Reviewing Our Journey

• What did you tell your friends and associates about your experience in Fallon?

• How were you feeling about SET and its Launch?

• What was your take-home message?
Session Overview

• Define economic development
• Review major trends & impacts
• Define our region & determine key features for success
• Create an effective regional team
• Build a successful regional collaboration
GROUP GUIDING PRINCIPLES
DEFINING ECONOMIC DEVELOPMENT:
GETTING ON THE SAME PATH
Group Discussion

- How do you define economic development?

- What do you view as an economic development success?
IT’S A CHANGING WORLD:

MAJOR TRENDS
Mega-Trends: Global Economy

- Economic downturn; declining public funding
- Loss of manufacturing jobs & growth of service industries
- Polarization of work reflecting knowledge, skills & abilities
- Outsourcing that divides “value-chain” functions into more productive, interdependent activities
- Increasing importance of creative & knowledge economies
- Specialization of regions & communities
- Connections among places with complementary specializations or resources
- Growth of entrepreneurs & the self-employed

Adapted from Know Your Region
Mega-Trends: Economic Development

- Emphasis on job creation
- Continued focus on companies rather than industries or people
- Loss of private sector leadership
- Need for talented workforce
- Greater public scrutiny of investments
- Need for economic developers with new skills in marketing and networking
With a Partner…

• Select a trend you believe impacts this region.
• Discuss the trend’s impact and importance.
• Be ready to share with the entire SET team.

Exercise 2
DEFINING OUR REGION
Determining Your Region: A Caution

• A local area may be part of multiple relevant economic development regions.

• A single definitive region seldom exists for any locality.

The appropriate region will depend on current strategies and concerns.
Why This Region?

• Why was this mix of counties selected?
• What makes this a region?
• What do you have in common?
• What are the challenges?
• What is your collective history & structure?
• What might be the focus for this region?
Identify Our Current Economic Activities
• Tourism, Gaming & Entertainment – Red Dot
• Clean Energy – Green Dot
• Health & Medical Services – Yellow Dot
• Aerospace & Defense – Blue Dot
• Mining & Materials – Brown Dot
• Manufacturing – Pink Dot
• Business IT Ecosystems – Purple Dot
• Logistics & Operations – Orange Dot
• Agriculture – White Dot
• Other – Black Dot

Exercise 3
KEY FEATURES OF SUCCESSFUL REGIONS
Why a Regional Approach?

Promotes the Three Cs:

- Conversation
- Connection
- Capacity

Source: Council on Competitiveness (2010)
A New Game Plan: 
How to Pursue Regional Economic Development

Three major components:

• Build regional critical mass

• Prioritize investments in public goods and services

• Spur innovation

Based on 20 case studies around the world. Reported in Drabenstott (2010)
Seven Policy Principles

1. Seize regional competitive advantage

2. Invest in transportation and telecommunications infrastructure

3. Adopt technologies that strengthen competitive advantage

4. Strengthen rural labor markets and boost worker skills

Based on 20 case studies around the world. Reported in Drabenstott (2010)
Seven Policy Principles

5. Foster better collaboration across jurisdictional lines in rural regions

6. Restructure agriculture by increasing value-added business activities

7. Improve the delivery of public services in rural areas
Successful Regions Have…

- Leaders that recognize new realities of economic development
- Commitment to collaboration
- Global view
- Understanding of current strengths and weaknesses
- Flexibility and adaptability
Successful Regions Have….

• Capacity to respond; Structure to support activities
• Comprehensive view of development
• Mechanism for continuously searching for opportunities
• Way to evaluate impact
Our Region: Taking Stock

Needs
Lots of Work

Mixed
Reviews

In Pretty
Good Shape

Exercise 4
Lunch

• Sponsored by the Nevada Mining Association
How’s This for Openers, “Be Radically Inclusive”

Diversity in your regional group will matter . . . a lot
A Strong Regional Team

• Prepares for obstacles
• Assesses group composition
• Engages more partners
• Promotes action
• Advocates
Green Light/Red Light

- Organizations to which you currently belong
- Organizations of which you once were a member
Why I Joined and Why I Left

What Can We Learn?

How can we apply these lessons to our partnership?
Who Is at Your Table?
Who Else Should Be?

Regional Team Members

- Business & Industry
- Local Residents
- Nonprofit, Voluntary & Faith-Based Groups
- Local, Regional Government
- Education
**Who Else Should You Invite to Join?**

<table>
<thead>
<tr>
<th>Name of Team Member</th>
<th>Major Sector/Interest Area the Person Represents</th>
</tr>
</thead>
<tbody>
<tr>
<td>Example: Joanne Smith</td>
<td>Business (Banker)</td>
</tr>
<tr>
<td>Example: Dr. Barbara Jones</td>
<td>Education (Comm. College President)</td>
</tr>
</tbody>
</table>


Building Your Leadership Team

INVITE INDIVIDUALS WHO...

• Can influence the success of the strategy
• Have the skills necessary for implementation
• Have resources helpful to the group
• Are respected leaders of key sectors
• Will spread the message and encourage buy-in
• Represent emerging industry sectors
• Represent diverse populations

Exercise 6
Invitation: Basic Principles

• Communicate regional needs and challenges
• Describe purpose
• Provide reason for action
• Identify timeline
• Make sure plans are clear and understandable
Public Participation – It Doesn’t Just Happen

Inform → Consult → Involve → Collaborate → Empower

Spectrum of Public Participation

Involvement → Time → Value

International Association for Public Participation (2007)
Engaging the Public

• Select a neutral convener
• Encourage diversity
• Allow participants to “own” the process
• Communicate the benefits to participants
• Welcome adversaries
• Seek active participation

Source: Know Your Region
Groups
Deciding &
Developing
How Groups Often Form

Tuckman Model
Tuckman, Bruce (1965)
“Developmental sequence in small groups”
Psychological Bulletin, 63, 384-399

Exercise 8
People Don’t Resist Change . . .
They Resist Being Forced to Change!

People change when they:
• Become dissatisfied
• See an opportunity
• Consider the pain of changing to be less
BUILDING REGIONAL NETWORKS & COLLABORATIVES
Collaboration Math

1 + 1 = 3

The whole is greater than the sum of the parts.
What is Needed?

Effective Collaboration

Communication

Trust

Relationship

Shared Vision
Benefits of Collaboration

- Shared resources
- Expanded perspectives
- Potential for greater positive results
- Increased number of relationships
Building Toward Collaboration

- Networking
- Coordinating
- Cooperating
- Collaborating

Effectiveness

Trust
Barriers to Collaboration

• Governmental or “turf” boundaries
• No “big” view of benefits
• Control & trust issues
• Old rivalries
Collaboration Expansion

• New organizations or individuals

• Potential barriers

• Potential benefits

Exercise 9
The Essential Succession Plan

Will important people leave your group, often with little notice?

The answer is almost always . . . Yes!

Are you prepared for a smooth transition?
Creating Your Succession Plan

• Establish plan early
• Create a job description for each position, including needed skill set and duties
• Communicate time commitment
• Ensure overall mission is clearly written
Effective Regional Leadership: The Seven Habits

1. Be proactive
2. Begin with the end in mind
3. Seek first to understand, then to be understood
4. Put first things first
5. Think win-win, be inclusive
6. Synergize
7. Sharpen the saw

Source: Council on Competitiveness (2010)
Final Reflections

What are the takeaways from our session?

- What topics did you find most helpful?
- What did you find confusing?
- What do you hope to implement as part of your regional team’s activities?
- Other items you want to mention?
Looking Ahead . . .

In Module Four, we will:

• Review the important attributes of a good vision statement

• Develop your team’s vision statement

• Begin considering possible regional directions
Homework for Module Four

- Follow up with people to invite
- Read Handouts & Consider Group Development & Public Participation
- What vision & goals already exist?
Next Meeting:

Wednesday April 11, 2012
10:00 AM
Sturgeon’s Casino
Lovelock