation, Increases Funding

The House Committee on Small Business passed the Enhancing Small Business Research and Innovation Act of 2009 (H.R. 2965), which would extend the Small Business Innovation Research and Small Business Technology Transfer (SBIR/STTR) programs through fiscal year 2011. The legislation increases the potential award size to $250,000 for phase one and $2 million for phase two, and provides $27.5 million for phase three (commercialization stage) funding.

The bill now moves to the entire House for consideration.
Senate Appropriations Committee Passes Commerce-Justice-Science Bill: Funding for Key ED Programs

The Senate Appropriations Committee approved the Commerce, Justice, Science, and Related Agencies bill on June 25. The House passed its version seven days prior. Highlights of the bill include:

Economic Development Administration - $238 million
- $8.5 million for the Global Climate Change Mitigation Incentive
- $40 million for public works grants (title I)
- $30 million for planning assistance
- $10 million for technical assistance
- $1.5 million for research and evaluation
- $20 million for trade adjustment assistance for communities and firms
- $90 million for economic adjustment grants (title IX)
- $38 million for salaries and expenses

International Trade Administration - $46.3 million

National Institute of Standards and Technology - $878.8 million
- Manufacturing Extension Partnership - $124.7 million
- Technology Innovation Program - $69.9 million

National Telecommunications and Information Administration - $39.9 million

National Science Foundation - $6.9 billion

Department of Justice Weed and Seed Program - $20 million

In addition, the legislation directs EDA to work with the Department of Defense Office of Economic Assistance to re-establish a grant program to assist base communities affected by BRAC 2005. The bill also prioritizes filling vacant positions in regional offices before headquarters.

War Supplemental Passes with $40 Million for EDA Trade Adjustment Assistance

Congress recently passed a supplemental funding bill which contained $40 million for Trade Adjustment Assistance to communities under the Economic Development Administration (EDA).

The Trade Adjustment Assistance for Firms Program (TAAF), administered by EDA, is designed to assist manufacturing and production firms that have lost sales and employment
due to global competition. With the passage of the Recovery Act, service-sector firms are now able to apply for trade adjustment assistance as well. The program is managed through a network of eleven trade adjustment assistance centers (TAAC) throughout the country that provide matching technical assistance funds to help firms improve their competitiveness.

Eligible firms do not need to be in a dire state before applying for trade adjustment assistance, but do have to show a decline in sales and employment due in some way to global competition over a two-year period. TAAF only covers costs for technical assistance, and cannot be applied to construction, labor, or other costs. Technical assistance areas include “marketing, information technology, manufacturing, engineering, and quality,” according to www.taacenters.org. Firms should contact their regional TAAC to apply, as well as to obtain more information.

House, Administration Wrestle Over Transportation Bill

The Obama administration and the House Committee on Transportation and Infrastructure are grappling over legislation reauthorizing surface transportation programs. The Highway Trust Fund is running low in the wake of declining gas-tax revenues, with lawmakers expecting the fund to be empty by August of this year. Rep. James Oberstar, (D-MN), chairman of the House transportation and infrastructure committee, released a six-year, $500 billion draft reauthorization bill, and the Highways and Transit Subcommittee approved it on June 24. The committee also released a blueprint of the proposed bill, which seeks to establish an intermodal National Strategic Plan to coordinate highway, rail, and transit efforts.

President Obama, on the other hand, would prefer to issue a $20 billion, 18-month extension to serve as a stop-gap measure while a long-term plan is developed. Under the administration’s plan, the $20 billion would come from the Treasury’s general fund and would be repaid over a 10-year period, according to CQ.com. President Obama is concerned about spending another $500 billion this year after the federal government already committed to hundreds of billions of dollars in spending between bailout efforts, the stimulus package, and fiscal year 2009 appropriations.

Tensions between the committee and the administration were evident at a recent hearing on stimulus transportation spending, as Chairman Oberstar and other members of the committee repeatedly directed pointed questions toward administration officials on the wisdom of a temporary reauthorization plan while trust fund resources are running out, as opposed to their six-year plan.

New Federal Appointments & Confirmations

The following individuals have recently been appointed or confirmed:
Department of Energy

Catherine Radford Zoi – Assistant Secretary of Energy for Energy Efficiency and Renewable Energy: Ms. Zoi comes to the Obama administration after working with former Vice President Al Gore as CEO of the Alliance for Climate Protection. Ms. Zoi also served in the Clinton Administration, as Chief of Staff on Environmental Policy, and also pioneered the ENERGY STAR program at the Environmental Protection Agency.

Dr. William Brinkman – Director, Office of Science: Dr. Brinkman most recently served as a Senior Research Physicist at Princeton University. He has previously served as Physical Sciences Research Vice President and Vice President of Research at Sandia National Laboratories.

Department of Housing and Urban Development

Mercedes Márquez – Assistant Secretary for Community Planning and Development: Ms. Márquez formerly worked under Mayor Antonio Villaraigosa as the General Manager of the Los Angeles Housing Department. The new position is Ms. Márquez’s second stint at HUD, as she previously served as Senior Counsel to the Secretary for Civil Rights and Fair Housing under the Clinton Administration.

Department of Labor

Jane Oates – Assistant Secretary of Labor, Employment and Training Administration: Ms. Oates was the Executive Director of the New Jersey Commission on Higher Education and also served as Senior Policy Advisory to Governor Jon Corzine. She also served on a number of state commissions on workforce and employment.

Department of the Treasury

Herbert Allison, Jr. – Assistant Secretary of the Treasury for Financial Stability: Mr. Allison will take the reins of the TARP program after serving as President and Chief Executive Officer of Fannie Mae. He also worked for Merrill Lynch for nearly 30 years in numerous leadership positions, as well as at TIAA-CREF as Chairman, President, and Chief Executive Officer.

President Obama Announces Outreach Tour to Connect with Rural Communities

The Obama administration is launching an outreach initiative to connect with rural communities. The president recently announced the Rural Tour in which cabinet and administration officials will “hold a series of discussion on how communities, states, and the
federal government can work together to strengthen rural America,” according to a White House press release.

The schedule includes the following dates and locations, visiting officials and the subjects they plan to discuss:

**July 1:** Vice President Joe Biden and Secretaries Gary Locke and Tom Vilsack will travel to Wattsburg, PA, to discuss rural broadband.

**July 16:** Secretaries Ray LaHood and Tom Vilsack will travel to La Crosse, WI, to discuss rural economic development.

**July 18:** Secretaries Steven Chu and Tom Vilsack will travel to Ringgold, VA, to discuss green jobs and a new energy economy, with a focus on weatherization and carbon sequestration.

**July 20:** Secretaries Kathleen Sebelius, Eric Shinseki, Hilda Solis and Tom Vilsack will travel to St. John’s Parish, LA, to discuss rural healthcare.

**August 12:** Secretaries Steven Chu, Shaun Donovan, Arne Duncan, Ken Salazar and Tom Vilsack will travel to Bethel, AK, to discuss rural infrastructure, green jobs and a new energy economy, as well as climate change.

**August 16:** Secretaries Ken Salazar and Tom Vilsack will travel to Zanesville, OH, to discuss green jobs and a new energy economy, with a focus on renewable energies.

**August 17:** Secretaries Arne Duncan and Tom Vilsack will travel to Hamlet, NC, to discuss rural education.

**September 28:** Secretaries Ken Salazar and Tom Vilsack will travel to Scottsbluff, NE, to discuss production agriculture.

**September 30:** Secretaries Shaun Donovan and Tom Vilsack will travel to Las Cruces, NM, to discuss rural infrastructure.
Economic Development News

Analysis & Impacts

New Census data: Growing cities grow faster, shrinking cities lose fewer people
The Wall Street Journal, July 1

Due to a combination of choice and circumstance, cities that for years lost residents to the suburbs are holding onto their populations – a mix of people trapped in homes they can’t sell and those who simply prefer urban life over the suburbs. The recession and real estate slump has at least temporarily reversed trends of the recent real estate boom.

Business Attraction & Marketing

Addressing child care needs as part of business attraction
Arlington Economic Development, June 2009 (PDF, 17 pp.)

Whether including on-site child care as part of a relocation deal or simply providing information on child care options to a new business, child care has become a key factor in location decisions for many companies. Arlington (Va.) Economic Development recently undertook a study of child care centers in commercial corridors and came up with policy recommendations to facilitate child care options, such as density bonuses for new child care centers; modifying current retail policy to allow such centers; and identifying partnerships to support child care workforce development.

Expert insight on place branding, incentives, site selection and FDI
The Burghard Group

In this interview with longtime economic development consultant Jim McGraw, he discusses the main reasons why place branding efforts fail; the value of “personal and in-kind incentives” in place of cash; why CEO to CEO sales are the future in site selection; and why the most targeted FDI attraction efforts are usually the winners.

Entrepreneurship & Small Business Development

SCORE launches online social network for small business owners
Crain’s, May 29

The nonprofit group SCORE has developed the website www.scorecommunity.org to help entrepreneurs to communicate with one another as well as connect to advisers, business opportunities and resources. Looks like a potential useful resource to add to a community’s entrepreneurship toolkit.
Entrepreneurs do it on a shoestring, even moving home

It’s a tough time to start or grow a new business. In Massachusetts, for example, total incorporations during the first four months of 2009 were down to 7,397 from 8,456 for the same period in 2008. But entrepreneurs persevere – whether by changing the product mix or the target market, or lowering prices (Boston Globe) or giving up storefronts to run their enterprises from home (Wall Street Journal). There may be some ideas in these articles for ways EDOs can support small businesses, whether it’s helping them retool their strategies, or ensuring that zoning laws are flexible for home-based businesses.

And while business starts have been slow, an article in Colorado Biz magazine outlines eight trends that the authors cite as proof that business starts are about to “swell into a tsunami.”

Real Estate & Revitalization

How Phoenix works to smooth the way for adaptive reuse
Governing, June 17

This article by Phoenix’s city manager describes how the city developed an adaptive reuse pilot program to help small business owners remodel older, downtown-area buildings. A task force helped create innovative processes and policies, streamline procedures, and amend codes to make renovation easier, smoother and less expensive for customers.

Grassroots strategies work to reclaim vacant blocks
New York Times, June 24

Ground-up strategies to revitalize distressed neighborhoods are taking hold in cities across the country. Strategies profiled in this article include converting vacant properties into urban farms and community gardens; property tax abatements granted on the increased market value of improvements; and active neighborhood associations that match developers with available properties, or buy up vacant or abandoned property and arrange for development and sale.

An “idea book” for keeping post-war suburbs vital
Mid-America Regional Council

Early suburbs face challenges such as declining housing stock and deteriorating infrastructure. To avoid blight, to help these communities modernize and to make them attractive places to live in the future, the First Suburbs Coalition Idea Book examines four common post-war housing types – Ranch, Split Level, Two Story, and Cape Cod – and
provides ideas for appropriate ways to update and make additions to them. (From this page, you can download free PDFs or order a hard copy.)

A related article in the Kansas City Star discusses that region’s attempts to keep its early suburbs healthy.

**Sustainability**

**Building an interstate highway system for energy**
Discover, June 2009

“Smart grid” is big news. What should you know about it? This article gives a good overview of what a next-generation electrical grid is and the issues around developing it. If your region is interested in building business opportunities around renewable energy, this article is a good way to learn about critical related issues.

**Technology & Innovation**

**Government’s role in innovation: Strategic choices improve the odds of success**
The New York Times, June 21

A recent meeting of innovation-policy practitioners from nine countries offered a window onto the state of innovation policy – how it’s being defined and what countries are doing. Governments are focusing on problem-solving or targets of potential advantage at the national level – e.g., in Finland, software and services to deal with a fast-aging population, or in Australia, nurturing industries that arise from its harsh climate and a scattered population. Most agreed that innovation policy should more closely resemble stewardship than the command-and-control model typical of previous industrial policies.

**In search of innovation: Look away from the light**
The Wall Street Journal

To be truly innovative, companies sometimes have to change their frames of reference, ways of thinking or organization. This article includes examples of nine practices with the potential to produce a company’s eureka moment – but many of them can apply to EDOs as well, both in terms of improving their own service offerings, and helping their region’s companies innovate.
Trade, Globalization & International Economic Development

Invest in America releases “Guide to Federal Incentives and Programs Available to Investors”
U.S. Department of Commerce/Invest in America, June 2009 (PDF)

This document could be a useful resource: It contains information on 35 federal incentives and programs available to investors in the United States, including contacts, responsible federal agency, and other relevant data.

Research parks around the world find new ways to gain a competitive edge
Business Week, June 1009

Many countries are plowing big money into science parks to grow technology-based economies. If you missed the IEDC/International Association of Science Parks conference in Raleigh in June, this collection of articles includes information about many of the projects discussed at the event, including ones in Barcelona; Monterrey, Mexico; Research Triangle Park; and Sheffield, U.K. Understanding that high quality of life is a priority for skilled workers, many new tech park initiatives are being integrated into existing urban fabric, and include amenities such as housing and restaurants.

Workforce Development

Responding in a Turbulent Economy: Creative Roles for WIBs
National Center on Education and the Economy (pdf, 66 pp.)

This report was originally published in 2004 but is highly relevant today, exploring how workforce investments can respond to the needs of workers and communities in turbulent times. It’s organized around a dozen case studies that illustrate innovative strategies and structural arrangements devised by several state and local workforce areas and partners. While the report is targeted at actions that WIBs can take, it also provides economic developers with good ideas for how to work collaboratively.

How one community college district is educating faculty and administrators in green workforce training
The Planning Report, June 2009

In this interview, L.A. Community College District Vice Chancellor Marvin Martinez discusses how his district is working to help college faculty translate the needs of green industry into courses and curriculum. He discusses programs under way – such as professional development and internship activities for faculty, and a district-wide committee
that helps faculty learn about the latest market/job trends and new funding opportunities – as well as strategies to secure related stimulus funding.

**Member Update**

**Correction:** The last *ED Now* incorrectly stated that Kwasi Holman was leaving the Prince Georges County (Md.) Economic Development Corporation. Mr. Holman will remain President of the organization while taking on duties as the President of the Maryland Economic Development Association. We apologize for the error.

Russell Cunningham has resigned as the President of the Birmingham Regional Chamber of Commerce (Ala.). He served as the chamber’s president since 2005.

Frank DiBello has stepped in as Interim President for Space Florida after the resignation Steve Kohler in May.

Mary Jane Stanley, CEcD, has resigned as President of Pasco Economic Development Council ( Fla.). The EDC’s Vice President, John Walsh, has been named interim head of the organization.

The City of Colleyville (Texas) has named Marty B. Wieder as its Economic Development Director. He will start work in early August.

**RFP (Wichita, KS)**

GWEDC is pleased to provide you with this request for proposals for the completion of a competitive analysis and development of a competitive strategy for the City of Wichita/Sedgwick County Kansas.

Please [download the full RFP](#) (PDF). We recommend that you direct all questions regarding your response to the RFP, to:

Duane Smith, Research Director
GWEDC
350 W. Douglas
Wichita, KS 67202
316 268-1124
DSmith@GWEDC.org

All responses received after the closing date of August 7th, 2009, will be considered
ineligible. Instructions for responding are included in the RFP.

Finalists should plan on an on-site interview in Wichita the week of September 14, 2009. Exact dates have not been determined.

Copies of the SWOT analysis completed in 2004 by Whittaker Associates are available upon request.

**Job Center**

Got openings? Place your job ad with IEDC and get four weeks of exposure to more than 20,000 economic development professionals across the nation and beyond. Simply fill out our simple online form.

» [Visit the Job Center](#) for details on each listing.

**July 6, 2009**
- Director for Economic Growth and Redevelopment Services Office (Austin, TX)
- Executive Director (Providence, Rhode Island)
- Senior Director - Business Development (Rockledge, FL)
- Sr. Project Manager (Berwyn, IL)

**June 29, 2009**
- Executive Director (Chesterfield, SC)

**June 22, 2009**
- Economic Development Director (Waynesboro, VA)
- Economic Sustainability Director (Coral Gables, FL)

**June 15, 2009**
- Economic Development/Planning Manager (Brentwood, CA)
- Executive Director (Montgomery, IL)
- President and CEO (New Windsor, NY)
- President/CEO (Toledo, OH)
- Project Manager (Augusta, GA)