



Competitive Economic Development Organizations: Making Decisions

FOUR CORNERS ECONOMIC
DEVELOPMENT

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Agenda

How do communities make decisions?

How does a Competitive Asset Assessment prepare your EDO to make defensible decisions?

What tools can help EDO's evaluate competing projects?

What criteria will you use to make decisions?

Sample Site Location Project Process

Next Steps



How Do Communities Make Decisions?

Politics

Biggest Splash

Best Headline

Least Resistance

Gut Feelings

Biggest Value for My Town



How Does the Competitive Asset Assessment prepare your EDO to Make Defensible Decisions?

Defensible Decisions are Informed by Good Data

- ❖ Identifying assets that add value to the region – unique, pervasive, higher concentrations that set your community apart and attract resources
 - Examples – Energy, Metals Machining, Cultural / Historical / Natural Sites, Agriculture
- ❖ Identifying deep concentrations of talent and lengthy experience in particular sectors
 - Examples – Energy, Drilling, Metals Machining, Irrigation
- ❖ Identifying businesses, institutions, and service providers that draw benefit from proximity
 - Examples – Energy, Agriculture
- ❖ Identifying evidence of innovative thinking and innovation
 - Examples – Numbers and growth of patents, Use of technology, Connectivity



Industry Cluster /'indəstrē 'kləstər/

A group of firms & related economic actors & institutions that are located near one another & that draw productive advantage from their mutual proximity & connections.

Regional Cluster /'rējənl 'kləstər/

Geographic agglomerations of firms in the same or closely related industries.

Traded Cluster

THE ENGINES OF REGIONAL ECONOMIES

Serve markets in other regions or nations

Concentrated in regions that afford specific competitive advantages

Example industries: aircraft manufacturing, management consulting, iron ore mining

Local Cluster

THE FOUNDATION OF LOCAL ECONOMIES

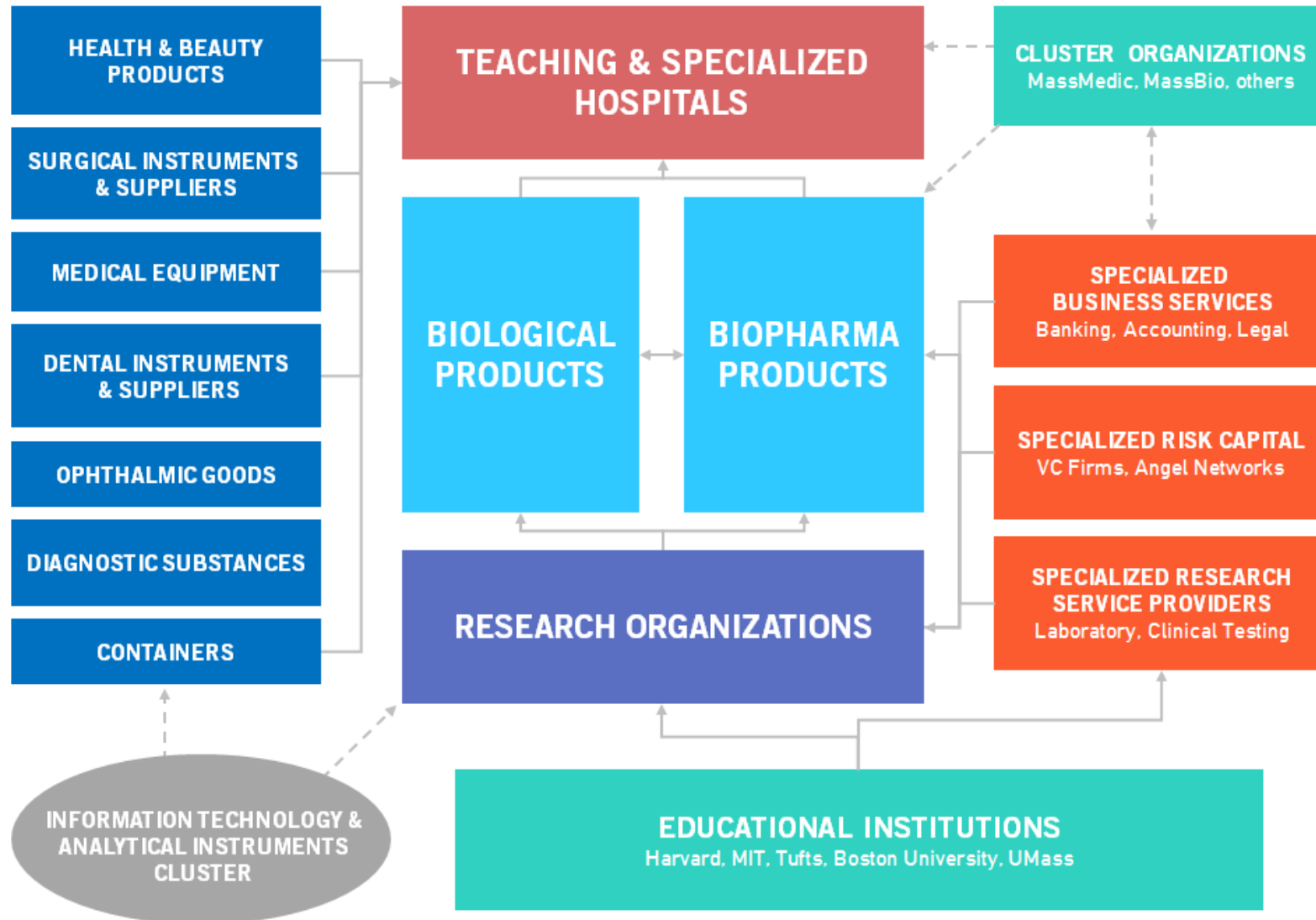
Sell products and services primarily for the local market

Located in every region

Example industries: drug stores, physician offices, elementary schools, radio networks



The Boston Biopharmaceuticals Cluster

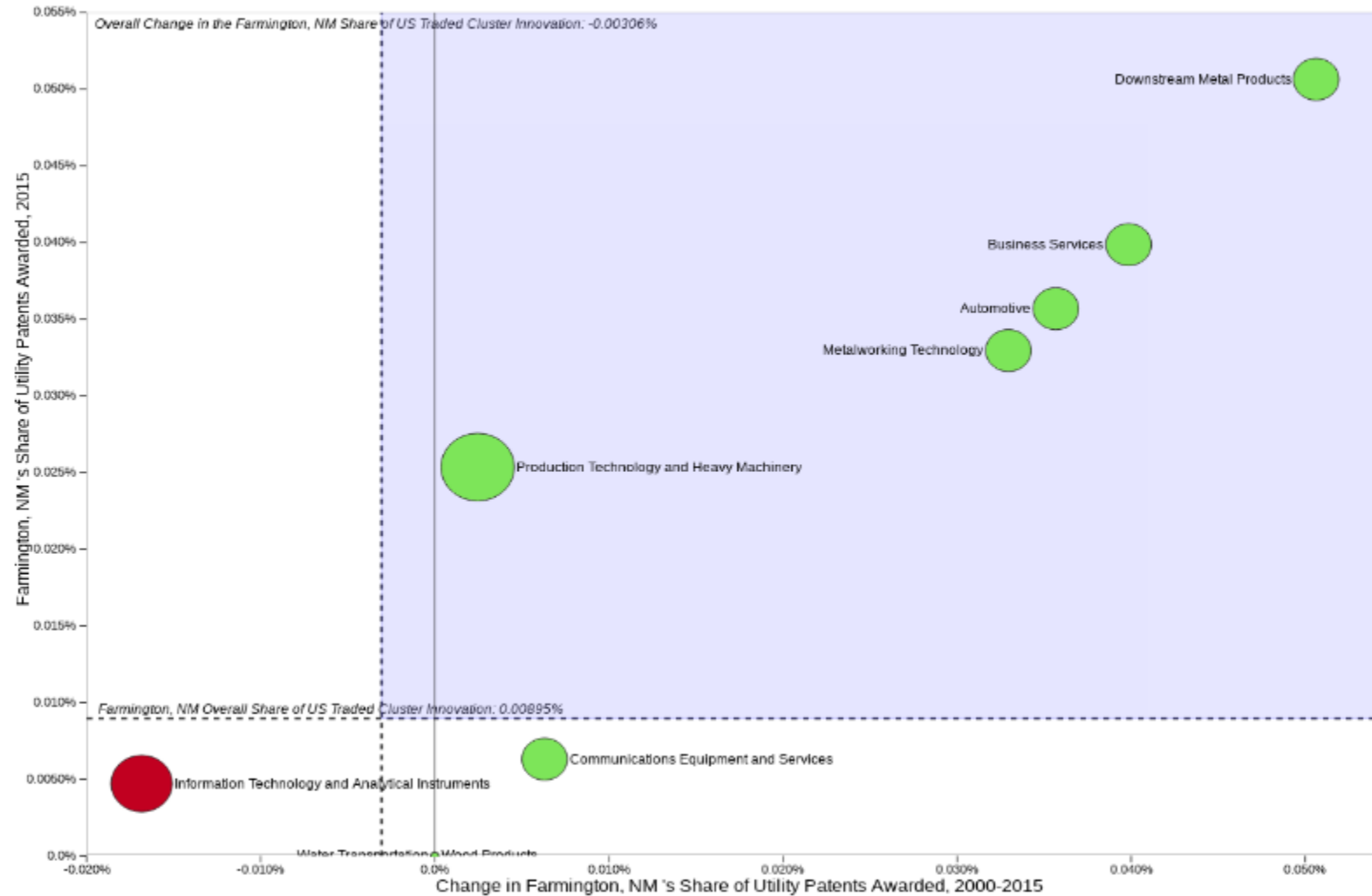


Farmington, NM

Innovation by Traded Cluster, 2000 to 2015

Click on a bubble or click and drag a box around an area to zoom.

Innovation
2000-2015
● Share increased
● Share decreased



Source: U.S. Cluster Mapping Project, Institute for Strategy and Competitiveness, Harvard Business School. [Data Sources](#)



Diversification Strategies

- ❖ Attract, grow, and retain manufacturing, and supporting companies, in targeted sectors.
- ❖ Attract, grow, and retain traditional and alternative energy related companies.
- ❖ Attract, grow, and retain manufacturers, outfitters, and service providers related to outdoor recreation.
- ❖ Build and support agriculture and agriculture related businesses.
- ❖ Attract retirees and location neutral workers.
- ❖ Capture existing visitor dollars spent elsewhere.
- ❖ Explore healthcare as an economic anchor and future growth industry.
- ❖ Build the capacity of 4CED to support complex development projects.



Project Ideas Showcase



Manufacturing:

- ID and promote featured properties
- Industrial Land Assembly and Building Upgrades
- Targeted expansion or relocation of outdoor recreation manufacturer or related activities

Energy:

- Alternative energy application opportunities: solar, carbon capture, hydrogen, helium

Agriculture:

- NAPI Brand Promotion
- Farmers Market / Shared Kitchen / Incubator
- Sustainable Small Ranches – Shared Ownership Meat Processing

Remote Worker Attraction:

- Attraction package focused on welcoming community

Outdoor Recreation and Tourism Capture:

- Cross-marketing and event enhancement
- Capture visitor spending

Healthcare:

- Economic anchor institution analysis

Organizational Development:

- 3-5 year project work plan
- Website enhancement for project focus



What Tools can help EDO's to Build Consensus and Make Decisions?

Mind Map



Brain
Storming

SWOT - TOWS



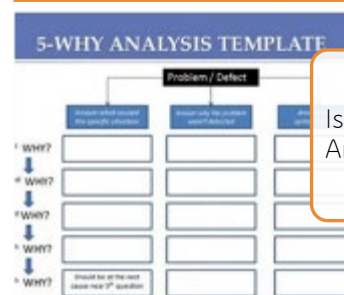
Maximizing
Impact

Force Fields



Analyzing
Potential
Success

5 Whys



Issue
Analysis

Building Consensus and Making Decisions

- Brainstorming
- Issue Analysis
- Maximizing Impact
- Analyzing Potential Success

Brainstorming

- **Mind mapping.** Mind mapping is a non-linear, visual brainstorming method that helps groups hone in on the question or topic and connect the dots between different ideas.
- **Brainwriting.** Brainwriting is an idea generation technique in which participants write down ideas independently – synchronously or asynchronously. Ideas are then gathered, shared, and discussed in a group.
- **Rapid ideation.** Rapid ideation uses the power of groups to create a volume of new ideas quickly and evaluate immediately after. Hackathons and games jams are examples.
- **Starbursting.** Starbursting is a structured form of brainstorming allowing teams to work within stated parameters during the ideation process. It uses a series of questions to create parameters within which teams must focus on viability.



Participant 1	Participant 2	Participant 3	Participant 4	Participant 5	Participant 6
1. What is the problem?	2. What is the solution?	3. What is the goal?	4. What is the challenge?	5. What is the opportunity?	6. What is the risk?
7. What is the impact?	8. What is the benefit?	9. What is the cost?	10. What is the time?	11. What is the effort?	12. What is the resources?
13. What is the scope?	14. What is the focus?	15. What is the priority?	16. What is the deadline?	17. What is the budget?	18. What is the team?
19. What is the strategy?	20. What is the tactic?	21. What is the action?	22. What is the result?	23. What is the feedback?	24. What is the evaluation?
25. What is the conclusion?	26. What is the recommendation?	27. What is the next step?	28. What is the follow-up?	29. What is the review?	30. What is the final report?

Maximizing Impact: TOWS Strategic Alternatives Matrix



- Strengths and Opportunities (SO) – How can you use your strengths to take advantage of the opportunities?
- Strengths and Threats (ST) – How can you take advantage of your strengths to avoid real and potential threats?
- Weaknesses and Opportunities (WO) – How can you use your opportunities to overcome the weaknesses you are experiencing?
- Weaknesses and Threats (WT) – How can you minimize your weaknesses and avoid threats?

Translate into tasks for the Project Plan	Strengths	Weaknesses
Opportunities	How do I use these strengths to take advantage of these opportunities?	How do I overcome the weaknesses that prevent me taking advantage of these opportunities?
Threats	How do I use my strengths to reduce the likelihood and impact of these threats?	How do I address the weaknesses that will make these threats a reality?





TOWS Strategic Alternatives Matrix

TOWS Strategic Alternatives Matrix

	External Opportunities (O) 1. 2. 3. 4.	External Threats (T) 1. 2. 3. 4.
Internal Strengths (S) 1. 2. 3. 4.	SO <i>"Maxi-Maxi" Strategy</i> Strategies that use strengths to maximize opportunities.	ST <i>"Maxi-Mini" Strategy</i> Strategies that use strengths to minimize threats.
Internal Weaknesses (W) 1. 2. 3. 4.	WO <i>"Mini-Maxi" Strategy</i> Strategies that minimize weaknesses by taking advantage of opportunities.	WT <i>"Mini-Mini" Strategy</i> Strategies that minimize weaknesses and avoid threats.

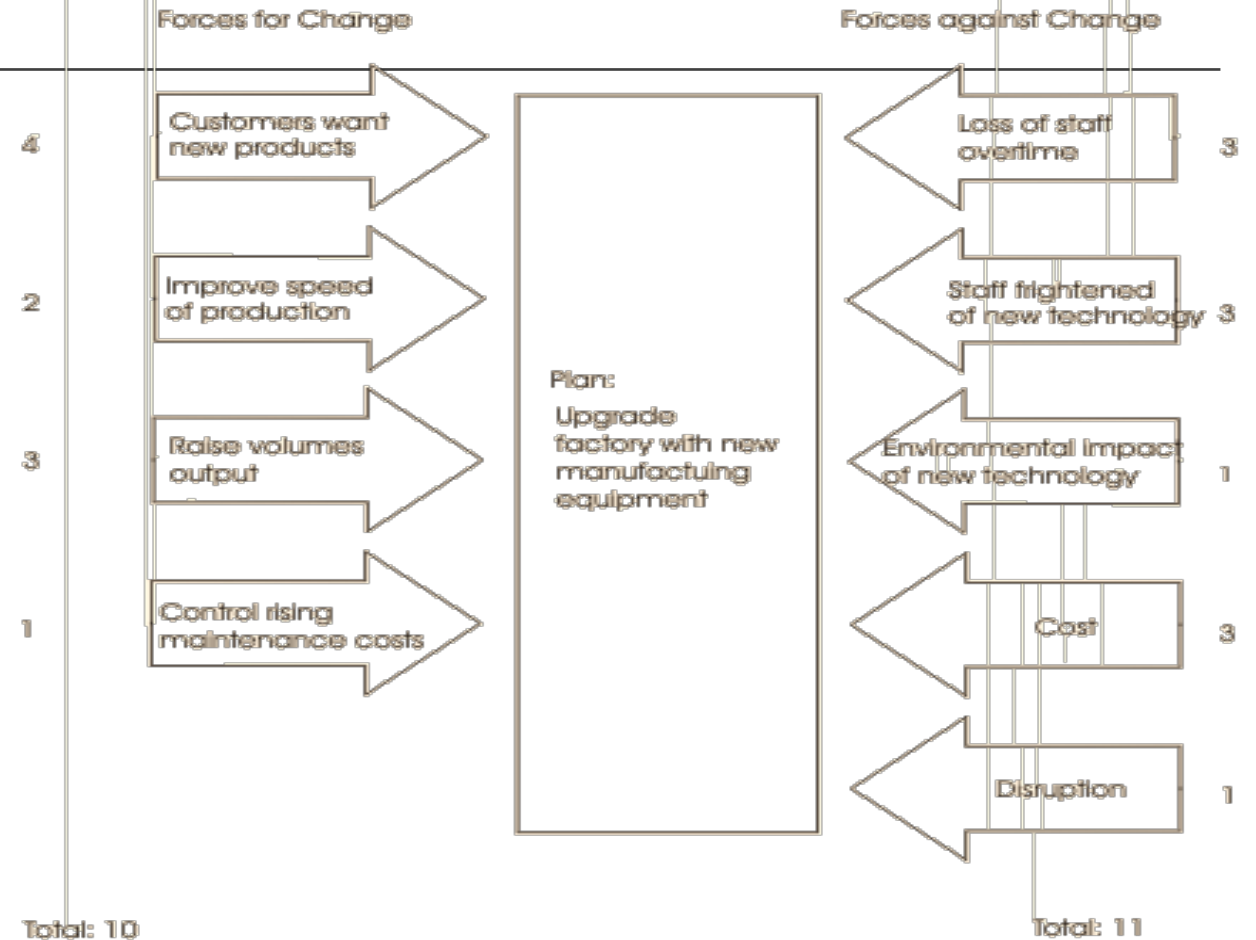


Force Field Analysis:

Analyzing the pressures for and against Change

Force Field Analysis is a useful technique for looking at all the forces for and against a decision. In effect, it is a specialized method of weighing pros and cons or another form of strategic filtering. By carrying out the analysis you can plan to strengthen the forces supporting a decision, and reduce the impact of opposition to it. For example, imagine that you are a manager deciding whether to install new manufacturing equipment in your factory.

Figure 1
Force Field Analysis Example



Think Big Start Small Act Fast



- ❖ Think Big Start Small Act Fast is a way of prioritizing and grouping strategies for the greatest potential for impact and acceleration through visibility and inclusion.
- ❖ **Think Big** – A big impact requires a big vision. Identify the big outcome envisioned in each of targeted markets.
- ❖ **Start Small** – Start small with the first project to realize the vision. Careful selection of the start small project is critical. The start small project should meet three criteria: be highly visible to the general populace such that success is broadly well known; clearly be a step along the path to achievement of the Think Big vision; and present an opportunity to others to implement complementary projects.
- ❖ **Act Fast** – Act fast to implement a carefully chosen project meeting all the start small criteria. Quick implementation will increase the likelihood of success of the first project and agreement to implement remaining projects. Success feeds success through improved access to funding and a desire on the part of collaborators, and like-minded individuals and organizations, to implement complementary projects.



Example: Think Big Start Small Act Fast

Searcy, AL and Minneapolis, MN



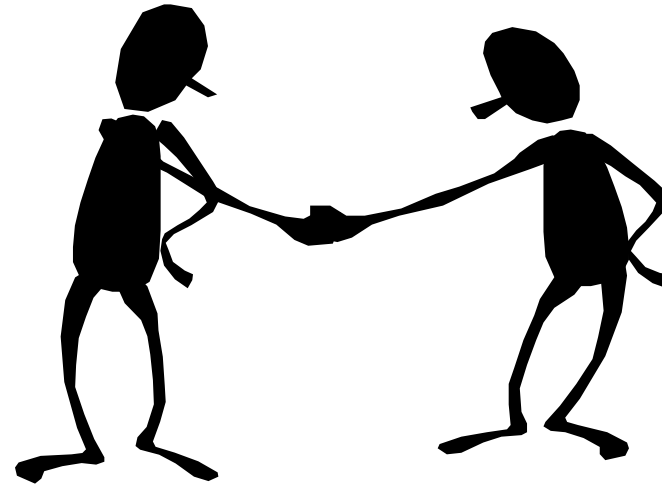
What Criteria will you use to Evaluate Competing Projects?



What if the Process Comes Apart?

Deeply held values! Contradictory assessments! Emotionally embedded! Fear of change! Political agenda!
Cultural differences! Distrust! Conflicting goals! Discord! Saving face! Cognitive dissonance!

Bring people
together to express
their ideas, clarify
areas of agreement
and disagreement,
and develop shared
resolutions



Consensus  Agreement

*Consensus is reaching a decision
that everyone can live with*

Next Steps

Lupke Project Closure

Convene resource partners to confirm potential project ideas

Conduct decision making exercises, identify strongest project ideas

Conduct TBSSAF to prioritize projects by visibility, rapid implementation, connectivity, and impact

Develop three-five year plan of projects from TBSSAF process

Secure resource commitments for project implementation



