Regionalism and Clusters for Local Development Needs Assessment Results

An EDA funded initiative

Conducted by Western Carolina University's Institute for the Economy and the Future, the University of Illinois Urbana-Champaign's Regional Economics Applications Laboratory, and ACCRA

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Executive Summary

Globalization and technological change have dramatically changed the processes of economic development worldwide. As a result, practitioners from all the relevant communities—economic development, workforce development, local government and planning agencies—must recognize the need to move beyond parochial concerns and instead seek more collaborative approaches to development issues, not only across different stakeholder groups, but also across wider geographic regions.

Funded by the US Economic Development Administration (US EDA), the "Regionalism and Clusters for Local Development" project is designed to develop and distribute a curriculum that will enable practitioners to better understand and apply core concepts of regionalism and industry cluster development. The project is a tripartite collaboration between Western Carolina University's Institute for the Economy and the Future (IEF), University of Illinois at Urbana-Champaign's Regional Economics Applications Laboratory (REAL), and The Council for Community and Economic Research (C2ER). This needs assessment marks the foundation of this project, and the results provide forceful evidence of the importance of developing the Regionalism-Industrial-Cluster-focused curriculum.

The survey sought to address three key issues—practitioner priorities for organizational and community development, the perception and use of concepts relating to industrial clustering and regionalism, and the training and technology needs required to improve and develop successful development strategies. The Institute for the Economy and the Future distributed the web-based survey to roughly 7,500 development professionals nationwide. The survey received 942 responses, equating to a 12.5 percent response rate. The following are major findings from the assessment:

- Development practitioners perceive community concerns in roughly the same manner.
- Most development practitioners view inter-jurisdictional cooperation and regionalism in economic development as positive; though those practitioners in organizations that serve suburban areas are somewhat less prone to this view than rural and urban focused organizations.
- There is still a significant share of practitioners who think "going it alone" is a viable method for conducting development initiatives.
- Approximately two-thirds of respondents have attended a professional workshop on regionalism before, suggesting that the proposed curriculum has some base of knowledge on which to build.
- About one-half of respondents have some experience with cluster analysis based on attendance at a workshop.
- More than 8 out of 10 organizations that have conducted a cluster study actually use them in their daily practice, suggesting that cluster analysis and cluster concepts have some staying power beyond the initial study.
- About four-fifths of development organizations provide financial support to enable their practitioners to attend professional development training.

The survey results showed that practitioners have a wide array of concerns and priorities concerning issues where regional solutions may prove particularly appropriate. The survey also showed that many practitioners recognize the benefits derived by attending workshops related to regionalism or industrial clustering. However, greater efforts must be made to better equip practitioners with the knowledge necessary to effectively apply and utilize these concepts.

Introduction and Purpose

The Challenge

Recent years have witnessed dramatic demographic and economic shifts across the globe. A diverse and abundant body of literature chronicles how these structural changes are affecting cities and regions across the United States. For instance, the deployment of high-speed communications, the adoption of liberalized trade policies, and innovations in transportation infrastructure have accelerated globalization, heightening the mobility of goods, knowledge, and labor. Such shifts have increased out-sourcing and off-shoring in industries that were once the economic bedrock of cities and towns across the nation. In their place, the U.S. economy has developed a significant number of firms that are driven by intellectual capital.[1] However, the U.S. is not alone in building a knowledge-based economy. Today many other nations—in both advanced economies and formerly "underdeveloped" countries—are competing in knowledge-intensive industries previously safe from international competition. For U.S. businesses this means more competition.

Heightened mobility of knowledge, goods, and labor has hastened the American economy's shift from its traditional focus on manufacturing to its growing emphasis on services. The trends are staggering: between 1970 and 2000 manufacturing employment in the U.S. declined by 3 percent while employment in service industries rose by over 200 percent.[2] As once stable manufacturing jobs evaporate, communities across the country, from the Rustbelt to the high-cost metropolitan areas of the Pacific region, struggle with the challenge of -establishing their niche within the emerging knowledge-based world economy.[3] Responding effectively increasingly requires a more educated, more skilled, and more flexible workforce. Additionally, new technologies and improvements in transportation and information technology infrastructure have allowed firms to employ "value-chain" business models as they respond to pressures from global competitors. Where once industries located their headquarters, manufacturing, distribution and other activities in the same locale, today these functions are often geographically dispersed and frequently sub-contracted to other firms.

These recent economic transformations call for dramatic shifts in the role of the development practitioner. In the past, development specialists largely conceived strategies in narrow, jurisdictional terms. During the 1960s, the "urban size ratchet" concept was used to focus exclusively on the economically dominant urban areas.[4] Throughout this period, development strategies were almost exclusively considered in the context of urban hubs. By the 1970s that trend had reversed, and the works of Schumacher and the emergence of a "rural renaissance" helped shift the focus of development practitioners away from traditional industrial centers and to non-metro areas.[5] The 1980s and 1990s brought yet more change. As rural manufacturing and resource-oriented areas faltered, development practitioners sought new techniques to understand and respond effectively.[6] Richard Florida's "Creative Class", Michael Porter's diamond model for competitiveness, and Kotkin's work on quality of life became the basis for the ubiquitous focus on the need to cultivate "place" in order to ensure local economic viability.[7] Armed with these concepts, development specialists responded to the seemingly unpredictable spatial mosaic of economic growth and decline by focusing on ways to promote local competitiveness.[8]

During this time, development strategies were constrained by geopolitical boundaries. County lines demarked the periphery of a practitioner's territory, city lines delineated the edge of an organization's focus, and state lines were forbidden no-cross zones. While this was possible in the past, such a framework no longer holds promise. Instead, it is increasingly apparent that development practitioners cannot operate as islands unto themselves, but rather must collaborate with neighboring jurisdictions to maximize strengths and mitigate obstacles.

The Answer: Regionalism and Clustering

Today, researchers almost universally accept that responding effectively to current global economic trends requires that development practitioners thoroughly understand the structure of their local economy, and especially the nature of its connections to the region and the world. Clusters of economic activity, rather than political jurisdictions, now form the units to be analyzed. As Malizia and Feser explain, to be effective, development specialists must "engage in careful analysis of the economy, creative synthesis of alternative strategies, and adroit execution of development programs and techniques."[9]

Regionalism and clustering are critical concepts for promoting and sustaining economic development and growth in the knowledge based economy. Healthy and innovative regional economies are the building blocks of local development.[10] The reason is simple: regionalism and clustering afford opportunities for economies to overcome the disadvantages of small size, low diversity, and poor global integration.

These benefits have profound implications for local communities. Communities which promote clustering through their development strategies benefit from increased efficiency for regional industries as firms reap the externalities created by other firms. These externalities include enhanced technology transfer and "spin-offs" which facilitate the agglomeration necessary to spur further development.

Purpose

Although the benefits of using core concepts like regionalism and industrial clusters are well established in the literature, there have been few attempts to translate these ideas into a format easily accessible to busy practitioners. In light of this, the U.S. Economic Development Administration funded the "Regionalism and Clusters for Local Development Project" through its National Technical Grants Program. The project will develop a curriculum capable of giving economic development practitioners, workforce development specialists, and education planners the knowledge and tools to capitalize on regional assets, foster economic linkages spanning jurisdictions, and promote truly regional economic development initiatives.

This needs assessment marks the first stage of the project. This web-based survey solicited practitioners' views of:

- their organizations' priorities,
- their communities' priorities,
- their understanding of the concepts of regionalism and clustering, and
- their experience with professional development programs related to regionalism and clustering.

It also queried respondents on the extent to which they work across jurisdictions (e.g., collaborate with neighboring areas) and between the professional fields of economic development and workforce development.

Survey Methodology

The survey instrument was developed and administered by the Institute for the Economy's Research, Rapid Survey, and Polling Center. The sampling frame was constructed from a database used by ACCRA as the foundation for its own annual survey of development organizations. After purging duplicates and eliminating foreign contacts, the frame was reduced to practitioners in the following seven types of organizations: chambers of commerce, economic development commissions, local public agencies, regional planning commissions, small business development centers, workforce development agencies, and rural development agencies. Following these steps, the sampling frame was narrowed to 9228 records. These records were then separated into those with email addresses and those without, and an effort was undertaken to locate as many missing email addresses as possible. The final sampling frame consisted of 7,509 individuals.

An email directing respondents to the Web-based survey was sent to all 7,509 contacts on 27 November 2006. Non-respondents received follow-up emails on December 1^{st}, 5^{th}, and 7^{th}. During the period from 27 November to 7 December, IEF staff answered questions from respondents and provided alternative means (generally fax) for taking the survey to those who had difficulty accessing the online version. When the survey closed, 942 individuals had responded, a response rate of 12.5 percent.

A six-point Lickert scale was used to measure how important various community and organizational issues were to the respondents. The scale was treated as ordinal and the results were analyzed using both a dichotomized and tripartite scale. Results from both scales were compared and found to be consistent. In order to provide a more detailed perspective, the tripartite scale is used in this report.

Sample Representativeness

The 942 respondents who participated in this survey represent 669 counties and every state in the nation, including the District of Columbia, as evident in Figure 1.

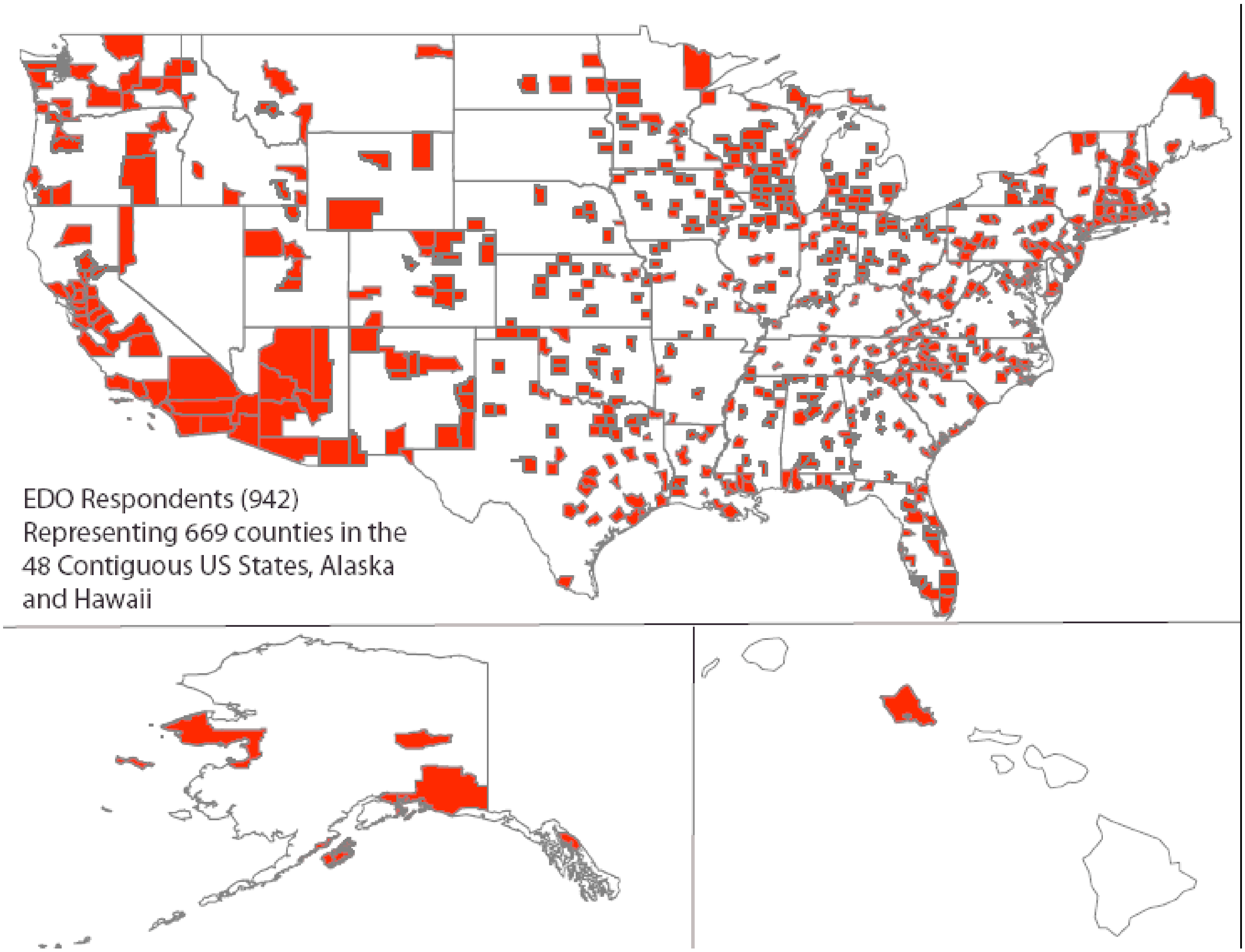
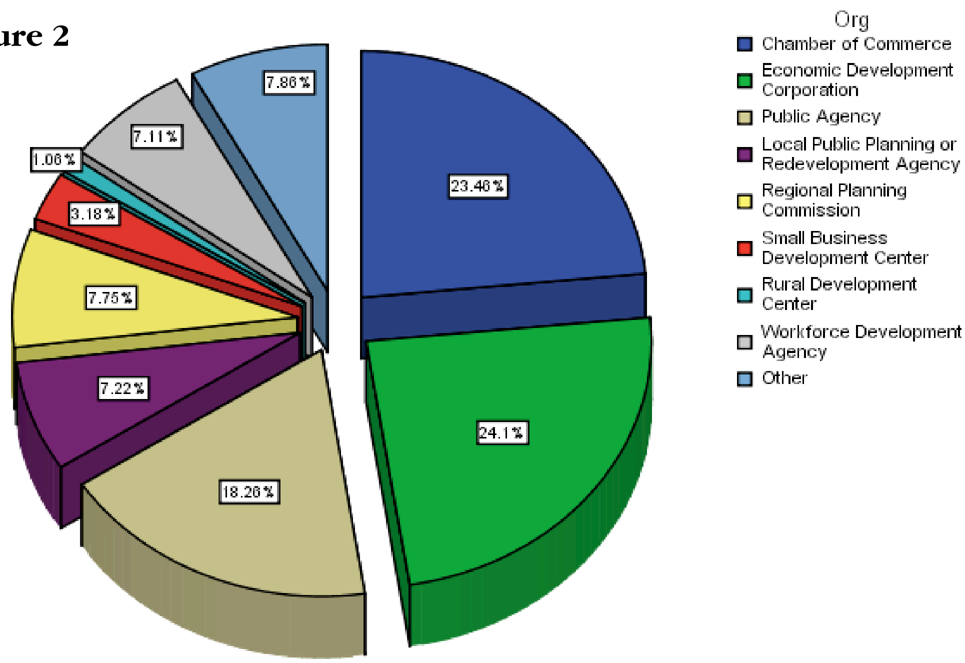


Figure 2



The largest proportion of respondents represented Economic Development Corporations or Chambers of Commerce, as evident in Figure 2. It was assumed that organization type may have an impact on how practitioners perceive development issues. Therefore, organizational type was used as a contextual variable.

To explore the degree to which the sample represents the geographic distribution of development organizations, we separated respondents into four types of counties following Isserman's definition of urban/rural.[11] Isserman divides counties in categories of urban, mixed urban, mixed rural, and rural based on their population densities and share of urban/rural population, rather than their metro/non-metro status. As evident from Figures 3 and 4, the distribution of the survey sample closely reflects the national distribution of organizations as reported in the ACCRA-based sampling frame.

Figure 3
Survey sample distribution

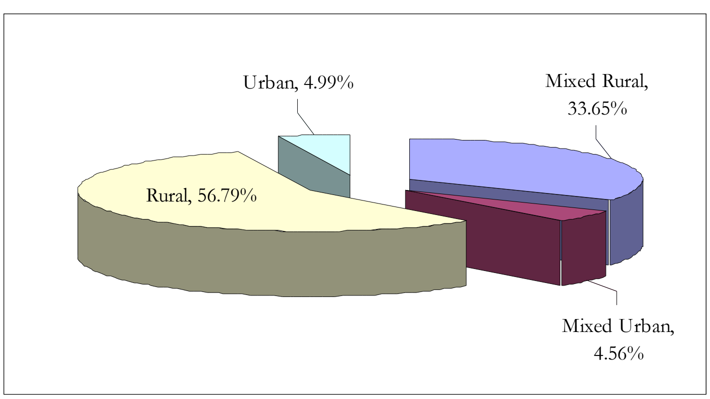
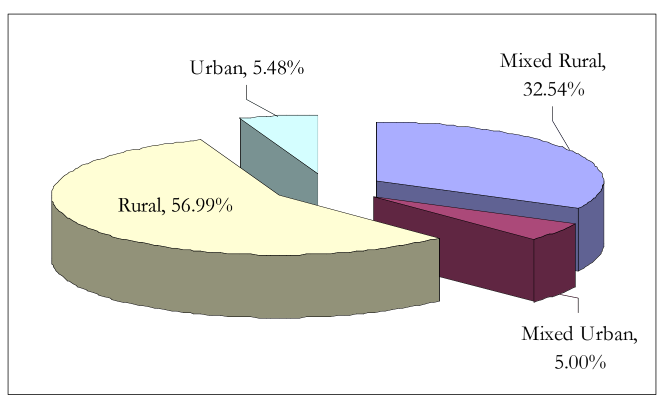


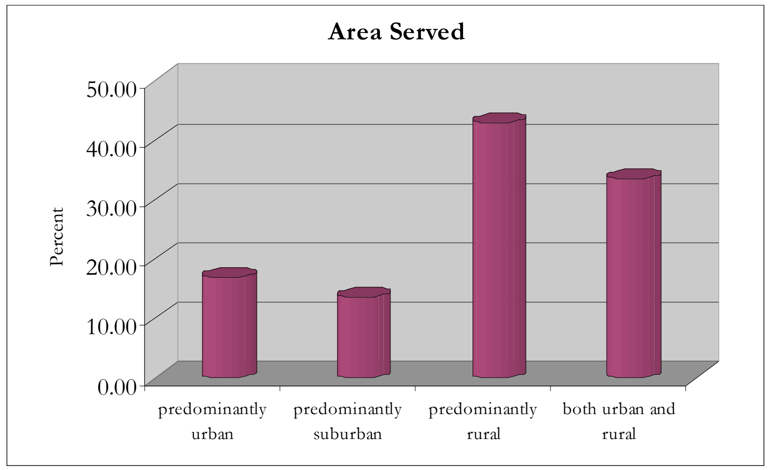
Figure 4
National distribution



Basic Sample Characteristics

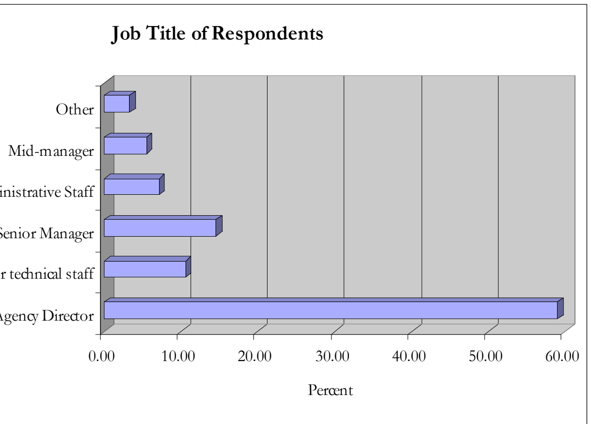
Respondents were asked about the type of area their organization served. As evident in Figure 5, those serving rural communities or small towns comprise the largest portion of respondents (40.2 percent).[12] While the project aims to develop a curriculum that will be applicable to organizations that service all geographical types, the needs of rural areas are of particular interest. Service area may also have an impact on practitioners' perceptions of the economic development issues under examination. Therefore, organizational service area was used as another contextual variable in the data analysis that follows.

Figure 5



Respondents largely represent individuals who play a vigorous role in their organization's development efforts. As evident from Figure 6, the majority of respondents self-identified themselves as either a CEO/Agency Director or a Senior Manager.

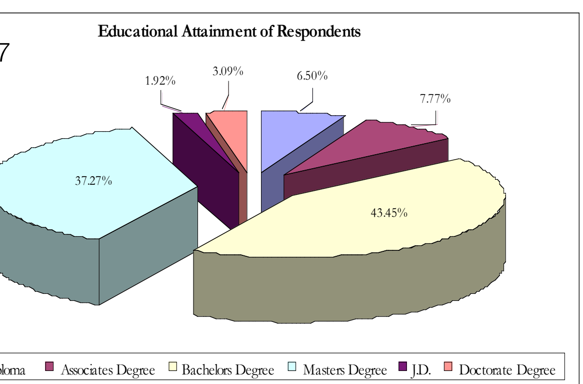
Figure 6



Responses from those surveyed indicated that development practitioners are generally well experienced. Almost one-third of respondents (32.4 percent) reported that they have twenty or more years experience in the development field.

Practitioners are also well-educated, and boast a higher educational attainment than the population at large. More than one-third of respondents (43.6 percent) indicated that their highest level of attainment was a bachelor's degree, as seen in Figure 7.

Figure 7



Assessment Findings

Organizational Priorities

Organizational Priorities			
Table 1			Percent indicating High Priority
	Mean	STD	Tripartite
Community Development	4.8	1.3	67.5
Entrepreneurship Development	4.3	1.5	50.2
Development and Finance	4.2	1.5	47.6
Workforce Development	4.1	1.6	46.8
Planning and Research	4.1	1.4	42.2
Technology Development	3.8	1.5	37.2
Growth Management	3.7	1.7	33.9
Travel and Tourism	3.5	1.7	33.9

Respondents were asked to rate the degree to which the following were priorities for their organization using a Lickert scale that ranged from one to six: community development, marketing and recruitment, entrepreneurship development, workforce development, planning and research, technology development, growth management, and travel and tourism.

As evident from Table 1, community development, marketing and recruitment, and entrepreneurship development were identified as high organizational priorities. The curriculum developed through this project will, therefore, focus on how the concepts of regionalism and clustering could enable development practitioners to more effectively achieve these goals.

An analysis conducted to determine if – and to what extent – EDO service area and EDO type impact organizational priorities found:

1. EDOs serving urban areas identified entrepreneurship development, workforce development, development and finance, and technology development as higher organizational priorities than did EDOs that serve suburban and rural areas.
2. As expected, development organizations serving rural areas identified travel and tourism as a greater agency priority than did other types of EDOs.

These findings suggest that urban EDOs have broader organizational priorities than EDOs serving rural areas, and thus may be more equipped to respond to the changing structure of the U.S. economy. If this is the case, greater understanding of the concepts of regionalism and clustering could enable rural EDOs to more effectively respond to, and compete in, the global economy.

Organization type was also found to impact organizational priorities:

- Local & Regional Planning Agencies, Economic Development Corporations & Public Agencies, and Workforce Development Agencies identified planning and research as a greater organizational priority than the other types of EDOs surveyed.
- Economic Development Corporations and Public Agencies identified technology development as a greater organizational priority than did Chambers of Commerce.
- Local & Regional Planning Agencies identified growth management as a higher organizational priority than the other types of EDOs surveyed.
- As expected, Chambers of Commerce identified travel and tourism as a higher organizational priority than the other types of EDOs surveyed.

The fact that the EDOs under examination generally agree that regionally focused issues, such as research and planning and growth management, are high organizational priorities indicates that the concepts of regionalism and clustering are widely applicable. Nonetheless, in order to be most effective, the curricula should show how the concepts of regionalism and clustering could be applied by practitioners in various development agencies.

Community Concerns

Respondents were asked to rate the degree to which their organization identified the following issues as community concerns using a Lickert scale that ranged from one to six: addressing poverty, addressing environmental concerns, expanding affordable housing, improving training programs, improving regional cooperation, addressing quality of life issues, boosting entrepreneurship, expanding infrastructure, creating more jobs, creating better paying jobs, and retaining existing businesses.

As evident from Table 2, EDOs generally agree that retaining existing businesses and creating better paying jobs constitute the highest priorities in their communities. More than 85 percent of respondents identified these issues as critical community concerns, suggesting that development organizations all types are struggling against competitive and technological pressures; the curriculum developed through this project should, therefore, show how regionalism and clustering could enable development practitioners to more effectively address these concerns.

Community Concerns			
Table 2			Percent indicating High Priority
Needs	Mean	STD	Tripartite
Retain existing businesses	5.5	0.89	86.23
Create better paying jobs	5.4	1.00	85.52
Create more jobs	5.1	1.31	73.36
Expand infrastructure	4.9	1.28	67.22
Boost entrepreneurship	4.7	1.24	61.17
Address QOL issues	4.7	1.28	62.38
Improve regional cooperation	4.6	1.32	58.50
Improve training programs	4.6	1.31	58.74
Expand affordable housing	4.3	1.56	50.36
Address environmental concerns	4.0	1.43	40.93
Address poverty	3.9	1.58	38.64

While creating more jobs, expanding infrastructure, boosting entrepreneurship, addressing quality of life issues, improving regional cooperation, and improving training programs were all identified as medium community priorities, the survey data for these issues displayed more variation, reflecting greater diversity of EDO perception on these issues.

Analysis testing was conducted to determine if – and to what extent – EDO service area and EDO type impact community priorities. Organization service area was found to impact the perceived importance of several of the issues under examination.

1. Urban organizations identified creating better paying jobs, addressing quality of life issues, and addressing environmental concerns as greater community priorities than development organizations that serve other geographic areas.
2. Development organizations serving suburban areas identified creating more jobs and improving training programs as high community priorities
3. Development organizations serving rural areas identified expanding affordable housing as a greater community priority than EDOs serving other geographic areas.

These findings reveal that the perceptions of community priorities are largely contingent upon organizational service area. Given the differing opportunities and challenges that exist in the various geographic regions under examination, this finding suggests that EDOs which adapt the fundamental concepts of regionalism in their daily operations could more effectively respond to these concerns.

Organization type was also found to impact organizational priorities. Local & Regional Planning Agencies and Workforce Development Agencies identified improving regional cooperation as a greater community concern than other types of EDOs. In order to be most effective, the curricula developers should be mindful to conceive and disseminate the curricula in such a way that practitioners in the other types of EDOs under examination recognize the virtues of enhanced regional cooperation and emerge equipped to apply their newly-learned-skills in their daily practice.

Regional Cooperation

The survey instrument was designed to gauge how development practitioners perceive and understand regionalism. Respondents were again asked to rate the degree to which they agreed/disagreed to several statements using a Lickert scale that ranged from one to six. As evident from Table 3, the mean response for the statement "Economic Development Organizations in neighboring areas should cooperate to develop a unified regional economic development approach" was twice as high as for the statement "Economic development in my community is best served by developing strategies independently of those of neighboring jurisdictions." This indicates that while there is competition among development organizations, practitioners do realize it is possible to compete and cooperate at the same time in order to better achieve their development goals.

Views on regionalism		
Table 3		
Needs	Mean	Stdev
ED organizations should cooperate on strategy	5.2	1.19
Cooperation in strategy should be greater	5.0	1.22
ED in neighboring jurisdictions often affects my jurisdiction	4.6	1.35
Neighboring jurisdictions often compete	4.2	1.61
ED best served by developing strategies independently	5.2	1.19

Analyses were conducted to determine if – and to what extent – EDO service area and EDO type impacted respondents perception on the various regionalism issues under examination. The results from these analyses follow, and indicate that:

- Most respondents see the need for cooperation across regions and between economic development and workforce development organizations;
- Organizations from suburban areas are somewhat less likely to identify inter-jurisdictional cooperation as positive than are those from urban and rural areas
- Most development practitioners understand the jargon of the other discipline;
- Development practitioners are working with other agencies in both their own areas, as well as in other jurisdictions; and,
- Development practitioners perceive neighboring regions as competitors for economic development

Developing Economic Development Strategies

- Despite the competition, nearly three-fourths of those surveyed do not think economic development in their community is best served by developing strategies independently of those in neighboring jurisdictions.
- Those from predominantly suburban areas more strongly agreed than organizations in both urban and rural areas that economic development is best served by developing strategies independently.
- Economic development corporations and public agencies more strongly agreed with this statement than did workforce development agencies. (See Appendix II, table 30).

Regional and Organizational Cooperation

- Almost nine of ten (88 percent) respondents agree that economic development organizations in neighboring areas should cooperate to develop a unified regional economic development approach.
- Development practitioners in rural and both urban and rural areas agreed more strongly than did organizations in suburban areas. (See Appendix II, table 31).
- Almost all respondents (94.5 percent) indicated that efforts to encourage regional collaboration are either very or somewhat active in their area. (See Appendix II, table 32).

- Almost half of urban area respondents (47.3 percent) indicated that efforts to encourage regional collaboration in their area are very active.
- More than half of suburban-area respondents (55.5 percent), and more than half of rural area respondents (51.5 percent) indicated that efforts to encourage regional collaboration are somewhat active.
- Almost all (94.3 percent) economic development organizations indicated that efforts to encourage regional collaboration in their area are very or somewhat active; 97.0 percent of workforce development organizations indicated that efforts to encourage regional collaboration in their area are very or somewhat active.

Influence of Neighboring Jurisdictions

- More than three-quarters of respondents (77.4 percent) think that economic development which occurs in neighboring jurisdictions in their region influences their community either positively or negatively.
- More than eight out of ten respondents think the level of cooperation among neighboring jurisdictions should be greater in designing economic strategies.
- Almost two-thirds of respondents agree that neighboring jurisdictions in their regions often compete directly with one another for economic development; those from suburban areas more strongly agree than do organizations that serve rural communities. (See Appendix II, table 29).

Partnering with Other Organizations

Almost nine out of ten economic development practitioners surveyed indicated that they somewhat or very much understand the jargon that workforce development specialists use, as seen in Figure 9. More than 92 percent (92.4 percent) of workforce development respondents indicated that they somewhat or very much understand the jargon of economic development specialists, as seen in Figure 8.

Figure 8
Jargon of Economic Development

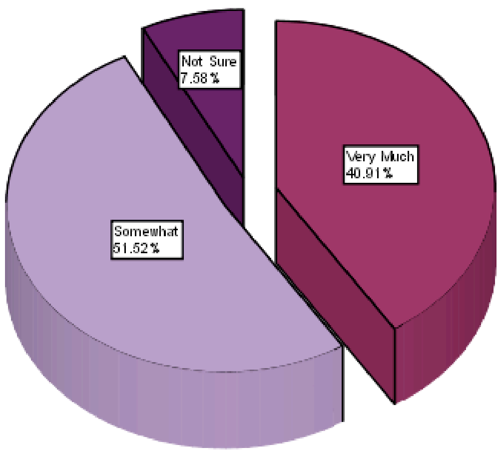
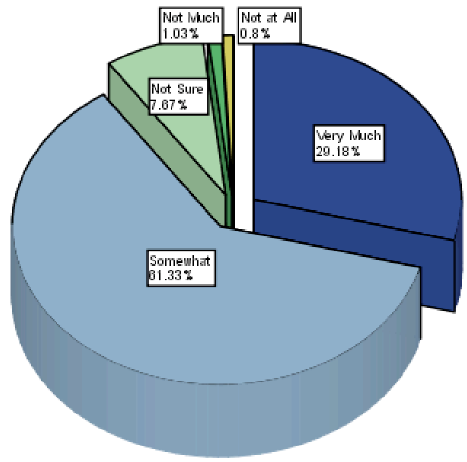


Figure 9
Jargon of Workforce Development



Almost half of respondents (49.1 percent) regularly work with economic development specialists from neighboring jurisdictions, while only about one in three (34.8 percent) respondents regularly work with local workforce development specialists from neighboring jurisdictions. (See Figures 10 & 11 below).

Figure 10
How frequently does your organization work with local economic development specialists from neighboring jurisdictions?

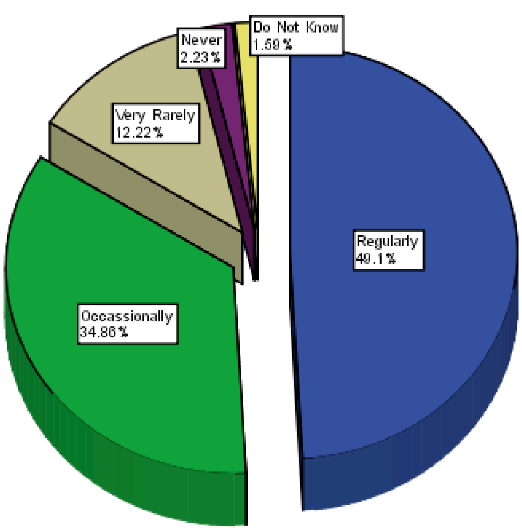
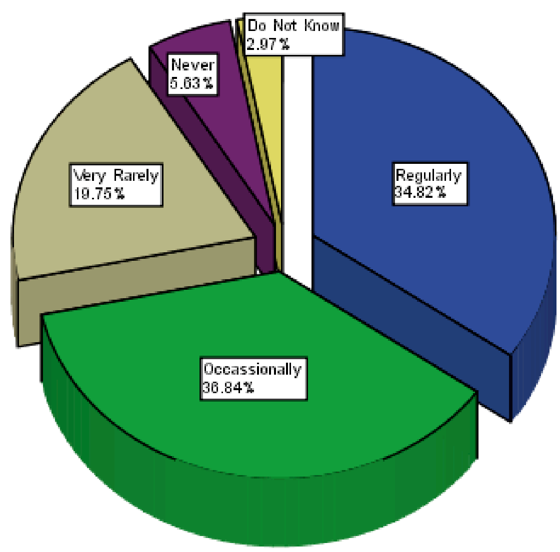


Figure 11
How frequently does your organization work with local workforce development specialists from neighboring jurisdictions?



More than 39 percent of EDOs that serve urban areas (43.5 percent), suburban areas (39.8 percent), and rural areas (48.3 percent) indicated that they regularly work with economic development specialists from neighboring jurisdictions. More than 30 percent of EDOs that serve urban areas (31.5 percent), suburban areas (31.3 percent), and rural areas (41.2 percent) indicated that they occasionally work with local workforce development specialists from neighboring jurisdictions to accomplish their development goals.

When provided a list of thirteen agencies, 68.0 percent of respondents indicated that their organization regularly partners with between five to ten types of agencies, while 27.2 percent of respondents generally partner with between one and four types of agencies. Few (4.9 percent) respondents work independently and do not partner with other organizations.

Workforce Development Agencies tend to partner with more organizations to accomplish their development goals than do economic development organizations. Almost two-thirds (62.7 percent) of workforce development agencies partner with seven or more types of organizations, while 40.9 percent of economic development agencies partner with seven or more types of agencies.

Irrespective of area service, 15 to 20 percent of development organizations surveyed indicated they regularly partner with other EDOs to accomplish their agency's development goals.

Clustering

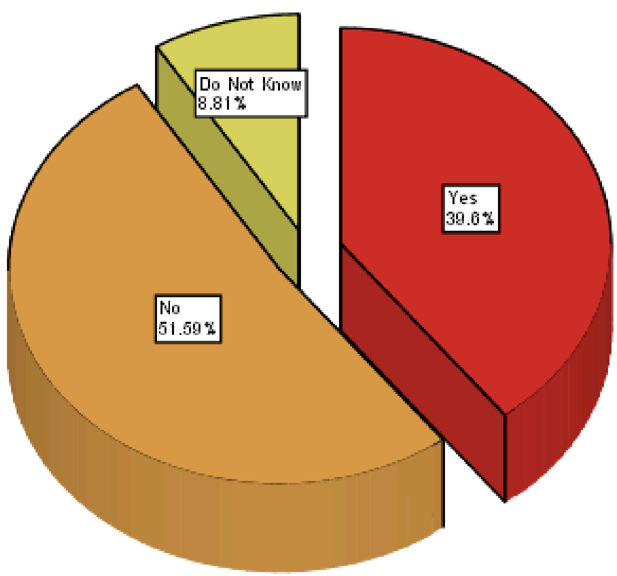
The survey instrument sought to gauge how familiar development practitioners are with industrial clustering and whether these practitioners apply this concept to their daily practice. Respondents were asked whether their organization had ever commissioned an industry cluster study, and were asked to provide more information on the depth and applicability of this study.

The results from each question follow, and indicate that:

- More than half of the EDOs under examination have commissioned an industry cluster study;
- Almost 70 percent of those that have commissioned an industry cluster study have developed a strategy based on its results; and,
- Most organizations that have a cluster strategy describe it as "very detailed" and report that it is used in their daily operations.

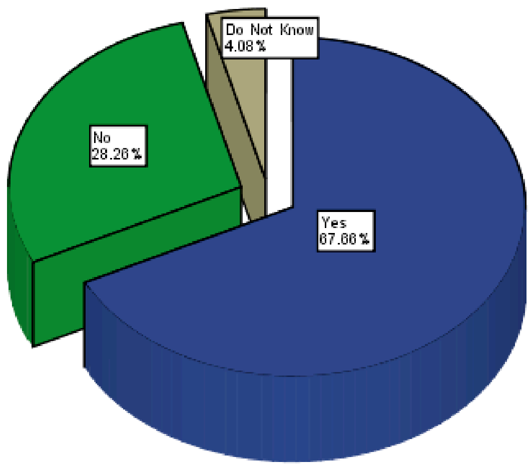
Respondents were asked questions whether and how often they used cluster strategies in their daily practice. As shown in Figure 12, more than half (51.6 percent) indicated that their organization has not commissioned an industry cluster study for their community or region, while 39.6 percent of those surveyed indicated that their organization has commissioned such a study 8.8 percent of respondents indicated that they were unsure whether their organization had commissioned such a study). (See Appendix II, table 33).

Figure 12
Conducted or Commissioned
Industry Cluster Study



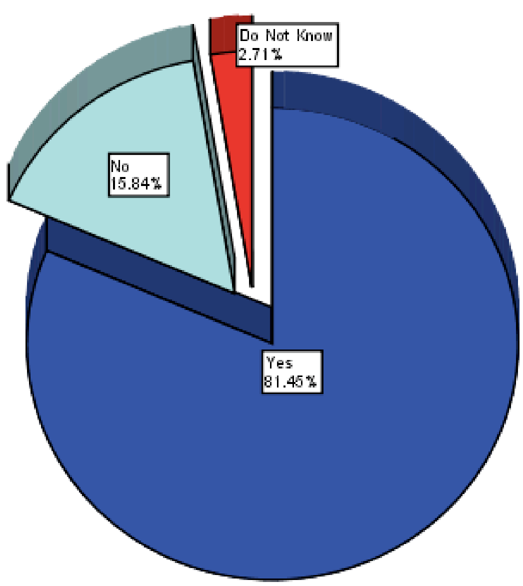
Of respondents who indicated their organization had commissioned an industry cluster study, two-thirds (67.7 percent) indicated that their organization had developed a cluster strategy based on the results of the study. (See Figure 13 below and Appendix II, table 34).

Figure 13
Developed a Cluster-based Strategy



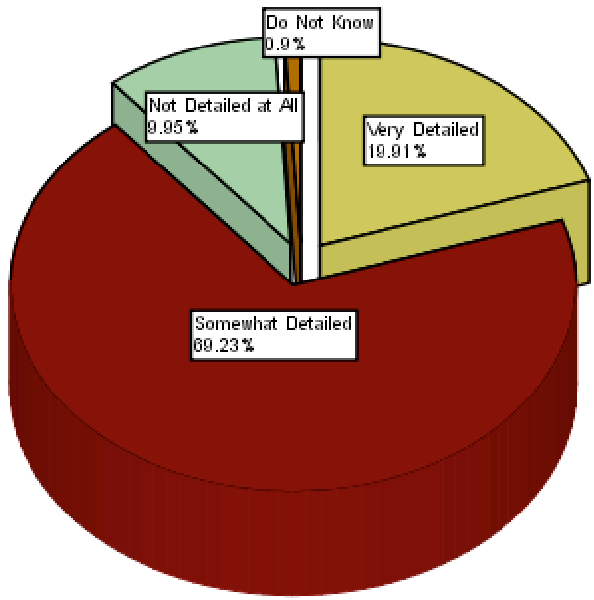
More than eight out of ten of those organizations (81.5) who have developed such a cluster strategy use it in their daily operations. (See Figure 14 below and Appendix II, table 35).

Figure 14
Use Cluster-based Strategy



Less than 20 percent of respondents described their organization's cluster strategy as "very detailed". (See Figure 15 below and Appendix II, table 36).

Figure 15
Detail of Cluster Study



Professional Development

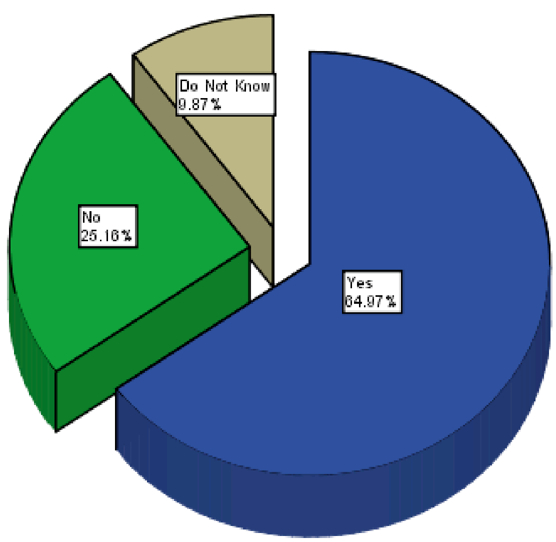
Respondents were asked a series of questions in order to: (1) determine their professional development experience with clustering and regionalism training modules, and (2) to obtain information that will be used to create the workshops and training materials for the next phases in the project.

The results suggest:

- The majority of practitioners have participated in professional development on the topic of regionalism, while nearly half have participated in professional development on the topic of industrial clusters;
- Organizations where practitioners had participated in industrial cluster workshops were more likely to conduct an industry cluster study;
- Most EDOs fund professional development workshops for their staff; and,
- Only around 38 percent of development practitioners surveyed have had experience with distance learning based classes or workshops.

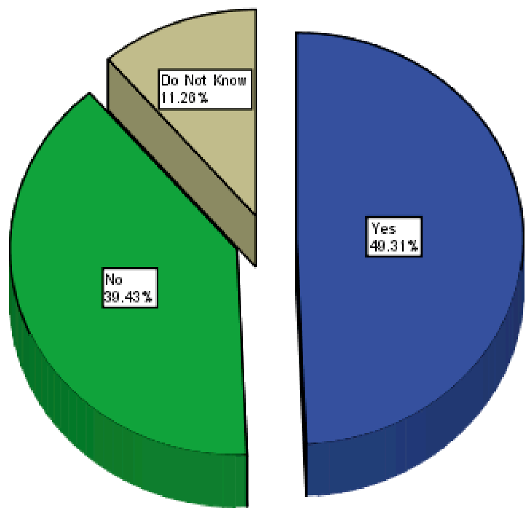
Almost two-thirds (65.0 percent) responded that personnel from their organization have participated in some type of professional development workshop on the topic of regional collaboration, as seen in Figure 16. This finding indicates that development practitioners have some knowledge upon which the curriculum can build.
(See Appendix II, table 37).

Figure 16
Have personnel from your organization participated in any professional development workshops on the topic of regional collaboration?



Nearly half (49.3 percent) indicated that personnel from their organization have participated in some type of professional development workshop on the topic of industrial clusters. (See Figure 17 and Appendix II, table 38).

Figure 17
Have personnel from your organization participated in any professional development workshops on the topic of industry clusters?



As evident in Table 4, there is little relationship between participating in development workshops and believing EDOs should cooperate to develop a unified regional ED approach. Only about four percent of either group disagrees with the premise.

Table 4
Have personnel from your organization participated in any professional development workshops on the topic of industry clusters?

Participated in professional development workshops before		EDO should cooperate to develop a unified regional ED approach			Total
		Disagree	Somewhat Agree	Agree	
Yes	n	22	81	487	590
	percent	3.73	13.73	82.54	100
No	n	10	48	172	230
	percent	4.35	20.87	74.78	100

However, when it comes to conducting or commissioning an industry cluster study, there is more correlation. Table 5 indicates that over half (56.7 percent) of those who participated in industry cluster workshops conducted or commissioned an industry cluster study. On the other hand, less than one in four (22.9 percent) of those who did not participate in such workshops conducted or commissioned a study. While those who attended the workshop were obviously sympathetic to the cluster approach, the data implies that such workshops are enabling factors to a cluster approach.

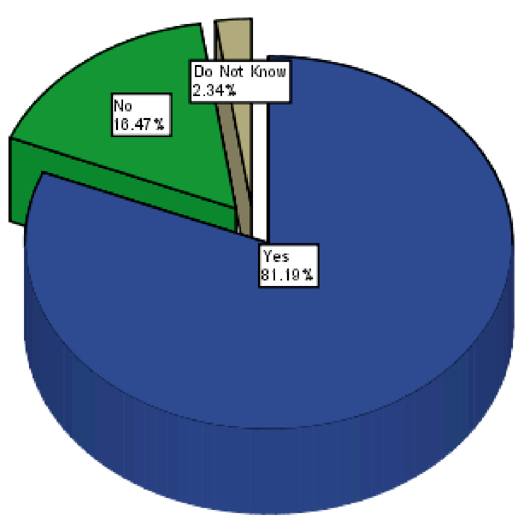
Table 5

Participated in industry cluster workshops		Conducted or commissioned an industry cluster study: Yes	No	Do not Know	Total
Yes	**n**	263	183	18	464
	percent	56.7	39.4	3.9	100
No	**n**	85	259	27	371
	percent	22.9	69.8	7.3	100

Survey participants seemed more willing to participate in workshops on the topic of regionalism than on the topic of clustering. As evident from tables 39 and 40 in Appendix II, practitioners from workforce development agencies were more likely to attend both types of professional development, while practitioners from Chambers indicated that they rarely attend.

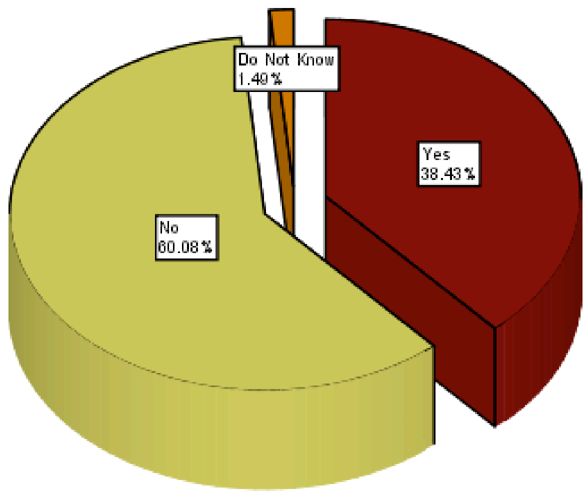
More that 4 out of 5 (81.2 percent) respondents reported that their organization has paid for staff member(s) to attend a professional development workshop out of town in the past year, as seen in Figure 18. Chambers were the least likely of the EDOs surveyed to provide such financial support.

Figure 18
Has your organization paid for the cost of training and travel for any staff member to attend a professional development workshop out of town in the past year?



As shown in Figure 19, only 38.4 percent had taken a distance learning based class or workshop. Even of those who had participated, 67.3 percent had no experience with on-line seminars and 77.9 percent of those who had participated indicated they had no experience with instructor based on-line courses. Therefore, if the curriculum relies on on-line technologies, care will have to be taken to ensure that the material is presented in an easy-to-use format.

Figure 19
Have you ever taken a distance learning-based class or workshop



Summary

This study assesses local development practitioners' perception and practice in a changing economy, and how it affects their practice. The survey results showed a wide array of concerns. A majority of practitioners identified issues such as community development, marketing and recruitment and entrepreneurial development as among their highest priorities. These are issues where regional solutions may prove useful.

With regards to community concerns the survey showed that respondents gave the highest priority to business retention and growing the number of higher-wage jobs. In order to better achieve these goals, practitioners must understand how to develop the economic assets required to support higher "value-added" activities, but also how to align the activities of all the economic actors involved. These issues would benefit from an effective industrial clustering strategy.

Most respondents appreciate that they must increasingly cooperate with other regional actors. Often, however, an appreciation for regionalism does not lead to actually implementing regional efforts. Thus, a potential demand exists for a set of concrete tools to help development practitioners design and implement regional strategies.

Development practitioners also have a need to better understand industrial cluster strategies and how such strategies can be applied to economic development initiatives. Most survey respondents indicated that they used some kind of cluster-based strategy, but fewer respondents had actually commissioned a cluster study. Thus demand may exist for guidance on how to better develop and implement effective cluster development strategies.

These findings have direct implications for the development of curriculum and materials for professional development. Developing a wider appreciation for regionalism and regional solutions can only enhance the effectiveness of economic development practices. The survey also showed that many practitioners recognize the benefits derived by attending workshops related to regionalism and/or industrial clustering. The curriculum and training materials developed through this initiative will provide the opportunity to meet this need.

Appendix I: Questionnaire

Questionnaire for Local Economic Development Practitioners

The following survey is being conducted on behalf of the U.S. Economic Development Administration (EDA) to learn the concerns of local development specialists. Our goal is to develop workshops and instructional materials that will help local economic development specialists construct and implement strategies which are based on economic regions and industrial clusters. The survey will only take 5-6 minutes to complete. Thank you in advance for your cooperation!

Please put a check next to the appropriate answer choice.

1. How would you describe the area that is mainly served by your organization's economic development initiatives and programs?
   ______It is predominantly urban or focused on a larger city or cities
   ______It is predominantly suburban
   ______It is predominantly rural or focused on a small town(s)
   ______Our organization serves a region that contains both urban and rural areas

2. What is the approximate population of the area your organization serves?
   _____Less than 10,000
   _____10,000 - 25,000
   _____25,001 - 50,000
   _____50,001 - 75,000
   _____75,001 – 100,000
   _____More than 100,000

3. Which of the following best describes your organization?
   ______Chamber of Commerce
   ______Economic Development Corporation (EDC)
   ______Public Agency
   ______Local Public Planning or Redevelopment Agency
   ______Regional Planning Commission
   ______Small Business Development Center (SBDC)
   ______Rural Development Agency
   ______Workforce Development Agency
   ______Other

4. How well do you understand the models and jargon that workforce development specialists use?
   _______Very well
   _______Somewhat
   _______Not much
   _______Not at all
   _______Do not know

Please circle the appropriate answer choice.

5. Below are various economic development issues and concerns. Please indicate the degree to which your organization focuses on each issue.

	Low priority			Top priority			Not an agency focus
Marketing and Recruitment	1	2	3	4	5	6	9
Travel and Tourism	1	2	3	4	5	6	9
Planning and Research	1	2	3	4	5	6	9
Workforce Development	1	2	3	4	5	6	9
Growth Management	1	2	3	4	5	6	9
Community Development	1	2	3	4	5	6	9
Technology Development	1	2	3	4	5	6	9
Entrepreneurship Development	1	2	3	4	5	6	9
Development and Finance	1	2	3	4	5	6	9

6. Are there any other issues not listed in Question 3 that your organization focuses on? If yes, please note them here:
____

7. Please indicate the degree to which the various issues below are major priorities in your community.

	Low Priority			High Priority			Not an agency focus
Need to create more jobs	1	2	3	4	5	6	9
Need to create better paying jobs	1	2	3	4	5	6	9
Need to address quality of life issues	1	2	3	4	5	6	9
Need to retain existing businesses	1	2	3	4	5	6	9
Need to improve training programs	1	2	3	4	5	6	9
Need to address environmental concerns	1	2	3	4	5	6	9
Need to improve regional cooperation	1	2	3	4	5	6	9
Need to expand infrastructure	1	2	3	4	5	6	9
Need to boost entrepreneurship	1	2	3	4	5	6	9
Need to address poverty level	1	2	3	4	5	6	9
Need to expand affordable housing	1	2	3	4	5	6	9

For Questions 8 – 12, please indicate the degree to which you agree/disagree with the following statements:							
	Disagree			Agree			No opinion
8. Neighboring jurisdictions in my region often compete directly with one another for economic development	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
9. Economic development in my community is best served by developing strategies independently of those in neighboring jurisdictions	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
10. Economic development organizations in neighboring areas should cooperate to develop a unified regional economic development approach	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
11. Economic development in neighboring jurisdictions in my region often influence my community either positively or negatively	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
12. The level of cooperation in designing economic strategies among neighboring jurisdictions should be greater	1	2	3	4	5	6	9

Please put a check next to the appropriate answer choice.

13. How active are efforts to encourage regional collaboration in your area?

______Very active
______Somewhat active
______Totally inactive
______Do not know

14. Has your organization conducted or commissioned an industry cluster study for your community or region?

_______Yes **(go to Q15)**
_______No (**skip to Q18)**
_______Do not know **(skip to Q18)**

15. Has your organization developed a cluster strategy based on the results of the industry cluster study?

______Yes **(go to Q16)**
______No **(skip to Q18)**
______Not sure **(skip to Q18)**

16. Does your organization use this cluster strategy in its daily operations?

______Yes
______No
______Not sure

17. How detailed, as to specific goals, objectives and action items is the cluster strategy that your organization developed?

______Very detailed
______Somewhat detailed
______Not detailed at all
______Uncertain, or do not know

18. When your organization assembles data or conducts economic or demographic analysis to support its activities, does it usually focus on the local community or region as a whole?
_____Mostly the local community
_____Mostly the region as a whole
_____Both the local community and the region
_____Do not know

19. How frequently does your organization use geographic information system (GIS) software?
_____Daily
_____Once a week
_____Occasionally each month
_____Only a few times each year
_____We normally contract such work to another organization
_____Do not know

20. How frequently does your organization work with local *economic development* specialists from neighboring jurisdictions?
_____Regularly
_____Occasionally
_____Very rarely
_____Never
_____Do not know

21. How frequently does your organization work with local *workforce development* specialists from neighboring jurisdictions?
_____Regularly
_____Occasionally
_____Very rarely
_____Never
_____Do not know

22. Which of the following agencies do you partner with to develop your organization's development plans? (**Choose all that apply**.)
_____Workforce Development Organizations
_____Community Colleges
_____Universities
_____Transportation Agencies
_____Housing and Community Development Agencies
_____Local Non-Profit Development Agencies
_____Private Industries
_____Business Association Representatives
_____Economic Development Organizations
_____Other, Please Specify:___________________________________
_____None, We Work Independently

23. Have personnel from your organization participated in any professional development workshops on the topic of **regional collaboration**?
_____Yes
_____No
_____Do not know

24. Have personnel from your organization participated in any professional development workshops on the topic of **industry clusters**?
_____Yes
_____No
_____Do not know

25. Has your organization paid for the costs of training and travel for any staff member to attend a professional development workshop out of town in the past year?
_____Yes
_____No
_____Do not know

26. Have you ever taken a distance learning-based class or workshop?
_____Yes
_____No
_____Do not know

27. What type of distance learning do you have experience with? **(Choose all that apply)**
_____On-line seminars
_____Self-paced learning modules (On-line or correspondence courses)
_____Instructor based on-line courses
_____Other
_____None of the above

28. Which of the following best describes your current title and/or position?
_____ CEO or Agency Director
_____ Senior Manager (i.e., Vice President)
_____ Mid-Level Manager (i.e., Department Manager)
_____ Professional Program or Technical Staff
_____ Administrative Staff
_____ Other, Please Specify: ______________________________

29. How long have you worked in the economic development field?
_________ Years (example: 2 or 3.5)

30. What is the highest level of education you completed?
_____Less than High School
_____High School Diploma or Equivalent
_____Associates Degree
_____Bachelor's Degree
_____Master's Degree
_____5) J.D.
_____6) PhD

Thank you very much for your participation!

Questionnaire for Local Workforce Development Practitioners

The following survey is being conducted on behalf of the U.S. Economic Development Administration (EDA) to learn the concerns of local development specialists. Our goal is to develop workshops and instructional materials that will help local economic development specialists construct and implement strategies which are based on economic regions and industrial clusters. The survey will only take 5-6 minutes to complete. Thank you in advance for your cooperation!

Please put a check next to the appropriate answer choice.

1. How would you describe the area that is mainly served by your organization's economic development initiatives and programs?
   ______It is predominantly urban or focused on a larger city or cities
   ______It is predominantly suburban
   ______It is predominantly rural or focused on a small town(s)
   ______Our organization serves a region that contains both urban and rural areas

2. What is the approximate population of the area your organization serves?
   _____Less than 10,000
   _____10,000 - 25,000
   _____25,001 - 50,000
   _____50,001 - 75,000
   _____75,001 – 100,000
   _____More than 100,000

3. Which of the following best describes your organization?
   ______Chamber of Commerce
   ______Economic Development Corporation (EDC)
   ______Public Agency
   ______Local Public Planning or Redevelopment Agency
   ______Regional Planning Commission
   ______Small Business Development Center (SBDC)
   ______Rural Development Agency
   ______Workforce Development Agency
   ______Other

4. How well do you understand the models and jargon that economic development specialists use?
   _______Very well
   _______Somewhat
   _______Not much
   _______Not at all
   _______Do not know

Please circle the appropriate answer choice.

5. Below are various economic development issues and concerns. Please indicate the degree to which your organization focuses on each issue.

	Low priority			Top priority			Not an agency focus
Marketing and Recruitment	1	2	3	4	5	6	9
Travel and Tourism	1	2	3	4	5	6	9
Planning and Research	1	2	3	4	5	6	9
Workforce Development	1	2	3	4	5	6	9
Growth Management	1	2	3	4	5	6	9
Community Development	1	2	3	4	5	6	9
Technology Development	1	2	3	4	5	6	9
Entrepreneurship Development	1	2	3	4	5	6	9
Development and Finance	1	2	3	4	5	6	9

6. Are there any other issues not listed in Question 3 that your organization focuses on? If yes, please note them here:
____

7. Please indicate the degree to which the various issues below are major priorities in your community.

	Low Priority			High Priority			Not an agency focus
Need to create more jobs	1	2	3	4	5	6	9
Need to create better paying jobs	1	2	3	4	5	6	9
Need to address quality of life issues	1	2	3	4	5	6	9
Need to retain existing businesses	1	2	3	4	5	6	9
Need to improve training programs	1	2	3	4	5	6	9
Need to address environmental concerns	1	2	3	4	5	6	9
Need to improve regional cooperation	1	2	3	4	5	6	9
Need to expand infrastructure	1	2	3	4	5	6	9
Need to boost entrepreneurship	1	2	3	4	5	6	9
Need to address poverty level	1	2	3	4	5	6	9
Need to expand affordable housing	1	2	3	4	5	6	9

For Questions 8 – 12, please indicate the degree to which you agree/disagree with the following statements:							
	Disagree			Agree			No opinion
8. Neighboring jurisdictions in my region often compete directly with one another for economic development	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
9. Economic development in my community is best served by developing strategies independently of those in neighboring jurisdictions	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
10. Economic development organizations in neighboring areas should cooperate to develop a unified regional economic development approach	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
11. Economic development in neighboring jurisdictions in my region often influence my community either positively or negatively	1	2	3	4	5	6	9
	Disagree			Agree			No opinion
12. The level of cooperation in designing economic strategies among neighboring jurisdictions should be greater	1	2	3	4	5	6	9

Please put a check next to the appropriate answer choice.

13. How active are efforts to encourage regional collaboration in your area?
    ______Very active
    ______Somewhat active
    ______Totally inactive
    ______Do not know

14. Has your organization conducted or commissioned an industry cluster study for your community or region?
    _______Yes **(go to Q15)**
    _______No (**skip to Q18)**
    _______Do not know **(skip to Q18)**

15. Has your organization developed a cluster strategy based on the results of the industry cluster study?
    ______Yes **(go to Q16)**
    ______No **(skip to Q18)**
    ______Not sure **(skip to Q18)**

16. Does your organization use this cluster strategy in its daily operations?
    ______Yes
    ______No
    ______Not sure

17. How detailed, as to specific goals, objectives and action items is the cluster strategy that your organization developed?
    ______Very detailed
    ______Somewhat detailed
    ______Not detailed at all
    ______Uncertain, or do not know

18. When your organization assembles data or conducts economic or demographic analysis to support its activities, does it usually focus on the local community or region as a whole?
_____Mostly the local community
_____Mostly the region as a whole
_____Both the local community and the region
_____Do not know

19. How frequently does your organization use geographic information system (GIS) software?
_____Daily
_____Once a week
_____Occasionally each month
_____Only a few times each year
_____We normally contract such work to another organization
_____Do not know

20. How frequently does your organization work with local *economic development* specialists from neighboring jurisdictions?
_____Regularly
_____Occasionally
_____Very rarely
_____Never
_____Do not know

21. How frequently does your organization work with local *workforce development* specialists from neighboring jurisdictions?
_____Regularly
_____Occasionally
_____Very rarely
_____Never
_____Do not know

22. Which of the following agencies do you partner with to develop your organization's development plans? (**Choose all that apply**.)
_____Workforce Development Organizations
_____Community Colleges
_____Universities
_____Transportation Agencies
_____Housing and Community Development Agencies
_____Local Non-Profit Development Agencies
_____Private Industries
_____Business Association Representatives
_____Economic Development Organizations
_____Other, Please Specify:___________________________________
_____None, We Work Independently

23. Have personnel from your organization participated in any professional development workshops on the topic of **regional collaboration**?
_____Yes
_____No
_____Do not know

24. Have personnel from your organization participated in any professional development workshops on the topic of **industry clusters**?
_____Yes
_____No
_____Do not know

25. Has your organization paid for the costs of training and travel for any staff member to attend a professional development workshop out of town in the past year?
_____Yes
_____No
_____Do not know

26. Have you ever taken a distance learning-based class or workshop?
_____Yes
_____No
_____Do not know

27. What type of distance learning do you have experience with? **(Choose all that apply)**
_____On-line seminars
_____Self-paced learning modules (On-line or correspondence courses)
_____Instructor based on-line courses
_____Other
_____None of the above

28. Which of the following best describes your current title and/or position?
_____ CEO or Agency Director
_____ Senior Manager (i.e., Vice President)
_____ Mid-Level Manager (i.e., Department Manager)
_____ Professional Program or Technical Staff
_____ Administrative Staff
_____ Other, Please Specify: ______________________________

29. How long have you worked in the economic development field?
_________ Years (example: 2 or 3.5)

30. What is the highest level of education you completed?
_____Less than High School
_____High School Diploma or Equivalent
_____Associates Degree
_____Bachelor's Degree
_____Master's Degree
_____5) J.D.
_____6) PhD

Thank you very much for your participation!

Appendix II: Data Tables

Table 1

Community development was identified as the most important organizational priority by the majority of all EDO organizations surveyed. Further analysis revealed that the majority of organizations in every type of geographic location under examination identified community development as a high organizational priority. While all agreed of its importance, Local and Regional Planning Agencies identified community development as a greater agency priority than the other EDOs surveyed.

Community Development									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.9	4.7	0.08	0.07	1.23	2.81	10	No
Chambers	L&G Planning	4.9	5.4	0.08	0.09	-4.06	2.81	10	Yes
Chambers	Workforce Development	4.9	4.4	0.08	0.18	2.32	2.81	10	No
Chambers	Others	4.9	4.5	0.08	0.15	2.03	2.81	10	No
EDC & PA*	L&G Planning	4.7	5.4	0.07	0.09	-5.60	2.81	10	Yes
EDC & PA*	Workforce Development	4.7	4.4	0.07	0.18	1.70	2.81	10	No
EDC & PA*	Others	4.7	4.5	0.07	0.15	1.30	2.81	10	No
L&G Planning**	Workforce Development	5.4	4.4	0.09	0.18	4.71	2.81	10	Yes
L&G Planning**	Others	5.4	4.5	0.09	0.15	4.85	2.81	10	Yes
Others	Workforce Development	4.5	4.4	0.15	0.18	0.51	2.81	10	No

*Economic Development Corporations and Public Agencies
**Local and Regional Planning Agencies

Table 2

When compared to other types of EDOs, Economic Development Commissions and Public Agencies, and Chambers of Commerce identified marketing and recruitment as a higher organizational priority. Further analysis revealed that the majority of organizations in every type of geographic location under examination identified marketing and recruitment as a high priority for their organization.

Marketing and Recruitment										
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.6	4.9	0.10	0.08	-2.46	2.81	10	No
Chambers	L&G Planning	4.6	3.4	0.10	0.17	5.80	2.81	10	Yes
Chambers	Workforce Development	4.6	4.2	0.10	0.24	1.53	2.81	10	No
Chambers	Others	4.6	4.0	0.10	0.19	2.84	2.81	10	Yes
EDC & PA*	L&G Planning	4.9	3.4	0.08	0.17	7.84	2.81	10	Yes
EDC & PA*	Workforce Development	4.9	4.2	0.08	0.24	2.86	2.81	10	Yes
EDC & PA*	Others	4.9	4.0	0.08	0.19	4.54	2.81	10	Yes
L&G Planning**	Workforce Development	3.4	4.2	0.17	0.24	-2.66	2.81	10	No
L&G Planning**	Others	3.4	4.0	0.17	0.19	-2.18	2.81	10	No
Others	Workforce Development	4.0	4.2	0.19	0.24	-0.72	2.81	10	No

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 3

Organizations that self-identified themselves as "other" identified entrepreneurship development as a greater organizational priority than did local and regional planning agencies and workforce development agencies. Additional analysis indicated that organizations that serve urban areas identified entrepreneurship development as a greater organizational priority than did organizations that serve suburban communities.

Entrepreneurship Development									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.4	4.3	0.10	0.08	1.16	2.81	10	No
Chambers	L&G Planning	4.4	4.0	0.10	0.13	2.63	2.81	10	No
Chambers	Workforce Development	4.4	4.0	0.10	0.19	2.18	2.81	10	No
Chambers	Others	4.4	4.7	0.10	0.16	-1.26	2.81	10	No
EDC & PA*	L&G Planning	4.3	4.0	0.08	0.13	1.87	2.81	10	No
EDC & PA*	Workforce Development	4.3	4.0	0.08	0.19	1.57	2.81	10	No
EDC & PA*	Others	4.3	4.7	0.08	0.16	-2.15	2.81	10	No
L&G Planning**	Workforce Development	4.0	4.0	0.13	0.19	0.19	2.81	10	No
L&G Planning**	Others	4.0	4.7	0.13	0.16	-3.23	2.81	10	Yes
Others	Workforce Development	4.7	4.0	0.16	0.19	2.83	2.81	10	Yes

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 4

Local & Regional Planning Agencies, Economic Development Corporations & Public Agencies, and Workforce Development Agencies identified planning and research as a greater agency priority than did other types of EDOs surveyed.

Planning and Research									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	3.6	4.0	0.09	0.07	-3.67	2.81	10	Yes
Chambers	L&G Planning	3.6	5.0	0.09	0.11	-10.06	2.81	10	Yes
Chambers	Workforce Development	3.6	4.4	0.09	0.16	-4.27	2.81	10	Yes
Chambers	Others	3.6	4.0	0.09	0.15	-2.20	2.81	10	No
EDC & PA*	L&G Planning	4.0	5.0	0.07	0.11	-7.80	2.81	10	Yes
EDC & PA*	Workforce Development	4.0	4.4	0.07	0.16	-2.12	2.81	10	No
EDC & PA*	Others	4.0	4.0	0.07	0.15	0.23	2.81	10	No
L&G Planning**	Workforce Development	5.0	4.4	0.11	0.16	3.25	2.81	10	Yes
L&G Planning**	Others	5.0	4.0	0.11	0.15	5.69	2.81	10	Yes
Others	Workforce Development	4.0	4.4	0.15	0.16	-1.88	2.81	10	No

*Economic Development Corporations and Public Agencies
**Local and Regional Planning Agencies

Table 5

Organizations serving urban areas identified planning and research as a higher agency priority than did organizations that serve suburban or rural areas. Organizations serving both urban and rural areas identified planning and research as a higher agency priority than did organizations serving rural areas and both urban and rural areas.

Planning and Research									
		Means		SE Group					
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	critical value	k	Significant?
Predominantly urban/city	Predominantly suburban	4.263	3.792	0.12	0.13	2.67	2.64	6	Yes
Predominantly urban/city	Predominantly rural/a small town (s)	4.263	3.89	0.12	0.07	2.66	2.64	6	Yes
Predominantly urban/city	Both urban and rural areas	4.263	4.429	0.12	0.09	-1.12	2.64	6	No
Predominantly suburban	Predominantly rural/a small town (s)	3.792	3.89	0.13	0.07	-0.67	2.64	6	No
Predominantly suburban	Both urban and rural areas	3.792	4.429	0.13	0.09	-4.12	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town (s)	4.429	3.89	0.09	0.07	4.80	2.64	6	Yes

*Economic Development Corporations and Public Agencies
**Local and Regional Planning Agencies

Table 6

Organizations serving urban areas identified workforce development as a greater agency priority than did organizations serving suburban areas. Organizations that serve rural communities identified workforce development as a greater agency priority than did organizations that serve suburban communities. Organizations that serve both urban and rural areas identified workforce development as a greater agency priority than did organizations serving suburban and rural communities.

Workforce Development									
		Means		SE Group					
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	critical value	k	Significant?
Predominantly urban/city	Predominantly suburban	4.15	3.584	0.14	0.15	2.73	2.64	6	Yes
Predominantly urban/city	Predominantly rural/a small town(s)	4.15	4.049	0.14	0.08	0.61	2.64	6	No
Predominantly urban/city	Both urban and rural areas	4.15	4.492	0.14	0.10	-1.99	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)	3.584	4.049	0.15	0.08	-2.70	2.64	6	Yes
Predominantly suburban	Both urban and rural areas	3.584	4.492	0.15	0.10	-5.05	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)	4.492	4.049	0.10	0.08	3.48	2.64	6	Yes

Table 7

Organizations that serve urban areas identified development and finance as a greater agency priority than did organizations which serve suburban and rural areas

Development and Finance									
		Means		SE Group					
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	critical value	k	Significant?
Predominantly urban/city	Predominantly suburban	4.638	3.912	0.13	0.14	3.84	2.64	6	Yes
Predominantly urban/city	Predominantly rural/a small town (s)	4.638	4.118	0.13	0.08	3.49	2.64	6	Yes
Predominantly urban/city	Both urban and rural areas	4.638	4.315	0.13	0.09	2.06	2.64	6	No
Predominantly suburban	Predominantly rural/a small town (s)	3.912	4.118	0.14	0.08	-1.27	2.64	6	No
Predominantly suburban	Both urban and rural areas	3.912	4.315	0.14	0.09	-2.38	2.64	6	No
Both urban and rural areas	Predominantly rural/a small town (s)	4.315	4.118	0.09	0.08	1.60	2.64	6	No

Table 8

Economic Development Corporations and Public Agencies, Local and Regional Planning Agencies, and agencies that self-identified themselves as "other" indicated that development and finance is a greater organizational priority than did Chambers of Commerce and Workforce Development Agencies.

Development and Finance									
		Means		SE Group					
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	critical value	k	Significant?
Chambers	EDC & PA	3.7	4.5	0.11	0.07	-6.16	2.81	10	Yes
Chambers	L&G Planning	3.7	4.3	0.11	0.13	-3.61	2.81	10	Yes
Chambers	Workforce Development	3.7	3.3	0.11	0.26	1.44	2.81	10	No
Chambers	Others	3.7	4.6	0.11	0.13	-5.54	2.81	10	Yes
EDC & PA*	L&G Planning	4.5	4.3	0.07	0.13	1.21	2.81	10	No
EDC & PA*	Workforce Development	4.5	3.3	0.07	0.26	4.43	2.81	10	Yes
EDC & PA*	Others	4.5	4.6	0.07	0.13	-1.04	2.81	10	No
L&G Planning**	Workforce Development	4.3	3.3	0.13	0.26	3.48	2.81	10	Yes
L&G Planning**	Others	4.3	4.6	0.13	0.13	-1.80	2.81	10	No
Others	Workforce Development	4.6	3.3	0.13	0.26	4.62	2.81	10	Yes

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 9

Economic Development Corporations and Public Agencies, and agencies that self-identified themselves as "other" indicated that technology development is a greater organizational priority than did Chambers of Commerce. Additional analysis indicated that organizations that serve both urban and rural areas identified technology development as a higher organizational priority than did organizations that serve rural communities.

Technology Development									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	3.6	3.9	0.10	0.08	-2.98	2.81	10	Yes
Chambers	L&G Planning	3.6	3.6	0.10	0.14	-0.41	2.81	10	No
Chambers	Workforce Development	3.6	4.0	0.10	0.20	-1.78	2.81	10	No
Chambers	Others	3.6	4.2	0.10	0.15	-3.45	2.81	10	Yes
EDC & PA*	L&G Planning	3.9	3.6	0.08	0.14	1.94	2.81	10	No
EDC & PA*	Workforce Development	3.9	4.0	0.08	0.20	-0.06	2.81	10	No
EDC & PA*	Others	3.9	4.2	0.08	0.15	-1.42	2.81	10	No
L&G Planning**	Workforce Development	3.6	4.0	0.14	0.20	-1.34	2.81	10	No
L&G Planning**	Others	3.6	4.2	0.14	0.15	-2.69	2.81	10	No
Others	Workforce Development	4.2	4.0	0.15	0.20	0.90	2.81	10	No

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 10

Chambers of Commerce identified travel and tourism as a higher organizational priority than the other types of EDOs surveyed.

Travel and Tourism									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.5	3.1	0.11	0.10	9.84	2.82	10	Yes
Chambers	L&G Planning	4.5	3.2	0.11	0.15	7.02	2.82	10	Yes
Chambers	Workforce Development	4.5	2.8	0.11	0.26	6.18	2.82	10	Yes
Chambers	Others	4.5	3.1	0.11	0.18	6.64	2.82	10	Yes
EDC & PA*	L&G Planning	3.1	3.2	0.10	0.15	-0.72	2.82	10	No
EDC & PA*	Workforce Development	3.1	2.8	0.10	0.26	1.09	2.82	10	No
EDC & PA*	Others	3.1	3.1	0.10	0.18	-0.29	2.82	10	No
L&G Planning**	Workforce Development	3.2	2.8	0.15	0.26	1.44	2.82	10	No
L&G Planning**	Others	3.2	3.1	0.15	0.18	0.31	2.82	10	No
Others	Workforce Development	3.1	2.8	0.18	0.26	1.15	2.82	10	No

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 11

Organizations serving rural areas identified travel and tourism as a greater agency priority than did organizations which serve urban, suburban, or both urban and rural areas.

Travel and Tourism									
		Means		SE Group					
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	critical value	k	Significant?
Predominantly urban/city	Predominantly suburban	2.917	3.194	0.17	0.18	-1.14	2.65	6	No
Predominantly urban/city	Predominantly rural/a small town(s)	2.917	3.91	0.17	0.10	-5.13	2.65	6	Yes
Predominantly urban/city	Both urban and rural areas	2.917	3.173	0.17	0.12	-1.25	2.65	6	No
Predominantly suburban	Predominantly rural/a small town(s)	3.194	3.91	0.18	0.10	-3.57	2.65	6	Yes
Predominantly suburban	Both urban and rural areas	3.194	3.173	0.18	0.12	0.10	2.65	6	No
Both urban and rural areas	Predominantly rural/a small town(s)	3.173	3.91	0.12	0.10	-4.88	2.65	6	Yes

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 12

Local and Regional Planning Agencies identified growth management as a higher agency priority than did the other types of EDOs surveyed. Further analysis revealed that the majority of organizations in every type of geographic location under examination identified growth management as either a medium or high organizational priority.

Growth Management									
		Means		SE Group					
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	critical value	k	Significant?
Chambers	EDC & PA	3.7	3.6	0.12	0.09	0.35	2.81	10	No
Chambers	L&G Planning	3.7	4.3	0.12	0.14	-3.45	2.81	10	Yes
Chambers	Workforce Development	3.7	3.3	0.12	0.23	1.60	2.81	10	No
Chambers	Others	3.7	3.5	0.09	0.16	1.06	2.81	10	No
EDC & PA*	L&G Planning	3.6	4.3	0.09	0.14	-4.12	2.81	10	Yes
EDC & PA*	Workforce Development	3.6	3.3	0.09	0.23	1.47	2.81	10	No
EDC & PA*	Others	3.6	3.5	0.09	0.16	0.78	2.81	10	No
L&G Planning**	Workforce Development	4.3	3.3	0.14	0.23	3.84	2.81	10	Yes
L&G Planning**	Others	4.3	3.5	0.14	0.16	3.84	2.81	10	Yes
Others	Workforce Development	3.5	3.3	0.16	0.23	0.79	2.81	10	No

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 13
Workforce Development Agencies identified creating better paying jobs as a greater community priority than did Chambers of Commerce.

Creating Better Paying Jobs									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	5.3	5.5	0.07	0.05	-2.50	2.81	10	No
Chambers	L&G Planning	5.3	5.4	0.07	0.10	-0.70	2.81	10	No
Chambers	Workforce Development	5.3	5.7	0.07	0.09	-3.24	2.81	10	Yes
Chambers	Others	5.3	5.4	0.07	0.10	-1.18	2.81	10	No
EDC & PA*	L&G Planning	5.5	5.4	0.05	0.10	1.25	2.81	10	No
EDC & PA*	Workforce Development	5.5	5.7	0.05	0.09	-1.56	2.81	10	No
EDC & PA*	Others	5.5	5.4	0.05	0.10	0.69	2.81	10	No
L&G Planning**	Workforce Development	5.4	5.7	0.10	0.09	-2.24	2.81	10	No
L&G Planning**	Others	5.4	5.4	0.10	0.10	-0.43	2.81	10	No
Others	Workforce Development	5.4	5.7	0.10	0.09	-1.77	2.81	10	No

*Economic Development Corporations and Public Agencies
**Local and Regional Planning Agencies

Table 14
Organizations that serve urban areas, rural, and both urban and rural areas identified creating better paying jobs as a higher community priority than did organizations which serve suburban areas.

Creating Better Paying Jobs									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	5.3	5.5	0.07	0.05	-2.50	2.81	10	No
Chambers	L&G Planning	5.3	5.4	0.07	0.10	-0.70	2.81	10	No
Chambers	Workforce Development	5.3	5.7	0.07	0.09	-3.24	2.81	10	Yes
Chambers	Others	5.3	5.4	0.07	0.10	-1.18	2.81	10	No
EDC & PA*	L&G Planning	5.5	5.4	0.05	0.10	1.25	2.81	10	No
EDC & PA*	Workforce Development	5.5	5.7	0.05	0.09	-1.56	2.81	10	No
EDC & PA*	Others	5.5	5.4	0.05	0.10	0.69	2.81	10	No
L&G Planning**	Workforce Development	5.4	5.7	0.10	0.09	-2.24	2.81	10	No
L&G Planning**	Others	5.4	5.4	0.10	0.10	-0.43	2.81	10	No
Others	Workforce Development	5.4	5.7	0.10	0.09	-1.77	2.81	10	No

*Economic Development Corporations and Public Agencies
**Local and Regional Planning Agencies

Table 15

Organizations that serve urban, rural, and both urban and rural areas identified creating more jobs as a greater community priority than did organizations which serve suburban areas. No significant difference was discernible about this community issue among the various types of EDOs surveyed.

Creating more jobs									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban	5.036	4.504	0.12	0.13	3.06	2.64	6	Yes
Predominantly urban/ city	Predominantly rural/a small town(s)	5.036	5.223	0.12	0.06	-1.41	2.64	6	No
Predominantly urban/ city	Both urban and rural areas	5.036	5.15	0.12	0.08	-0.82	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)	4.504	5.223	0.13	0.06	-4.96	2.64	6	Yes
Predominantly suburban	Both urban and rural areas	4.504	5.15	0.13	0.08	-4.28	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)	5.15	5.223	0.08	0.06	-0.73	2.64	6	No

Table 16

Economic Development Corporations and Public Agencies, Local and Regional Planning Agencies, and Workforce Development Agencies identified boosting entrepreneurship as a lower community priority than did agencies that self-identified themselves as "other".

Boosting Entrepreneurship									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.7	4.7	0.09	0.07	0.63	2.81	10	No
Chambers	L&G Planning	4.7	4.5	0.09	0.11	1.68	2.81	10	No
Chambers	Workforce Development	4.7	4.6	0.09	0.14	0.79	2.81	10	No
Chambers	Others	4.7	5.1	0.09	0.12	-2.70	2.81	10	No
EDC & PA*	L&G Planning	4.7	4.5	0.07	0.11	1.29	2.81	10	No
EDC & PA*	Workforce Development	4.7	4.6	0.07	0.14	0.41	2.81	10	No
EDC & PA*	Others	4.7	5.1	0.07	0.12	-3.42	2.81	10	Yes
L&G Planning**	Workforce Development	4.5	4.6	0.11	0.14	-0.53	2.81	10	No
L&G Planning**	Others	4.5	5.1	0.11	0.12	-3.93	2.81	10	Yes
Others	Workforce Development	5.1	4.6	0.12	0.14	2.82	2.81	10	Yes

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 17

Organizations that serve rural and both urban and rural areas identified boosting entrepreneurship as a greater community priority than did organizations that serve suburban areas.

Boosting entrepreneurship										
			Means		SE Group			critical		
Group 1	Group 2		Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban		4.579	4.297	0.11	0.12	1.72	2.64	6	No
Predominantly urban/ city	Predominantly rural/a small town(s)		4.579	4.825	0.11	0.06	-1.99	2.64	6	No
Predominantly urban/ city	Both urban and rural areas		4.579	4.802	0.11	0.08	-1.70	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)		4.297	4.825	0.12	0.06	-3.81	2.64	6	Yes
Predominantly suburban	Both urban and rural areas		4.297	4.802	0.12	0.08	-3.47	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)		4.802	4.825	0.08	0.06	-0.23	2.64	6	No

Table 18

Local and Regional Planning Agencies identified addressing quality of life issues as a greater community priority than did Chambers of Commerce.

Addressing Quality of Life Issues									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.6	4.7	0.09	0.06	-0.86	2.81	10	No
Chambers	L&G Planning	4.6	5.0	0.09	0.10	-3.14	2.81	10	Yes
Chambers	Workforce Development	4.6	4.7	0.09	0.17	-0.77	2.81	10	No
Chambers	Others	4.6	4.6	0.09	0.13	-0.38	2.81	10	No
EDC & PA*	L&G Planning	4.7	5.0	0.06	0.10	-2.78	2.81	10	No
EDC & PA*	Workforce Development	4.7	4.7	0.06	0.17	-0.30	2.81	10	No
EDC & PA*	Others	4.7	4.6	0.06	0.13	0.22	2.81	10	No
L&G Planning**	Workforce Development	5.0	4.7	0.10	0.17	1.38	2.81	10	No
L&G Planning**	Others	5.0	4.6	0.10	0.13	2.15	2.81	10	No
Others	Workforce Development	4.6	4.7	0.13	0.17	-0.41	2.81	10	No

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 19

Organizations that serve urban areas identified addressing quality of life issues as a higher community priority than did organizations which serve rural or both urban and rural areas.

Addressing quality of life issues										
			Means		SE Group			critical		
Group 1	Group 2		Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban		5.021	4.677	0.10	0.12	2.27	2.64	6	No
Predominantly urban/ city	Predominantly rural/a small town(s)		5.021	4.558	0.10	0.07	3.88	2.64	6	Yes
Predominantly urban/ city	Both urban and rural areas		5.021	4.688	0.10	0.08	2.66	2.64	6	Yes
Predominantly suburban	Predominantly rural/a small town(s)		4.677	4.558	0.12	0.07	0.89	2.64	6	No
Predominantly suburban	Both urban and rural areas		4.677	4.688	0.12	0.08	-0.08	2.64	6	No
Both urban and rural areas	Predominantly rural/a small town(s)		4.688	4.558	0.08	0.07	1.27	2.64	6	No

Table 20

Workforce Development Agencies and Local and Regional Planning Agencies identified improving regional cooperation as a greater development priority than did Chambers and Economic Development Corporations and Public Agencies.

Improving Regional Cooperation									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.6	4.5	0.09	0.07	0.51	2.81	10	No
Chambers	L&G Planning	4.6	4.9	0.09	0.10	-2.07	2.81	10	No
Chambers	Workforce Development	4.6	5.1	0.09	0.15	-2.86	2.81	10	Yes
Chambers	Others	4.6	4.5	0.09	0.15	0.42	2.81	10	No
EDC & PA*	L&G Planning	4.5	4.9	0.07	0.10	-2.83	2.81	10	Yes
EDC & PA*	Workforce Development	4.5	5.1	0.07	0.15	-3.42	2.81	10	Yes
EDC & PA*	Others	4.5	4.5	0.07	0.15	0.09	2.81	10	No
L&G Planning**	Workforce Development	4.9	5.1	0.10	0.15	-1.23	2.81	10	No
L&G Planning**	Others	4.9	4.5	0.10	0.15	2.02	2.81	10	No
Others	Workforce Development	4.5	5.1	0.15	0.15	-2.78	2.81	10	No

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 21

Organizations that serve both urban and rural areas identified the need to improve regional cooperation as a greater community priority than did organizations which serve urban, suburban, and rural areas.

Improving Regional Cooperation										
			Means		SE Group			critical		
Group 1	Group 2		Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban		4.529	4.282	0.11	0.12	1.50	2.64	6	No
Predominantly urban/ city	Predominantly rural/a small town(s)		4.529	4.596	0.11	0.07	-0.50	2.64	6	No
Predominantly urban/ city	Both urban and rural areas		4.529	4.924	0.11	0.08	-2.86	2.64	6	Yes
Predominantly suburban	Predominantly rural/a small town(s)		4.282	4.596	0.12	0.07	-2.30	2.64	6	No
Predominantly suburban	Both urban and rural areas		4.282	4.924	0.12	0.08	-4.53	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)		4.924	4.596	0.08	0.07	3.17	2.64	6	Yes

Table 22

Workforce Development Agencies identified improving training programs as a greater community priority than the other types of EDOs surveyed.

Improving Training Programs									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.5	4.4	0.09	0.07	1.03	2.81	10	No
Chambers	L&G Planning	4.5	4.4	0.09	0.12	0.97	2.81	10	No
Chambers	Workforce Development	4.5	5.4	0.09	0.12	-5.56	2.81	10	Yes
Chambers	Others	4.5	4.7	0.09	0.13	-0.76	2.81	10	No
EDC & PA*	L&G Planning	4.4	4.4	0.07	0.12	0.20	2.81	10	No
EDC & PA*	Workforce Development	4.4	5.4	0.07	0.12	-6.80	2.81	10	Yes
EDC & PA*	Others	4.4	4.7	0.07	0.13	-1.58	2.81	10	No
L&G Planning**	Workforce Development	4.4	5.4	0.12	0.12	-5.77	2.81	10	Yes
L&G Planning**	Others	4.4	4.7	0.12	0.13	-1.49	2.81	10	No
Others	Workforce Development	4.7	5.4	0.13	0.12	-3.97	2.81	10	Yes

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 23

Organizations that serve urban areas, rural areas, and both urban and rural areas identified improving training programs as a greater community priority than did organizations which serve suburban areas.

Improving training programs										
			Means		SE Group			critical		
Group 1	Group 2		Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban		4.524	3.812	0.11	0.12	4.29	2.64	6	Yes
Predominantly urban/ city	Predominantly rural/a small town(s)		4.524	4.651	0.11	0.07	-0.96	2.64	6	No
Predominantly urban/ city	Both urban and rural areas		4.524	4.74	0.11	0.08	-1.57	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)		3.812	4.651	0.12	0.07	-6.06	2.64	6	Yes
Predominantly suburban	Both urban and rural areas		3.812	4.74	0.12	0.08	-6.48	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)		4.74	4.651	0.08	0.07	0.87	2.64	6	No

Table 24

Local and Regional Planning Agencies identified expanding affordable housing as a greater community priority than did Economic Development Corporations and Public Agencies. Further analysis revealed that organizations which serve rural areas identified expanding affordable housing as a greater community priority than did organizations who serve suburban areas.

Expanding Affordable Housing									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.3	4.1	0.12	0.08	0.86	2.81	10	No
Chambers	L&G Planning	4.3	4.6	0.12	0.12	-1.96	2.81	10	No
Chambers	Workforce Development	4.3	4.5	0.12	0.19	-1.01	2.81	10	No
Chambers	Others	4.3	4.0	0.12	0.16	1.09	2.81	10	No
EDC & PA*	L&G Planning	4.1	4.6	0.08	0.12	-3.12	2.81	10	Yes
EDC & PA*	Workforce Development	4.1	4.5	0.08	0.19	-1.68	2.81	10	No
EDC & PA*	Others	4.1	4.0	0.08	0.16	0.50	2.81	10	No
L&G Planning**	Workforce Development	4.6	4.5	0.12	0.19	0.41	2.81	10	No
L&G Planning**	Others	4.6	4.0	0.12	0.16	2.74	2.81	10	No
Others	Workforce Development	4.0	4.5	0.16	0.19	-1.78	2.81	10	No

*Economic Development Corporations and Public Agencies
**Local and Regional Planning Agencies

Table 25
Local and Regional Planning Agencies identified addressing environmental concerns as a higher community priority than the other types of EDOs surveyed.

Addressing Environmental Concerns									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	4.0	3.9	0.10	0.07	0.31	2.81	10	No
Chambers	L&G Planning	4.0	4.6	0.10	0.12	-4.15	2.81	10	Yes
Chambers	Workforce Development	4.0	3.9	0.10	0.19	0.27	2.81	10	No
Chambers	Others	4.0	4.0	0.10	0.14	-0.28	2.81	10	No
EDC & PA*	L&G Planning	3.9	4.6	0.07	0.12	-4.89	2.81	10	Yes
EDC & PA*	Workforce Development	3.9	3.9	0.07	0.19	0.09	2.81	10	No
EDC & PA*	Others	3.9	4.0	0.07	0.14	-0.54	2.81	10	No
L&G Planning**	Workforce Development	4.6	3.9	0.12	0.19	3.11	2.81	10	Yes
L&G Planning**	Others	4.6	4.0	0.12	0.14	3.21	2.81	10	Yes
Others	Workforce Development	4.0	3.9	0.14	0.19	0.44	2.81	10	No

*Economic Development Corporations and Public Agencies
**Local and Regional Planning Agencies

Table 26
Organizations that serve urban and both urban and rural areas identified the need to address environmental concerns as a greater development priority than did the other types of EDOs surveyed.

Addressing Environmental Concerns										
			Means		SE Group			critical		
Group 1	Group 2		Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban		4.351	3.926	0.12	0.12	2.48	2.64	6	No
Predominantly urban/ city	Predominantly rural/a small town(s)		4.351	3.839	0.12	0.07	3.58	2.64	6	Yes
Predominantly urban/ city	Both urban and rural areas		4.351	4.193	0.12	0.09	1.04	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)		3.926	3.839	0.12	0.07	0.62	2.64	6	No
Predominantly suburban	Both urban and rural areas		3.926	4.193	0.12	0.09	-1.78	2.64	6	No
Both urban and rural areas	Predominantly rural/a small town(s)		4.193	3.839	0.09	0.07	3.03	2.64	6	Yes

Table 27

Workforce Development Agencies identified addressing the poverty level as a greater community priority than did Chambers of Commerce, Economic Development Corporations, Local and Regional Planning Agencies, and agencies that self-identified themselves as “other”.

Addressing Poverty Level									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Chambers	EDC & PA	3.7	3.7	0.11	0.09	0.33	2.81	10	No
Chambers	L&G Planning	3.7	4.1	0.11	0.13	-1.98	2.81	10	No
Chambers	Workforce Development	3.7	4.8	0.11	0.16	-5.28	2.81	10	Yes
Chambers	Others	3.7	3.9	0.11	0.16	-1.07	2.81	10	No
EDC & PA*	L&G Planning	3.7	4.1	0.09	0.13	-2.46	2.81	10	No
EDC & PA*	Workforce Development	3.7	4.8	0.09	0.16	-5.89	2.81	10	Yes
EDC & PA*	Others	3.7	3.9	0.09	0.16	-1.41	2.81	10	No
L&G Planning**	Workforce Development	4.1	4.8	0.13	0.16	-3.38	2.81	10	Yes
L&G Planning**	Others	4.1	3.9	0.13	0.16	0.64	2.81	10	No
Others	Workforce Development	3.9	4.8	0.16	0.16	-3.69	2.81	10	Yes

*Economic Development Corporations and Public Agencies

**Local and Regional Planning Agencies

Table 28

Organizations that serve urban and rural areas identified addressing the poverty level as a greater community priority than did organizations that serve suburban areas. Organizations that serve both urban and rural areas identified addressing the poverty level as a higher community priority than did organizations that serve suburban areas.

Addressing poverty level										
			Means		SE Group			critical		
Group 1	Group 2		Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban		4.344	2.888	0.14	0.14	7.43	2.64	6	Yes
Predominantly urban/ city	Predominantly rural/a small town(s)		4.344	3.874	0.14	0.09	2.93	2.64	6	Yes
Predominantly urban/ city	Both urban and rural areas		4.344	3.989	0.14	0.09	2.16	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)		2.888	3.874	0.14	0.09	-5.97	2.64	6	Yes
Predominantly suburban	Both urban and rural areas		2.888	3.989	0.14	0.09	-6.52	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)		3.989	3.874	0.09	0.09	0.91	2.64	6	No

Table 29

Neighboring jurisdictions in my region often compete directly with one another for economic development									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban	4.486	4.54	0.13	0.14	-0.28	2.64	6	No
Predominantly urban/ city	Predominantly rural/a small town(s)	4.486	4.079	0.13	0.08	2.62	2.64	6	No
Predominantly urban/ city	Both urban and rural areas	4.486	4.248	0.13	0.09	1.48	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)	4.54	4.079	0.14	0.08	2.77	2.64	6	Yes
Predominantly suburban	Both urban and rural areas	4.54	4.248	0.14	0.09	1.70	2.64	6	No
Both urban and rural areas	Predominantly rural/a small town(s)	4.248	4.079	0.09	0.08	1.33	2.64	6	No

Table 30

Economic development in my community is best served by developing strategies independently of neighboring jurisdictions									
		Means		SE Group			critical		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value	value	k	Significant?
Predominantly urban/ city	Predominantly suburban	2.625	2.888	0.13	0.14	-1.34	2.64	6	No
Predominantly urban/ city	Predominantly rural/a small town(s)	2.625	2.563	0.13	0.08	0.39	2.64	6	No
Predominantly urban/ city	Both urban and rural areas	2.625	2.242	0.13	0.09	2.32	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)	2.888	2.563	0.14	0.08	1.96	2.64	6	No
Predominantly suburban	Both urban and rural areas	2.888	2.242	0.14	0.09	3.76	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)	2.242	2.563	0.09	0.08	-2.55	2.64	6	No

Table 31

Economic development organizations in neighboring areas should cooperate to develop a unified regional economic development approach									
		Means		SE Group			critical value		
Group 1	Group 2	Group 1	Group 2	Group 1	Group 2	t-value		k	Significant?
Predominantly urban/ city	Predominantly suburban	5.191	4.808	0.10	0.12	2.53	2.64	6	No
Predominantly urban/ city	Predominantly rural/a small town(s)	5.191	5.354	0.10	0.05	-1.48	2.64	6	No
Predominantly urban/ city	Both urban and rural areas	5.191	5.254	0.10	0.07	-0.52	2.64	6	No
Predominantly suburban	Predominantly rural/a small town(s)	4.808	5.354	0.12	0.05	-4.23	2.64	6	Yes
Predominantly suburban	Both urban and rural areas	4.808	5.254	0.12	0.07	-3.21	2.64	6	Yes
Both urban and rural areas	Predominantly rural/a small town(s)	5.254	5.354	0.07	0.05	-1.09	2.64	6	No

Table 32
Regional Collaboration

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Very Active	440	46.71	440	46.71
Somewhat Active	450	47.77	890	94.48
Totally Inactive	38	4.03	928	98.51
Do not Know	14	1.49	942	100.00

Table 33
Commissioned an Industrial Cluster Study

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
YES	373	39.60	373	39.60
NO	486	51.59	859	91.19
DO NOT KNOW	83	8.81	942	100.00

Table 34
Developed a Cluster Based Strategy

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
YES	249	67.66	249	67.66
NO	104	28.26	353	95.92
DO NOT KNOW	15	4.08	368	100.00

Table 35
Use of a Cluster Strategy

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
YES	180	81.45	180	81.45
NO	35	15.84	215	97.29
DO NOT KNOW	6	2.71	221	100.00

Table 36
Detail of Cluster Strategy

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
Very Detailed	44	19.91	44	19.91
Somewhat Detailed	153	69.23	197	89.14
Not Detailed at All	22	9.95	219	99.10
Do Not Know	2	0.90	221	100.00

Table 37
Participation in any type of professional development

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
YES	612	64.97	612	64.97
NO	237	25.16	849	90.13
DO NOT KNOW	93	9.87	942	100.00

Table 38
Attended professional development workshop on topic of industrial clusters

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
YES	464	49.31	464	49.31
NO	371	39.43	835	88.74
DO NOT KNOW	106	11.26	941	100.00

Table 39

Participated in regionalism workshops				
	Yes	**No**	**Do Not Know**	**Total**
Chambers	120	72	29	221
	12.74	7.64	3.08	23.46
	54.3	32.58	13.12	
	19.61	30.38	31.18	
EDC & PA	261	96	42	399
	27.71	10.19	4.46	42.36
	65.41	24.06	10.53	
	42.65	40.51	45.16	
L&G Planning	103	28	10	141
	10.93	2.97	1.06	14.97
	73.05	19.86	7.09	
	16.83	11.81	10.75	
Workforce Development	52	12	3	67
	5.52	1.27	0.32	7.11
	77.61	17.91	4.48	
	8.5	5.06	3.23	
Others	76	29	9	114
	8.07	3.08	0.96	12.1
	66.67	25.44	7.89	
	12.42	12.24	9.68	
Total	612	237	93	942
	64.97	25.16	9.87	100

$X^2 \approx 21.07$ with df $= 8$.

Table 40

Participated in industry cluster workshops				
	Yes	**No**	**Do Not Know**	**Total**
Chambers	72	116	33	221
	7.65	12.33	3.51	23.49
	32.58	52.49	14.93	
	15.52	31.27	31.13	
EDC & PA	222	138	38	398
	23.59	14.67	4.04	42.3
	55.78	34.67	9.55	
	47.84	37.2	35.85	
L&G Planning	62	59	20	141
	6.59	6.27	2.13	14.98
	43.97	41.84	14.18	
	13.36	15.9	18.87	
Workforce Development	56	11	0	67
	5.95	1.17	0	7.12
	83.58	16.42	0	
	12.07	2.96	0	
Others	52	47	15	114
	5.53	4.99	1.59	12.11
	45.61	41.23	13.16	
	11.21	12.67	14.15	
Total	464	371	106	941
	49.31	39.43	11.26	100
Frequency Missing = 1				

$\mathbf{X}^2 \approx 66.82$ with df $= 8$.

Table 41
Funding for training

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
YES	764	81.19	764	81.19
NO	155	16.47	919	97.66
DO NOT KNOW	22	2.34	941	100.00

Table 42
Experience with distance learning based classes/workshops

	Frequency	Percent	Cumulative Frequency	Cumulative Percent
YES	362	38.43	362	38.43
NO	566	60.08	928	98.51
DO NOT KNOW	14	1.49	942	100.00

Appendix III: Cross-tabulations of Organizational Priorities

Marketing and Recruitment

The majority of respondents from each type of area identified marketing and recruitment as a high organizational priority.

Area vs. Marketing and Recruitment

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	19 2.26 15.20 13.48	29 3.45 23.20 15.03	77 9.17 61.60 15.22	125 14.88
Predominantly suburban	12 1.43 9.92 8.51	37 4.40 30.58 19.17	72 8.57 59.50 14.23	121 14.40
Predominantly rural	53 6.31 15.32 37.59	77 9.17 22.25 39.90	216 25.71 62.43 42.69	346 41.19
Both urban and rural	57 6.79 22.98 40.43	50 5.95 20.16 25.91	141 16.79 56.85 27.87	248 29.52
Total	141 16.79	193 22.98	506 60.24	840 100.00

The majority of respondents from each type of organization identified marketing and recruitment as a high organizational priority.

Type of Organization vs. Marketing and Recruitment

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	25 2.98 12.25 17.73	49 5.83 24.02 25.39	130 15.48 63.73 25.69	204 24.29
Economic Development Corporations & Public Agencies	35 4.17 9.49 24.82	79 9.40 21.41 40.93	255 30.36 69.11 50.40	369 43.93
Local & Regional Planning Agencies	41 4.88 36.94 29.08	32 3.81 28.83 16.58	38 4.52 34.23 7.51	111 13.21
Workforce Development	11 1.31 19.64 7.80	14 1.67 25.00 7.25	31 3.69 55.36 6.13	56 6.67
Other	29 3.45 29.00 20.57	19 2.26 19.00 9.84	52 6.19 52.00 10.28	100 11.90
Total	141 16.79	193 22.98	506 60.24	840 100.00

Travel & Tourism

Area vs. Travel & Tourism

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	45 6.25 46.88 17.93	32 4.44 33.33 14.22	19 2.64 19.79 7.79	96 13.33
Predominantly suburban	44 6.11 44.90 17.53	24 3.33 24.49 10.67	30 4.17 30.61 12.30	98 13.61
Predominantly rural	86 11.94 26.54 34.26	94 13.06 29.01 41.78	144 20.00 44.44 59.02	324 45.00
Both urban and rural	76 10.56 37.62 30.28	75 10.42 37.13 33.33	51 7.08 25.25 20.90	202 28.06
Total	251 34.86	225 31.25	244 33.89	720 100.00

The majority of respondents who serve urban, suburban, and both urban and rural areas identified travel and tourism as a low organizational priority. The majority of respondents who serve rural areas identified travel and tourism as a high priority.

Type of Organization vs. Travel & Tourism

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	26 3.61 13.33 10.36	56 7.78 28.72 24.89	113 15.69 57.95 46.31	195 27.08
Economic Development Corporations & Public Agencies	128 17.78 43.99 51.00	88 12.22 30.24 39.11	75 10.42 25.77 30.74	291 40.42
Local & Regional Planning Agencies	42 5.83 38.18 16.73	39 5.42 35.45 17.33	29 4.03 26.36 11.89	110 15.28
Workforce Development	18 2.50 47.37 7.17	14 1.94 36.84 6.22	6 0.83 15.79 2.46	38 5.28
Other	37 5.14 43.02 14.74	28 3.89 32.56 12.44	21 2.92 21.42 8.61	86 11.94
Total	251 34.86	225 31.25	244 33.89	720 100.00

The majority of Chambers identified travel and tourism as a high organizational priority. The majority of the remaining EDOs surveyed indicated that travel and tourism is a low organizational priority.

Planning & Research

Area vs. Planning & Research

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	17 1.93 12.41 12.59	57 6.47 41.61 15.24	63 7.15 45.99 16.94	137 15.55
Predominantly suburban	21 2.38 17.50 15.56	62 7.04 51.67 16.58	37 4.20 30.83 9.95	120 13.62
Predominantly rural	62 7.04 17.42 45.93	171 19.41 48.03 45.72	123 13.96 34.55 33.06	356 40.41
Both urban and rural	35 3.97 13.06 25.93	84 9.53 31.34 22.46	149 16.91 55.60 40.05	268 30.48
Total	135 15.32	374 42.45	372 42.22	881 100.00

The majority of organizations who serve urban and both urban and rural areas identified planning and research as a high organizational priority. The majority of organizations who serve suburban and predominantly rural areas identified planning and research as a medium priority.

Type of Organization vs. Planning & Research

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	43 4.88 21.61 31.85	106 12.03 52.27 28.27	50 5.68 25.13 13.44	199 22.59
Economic Development Corporations & Public Agencies	60 6.81 15.50 44.44	171 19.41 44.19 45.72	156 17.71 40.31 41.94	387 43.93
Local & Regional Planning Agencies	7 0.79 5.22 5.19	33 3.75 24.63 8.82	94 10.67 70.15 25.27	134 15.21
Workforce Development	5 0.57 5.22 5.19	24 2.72 39.34 6.42	32 3.63 52.46 8.60	61 6.92
Other	20 2.27 20.00 14.81	40 4.54 40.00 10.70	40 4.54 40.00 10.75	100 11.35
Total	135 15.32	374 42.45	372 42.22	881 100.00

The majority of Chambers and Economic Development Corporations & Public Agencies identified planning and research as a medium organizational priority. The majority of Local & Regional Planning Agencies and Workforce Development Agencies identified planning and research as a high organizational priority. Organizations that self-identified themselves as "other" identified planning and research as equally a medium and high organizational priority.

Workforce Development

Area vs. Workforce Development

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	20 2.38 16.67 12.50	43 5.11 35.83 14.93	57 6.77 47.50 14.47	120 14.25
Predominantly suburban	35 4.16 30.97 21.88	44 5.23 38.94 15.28	34 4.04 30.09 8.63	113 13.42
Predominantly rural	65 7.72 18.62 40.63	135 16.03 38.68 46.88	149 17.70 42.69 37.82	349 41.45
Both urban and rural	40 4.75 15.38 25.00	66 7.84 25.38 22.92	154 18.29 59.23 39.09	260 30.88
Total	160 19.00	288 34.20	394 46.79	842 100.00

The majority of organizations who serve urban, rural, and both urban and rural areas identified workforce development as a high organizational priority. The majority of organizations who serve suburban areas identified workforce development as a medium organizational priority.

Type of Organization vs. Workforce Development

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	35 4.16 17.16 21.88	79 9.38 38.73 27.43	90 10.69 44.12 22.84	204 24.23
Economic Development Corporations & Public Agencies	72 8.55 20.00 45.00	126 14.96 35.00 43.75	162 19.24 45.00 41.12	360 42.76
Local & Regional Planning Agencies	29 3.44 24.17 18.13	41 4.87 34.17 14.24	50 5.94 41.67 12.69	120 14.25
Workforce Development	1 0.12 1.69 0.63	0 0.00 0.00 0.00	58 6.89 98.31 14.72	59 7.01
Other	23 2.73 23.23 14.38	42 4.99 42.42 14.58	34 4.04 34.34 8.63	99 11.76
Total	160 19.00	288 34.20	394 46.79	842 100.00

The majority of Chambers, Economic Development Corporations & Public Agencies, Local & Regional Planning Agencies, and Workforce Development Agencies identified workforce development as a high organizational priority. The majority of organizations which classified themselves as "other" identified workforce development as a medium organizational priority.

Growth Management

Area vs. Growth Management

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	35 4.31 29.17 16.06	43 5.30 35.83 14.05	42 5.17 35.00 14.58	120 14.78
Predominantly suburban	29 3.57 25.22 13.30	37 4.56 32.17 12.09	49 6.03 42.61 17.01	115 14.16
Predominantly rural	92 11.33 27.71 42.20	138 17.00 41.57 45.10	102 12.56 30.72 35.42	332 40.89
Both urban and rural	62 7.64 25.31 28.44	88 10.84 35.92 28.76	95 11.70 38.78 32.99	245 30.17
Total	218 26.85	306 37.68	288 35.47	812 100.00

The majority of organizations who serve both urban and rural areas identified growth management as a high organizational priority. The majority of organizations who serve suburban areas and both urban and rural areas identified growth management as a high organizational priority.

Type of Organization vs. Growth Management

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	56 6.90 29.02 25.69	70 8.62 36.27 22.88	67 8.25 34.72 23.26	193 23.77
Economic Development Corporations & Public Agencies	93 11.45 26.80 42.66	139 17.12 40.06 45.42	115 14.16 33.14 39.93	347 42.73
Local & Regional Planning Agencies	22 2.71 16.79 10.09	40 4.93 30.53 13.07	69 8.50 52.67 23.96	131 16.13
Workforce Development	16 1.97 36.36 7.34	18 2.22 40.91 5.88	10 1.23 22.73 3.47	44 5.42
Other	31 3.82 31.96 14.22	39 4.80 40.21 12.75	27 3.33 27.84 9.38	97 11.95
Total	218 26.85	306 37.68	288 35.47	812 100.00

The majority of Chambers, Economic Development Corporations & Public Agencies, Workforce Development Agencies, and "other" agencies identified growth management as a medium organizational priority. The majority of Local and Regional Planning Agencies identified growth management as a medium organizational priority.

Community Development

Area vs. Community Development

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	13 1.50 9.29 20.63	27 3.11 19.29 12.33	100 11.52 71.43 17.06	140 16.13
Predominantly suburban	15 1.73 13.04 23.81	23 2.65 20.00 10.50	77 8.87 66.96 13.14	115 13.25
Predominantly rural	15 1.73 4.25 23.81	92 10.60 26.06 42.01	246 28.34 69.69 41.98	353 40.67
Both urban and rural	20 2.30 7.69 31.75	77 8.87 29.62 35.17	163 18.78 62.69 27.82	260 29.95
Total	63 7.26	219 25.23	586 67.51	868 100.00

The majority of organizations who serve all areas under examination identified community development as a high organizational priority.

Type of Organization vs. Community Development

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	13 1.50 6.34 20.63	50 5.76 24.39 22.83	142 16.36 69.27 24.23	205 23.62
Economic Development Corporations & Public Agencies	28 3.23 7.63 44.44	101 11.64 27.52 46.12	238 27.42 64.85 40.61	367 42.28
Local & Regional Planning Agencies	3 0.35 2.19 4.76	18 2.07 13.14 8.22	116 13.36 84.67 19.80	137 15.78
Workforce Development	6 0.69 10.34 9.52	23 2.65 39.66 10.50	29 3.34 50.00 4.95	58 6.68
Other	13 1.50 12.87 20.63	27 3.11 26.73 12.33	61 7.03 60.40 10.41	101 11.64
Total	63 7.26	219 25.23	586 67.51	868 100.00

The majority of all types of organizations identified community development as a high organizational priority.

Technology Development

Area vs. Technology Development

Frequency Percent Row Pct Column Pct

The majority of organizations who serve suburban, rural, and both urban and rural areas identified technology development as a medium priority for their organization. The majority of organizations who serve urban areas identified technology development as an equally medium and high organizational priority.

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	25 3.00 20.33 14.04	49 5.88 39.84 14.20	49 5.88 39.84 15.81	123 14.77
Predominantly suburban	26 3.12 23.42 14.61	46 5.52 41.44 13.33	39 4.68 35.14 12.58	111 13.33
Predominantly rural	86 10.32 24.93 48.31	145 17.41 42.03 42.03	114 13.69 33.04 36.77	345 41.42
Both urban and rural	41 4.92 16.14 23.03	105 12.61 41.34 30.43	108 12.97 42.52 34.84	254 30.49
Total	178 21.37	345 41.42	310 37.21	833 100.00

Type of Organization vs. Technology Development

Frequency Percent Row Pct Column Pct

The majority of organizations who classified themselves as "other" identified technology development as a high organizational priority.
The majority of Chambers, Local & Regional Planning Agencies, and Workforce Development Agencies identified technology development as a medium organizational priority. Economic Development Corporations & Public Agencies identified technology development as equally a medium and high organizational priority.

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	53 6.36 26.63 29.78	92 11.04 46.23 26.67	54 6.48 27.14 17.42	199 23.89
Economic Development Corporations & Public Agencies	73 8.76 20.11 41.01	145 17.41 39.94 42.03	145 17.41 39.94 46.77	363 43.58
Local & Regional Planning Agencies	31 3.72 25.41 17.42	47 5.64 38.52 13.62	44 5.28 36.07 14.19	122 14.65
Workforce Development	8 0.96 15.09 4.49	24 2.88 45.28 6.96	21 2.52 39.62 6.77	53 6.36
Other	13 1.56 13.54 7.30	37 4.44 38.54 10.72	46 5.52 47.92 14.84	96 11.52
Total	178 21.37	345 41.42	310 37.21	833 100.00

Entrepreneurship Development

The majority of organizations who serve urban, rural, and both urban and rural areas identified entrepreneurship development as a high priority for their organization. The majority of organizations who serve suburban areas identified entrepreneurship development as a medium organizational priority.

Area vs. Entrepreneurship Development

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	15 1.76 11.63 12.93	46 5.41 35.66 14.94	68 7.99 52.71 15.93	129 15.16
Predominantly suburban	24 2.82 20.69 20.69	49 5.76 42.24 15.91	43 5.05 37.03 10.07	116 13.63
Predominantly rural	45 5.29 12.78 38.79	129 15.16 36.65 41.88	178 20.92 50.57 41.69	352 41.36
Both urban and rural	32 3.76 12.60 27.59	84 9.87 33.07 27.27	138 16.22 54.33 32.32	254 29.85
Total	116 13.63	308 36.19	427 50.18	851 100.00

The majority of Chambers, Economic Development Corporations & Public Agencies, and organizations that self-identified themselves as "other" indicated that entrepreneurship development is a high organizational priority. Local & Regional Planning Agencies and Workforce Development Agencies identified entrepreneurship development as a medium organizational priority.

Type of Organization vs. Entrepreneurship Development

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	24 2.82 11.48 20.69	71 8.34 33.97 23.05	114 13.40 54.55 26.70	209 24.56
Economic Development Corporations & Public Agencies	55 6.46 14.95 47.41	130 15.28 35.33 42.21	183 21.50 49.73 42.86	368 43.24
Local & Regional Planning Agencies	17 2.00 14.29 14.66	56 6.58 47.06 18.18	46 5.41 38.66 10.77	119 13.98
Workforce Development	9 1.06 15.79 7.76	26 3.06 45.61 8.44	22 2.59 38.60 5.15	57 6.70
Other	11 1.29 11.22 9.48	25 2.94 25.51 8.12	62 7.29 63.27 14.52	98 11.52
Total	16 13.63	308 36.19	427 50.18	851 100.00

Development & Finance

Area vs. Development & Finance

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	11 1.32 8.46 9.57	43 5.17 33.08 13.40	76 9.13 58.46 19.19	130 15.63
Predominantly suburban	21 2.52 18.42 18.26	49 5.89 42.98 15.26	44 5.29 38.60 11.11	114 13.70
Predominantly rural	53 6.37 15.59 46.09	133 15.99 39.12 41.43	154 18.51 45.29 38.89	340 40.87
Both urban and rural	30 3.61 12.10 26.09	96 11.54 38.71 29.91	122 14.66 49.19 30.81	248 29.81
Total	115 13.82	321 38.58	396 47.60	832 100.00

The majority of organizations who serve urban, rural, and both urban and rural areas identified development & finance as a high priority for their organization. The majority of organizations who serve suburban areas identified development & finance as a medium organizational priority.

Type of Organization vs. Development & Finance

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	44 5.29 22.80 38.26	87 10.46 45.08 27.10	62 7.45 32.12 15.66	193 23.20
Economic Development Corporations & Public Agencies	36 4.33 9.76 31.30	134 16.11 36.31 41.74	199 23.92 53.93 50.25	369 44.35
Local & Regional Planning Agencies	16 1.92 12.31 13.91	48 5.77 36.92 14.95	66 7.93 50.77 16.67	130 15.63
Workforce Development	12 1.44 30.00 10.43	18 2.16 45.00 5.61	10 1.20 25.00 2.53	40 4.81
Other	7 0.84 7.00 6.09	34 4.09 34.00 10.59	59 7.09 59.00 14.90	100 12.02
Total	115 13.82	321 38.58	396 47.60	832 100.00

The majority of Economic Development Corporations & Public Agencies, Local & Regional Planning Agencies, and organizations that classified themselves as "other" identified development and finance as a high organizational priority. The majority of Chambers, and Workforce Development Agencies identified development and finance as a medium organizational priority.

Community Priorities

<u>*Creating More Jobs*</u>

The majority of organizations who serve all areas under examination identified creating more jobs as a high community priority.

Area vs. Creating More Jobs

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	11 1.22 7.91 19.64	30 3.33 21.58 16.30	98 10.88 70.50 14.83	139 15.43
Predominantly suburban	11 1.22 8.80 19.64	43 4.77 34.40 23.37	71 7.88 56.80 10.74	125 13.87
Predominantly rural	20 2.22 5.49 35.71	59 6.55 16.21 32.07	285 31.63 78.30 43.12	364 40.40
Both urban and rural	14 1.55 5.13 25.00	52 5.77 19.05 28.26	207 22.97 75.82 31.32	273 30.30
Total	56 6.22	184 20.42	661 73.36	901 100.00

The majority of all EDOs under examination identified creating more jobs as a high community priority.

Type of Organization vs. Creating More Jobs

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	18 2.00 8.41 32.14	46 5.11 21.50 25.00	150 16.65 70.09 22.69	214 23.75
Economic Development Corporations & Public Agencies	25 2.77 6.49 44.64	71 7.88 18.44 38.59	289 32.08 75.06 43.72	385 42.73
Local & Regional Planning Agencies	7 0.78 5.11 12.50	37 4.11 27.01 20.11	93 10.32 67.88 14.07	137 15.21
Workforce Development	2 0.22 3.33 3.57	13 1.44 21.67 7.07	45 4.99 75.00 6.81	60 6.66
Other	4 0.44 3.81 7.14	17 1.89 16.19 9.24	84 9.32 80.00 12.71	105 11.65
Total	56 6.22	184 20.42	661 73.36	901 100.00

Creating Better Paying Jobs

Area vs. Creating Better Paying Jobs

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	2 0.22 1.48 10.00	22 2.45 16.30 20.00	111 12.36 82.22 14.45	135 15.03
Predominantly suburban	9 1.00 7.14 45.00	34 3.79 26.98 30.91	8 9.24 65.87 10.81	126 14.03
Predominantly rural	6 0.67 1.65 30.00	34 3.79 9.37 30.91	323 35.97 88.98 42.06	363 40.42
Both urban and rural	3 0.33 1.09 15.00	20 2.23 7.30 18.18	251 27.95 91.61 32.68	274 30.51
Total	20 2.23	110 12.25	768 85.52	898 100.00

The majority of organizations who serve all areas under examination identified creating better paying jobs as a high community priority.

Type of Organization vs. Creating Better Paying Jobs

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	19 2.09 8.88 28.36	69 7.59 32.24 25.09	126 13.86 58.88 22.22	214 23.54
Economic Development Corporations & Public Agencies	27 2.97 6.98 40.30	124 13.64 32.04 45.09	236 25.96 60.98 41.62	387 42.57
Local & Regional Planning Agencies	7 0.77 5.07 10.45	32 3.52 23.19 11.64	99 10.89 71.74 17.46	138 15.18
Workforce Development	4 0.44 6.35	20 2.20 31.75 7.27	39 4.29 61.90 6.88	63 6.93
Other	10 1.10 9.35 14.93	30 3.30 28.04 10.91	67 7.37 62.62 11.82	107 11.77
Total	67 7.37	275 30.25	567 62.38	909 100.00

The majority of all EDOs under examination identified creating better paying jobs as a high community priority.

Addressing Quality of Life Issues

Area vs. Addressing Quality of Life Issues

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	5 0.55 3.52 7.46	36 3.96 25.35 13.09	101 11.11 71.13 17.81	142 15.62
Predominantly suburban	9 0.99 7.26 13.43	38 4.18 30.65 13.82	77 8.47 62.10 13.58	124 13.64
Predominantly rural	30 3.30 8.24 44.78	121 13.31 33.24 44.00	213 23.43 58.52 37.57	364 40.04
Both urban and rural	23 2.53 8.24 34.33	80 8.80 28.67 29.09	176 19.36 63.08 31.04	279 30.69
Total	67 7.37	275 30.25	567 62.38	909 100.00

The majority of organizations who serve all areas under examination identified addressing quality of life issues as a high community priority.

Type of Organization vs. Addressing Quality of Life Issues

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	19 2.09 8.88 28.36	69 7.59 32.24 25.09	126 13.86 58.88 22.22	214 23.54
Economic Development Corporations & Public Agencies	27 2.97 6.98 40.30	124 13.64 32.04 45.09	236 25.96 60.98 41.62	387 42.57
Local & Regional Planning Agencies	7 0.77 5.07 10.45	32 3.52 23.19 11.64	99 10.89 71.74 7.46	138 15.18
Workforce Development	4 0.44 6.35 5.97	20 2.20 31.75 7.27	39 4.29 61.90 6.88	63 6.93
Other	10 1.10 9.35 14.93	30 3.30 28.04 10.91	67 7.37 62.62 11.82	107 11.77
Total	67 7.37	275 30.25	567 62.38	909 100.00

The majority of all EDOs under examination identified addressing quality of life issues as a high community priority.

Retaining Existing Businesses

The majority of organizations who serve all areas under examination identified retaining existing businesses as a high community priority.

Area vs. Retaining Existing Businesses

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	4 0.45 2.86 30.77	16 1.79 11.43 14.55	120 13.44 85.71 15.58	140 15.68
Predominantly suburban	1 0.11 0.83 7.69	12 1.34 9.92 10.91	108 12.09 89.26 14.03	121 13.55
Predominantly rural	3 0.34 0.84 23.08	45 5.04 12.57 40.91	310 34.71 86.59 40.26	358 40.09
Both urban and rural	5 0.56 1.82 38.46	37 4.14 13.50 33.64	232 25.98 84.67 30.13	274 30.68
Total	13 1.46	110 12.32	770 86.23	893 100.00

The majority of all EDOs under examination identified retaining existing businesses as a high community priority.

Type of Organization vs. Retaining Existing Businesses

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	0 0.00 0.00 0.00	28 3.14 13.33 25.45	182 20.38 86.67 23.64	210 23.52
Economic Development Corporations & Public Agencies	7 0.78 1.86 53.85	36 4.03 9.55 32.73	334 37.40 88.59 43.38	377 42.22
Local & Regional Planning Agencies	3 0.34 2.21 23.08	22 2.46 16.18 20.00	111 12.43 81.62 14.42	136 15.23
Workforce Development	1 0.11 1.64 7.69	3 0.34 4.92 2.73	57 6.38 93.44 7.40	61 6.83
Other	2 0.22 1.83 15.38	21 2.35 19.27 19.09	86 9.63 78.90 11.17	109 12.21
Total	13 1.46	110 12.32	770 86.23	893 100.00

Improving Training Programs

The majority of organizations who serve urban, rural, and both urban and rural areas identified the need to improve training programs as a high community priority. The majority of organizations who serve suburban areas identified improving training programs as a medium community priority.

Area vs. Improving Training Programs

Frequency Percent Row Pct Column Pct				
Area Served	**Low Priority**	**Medium Priority**	**High Priority**	**Total**
Predominantly urban	9 1.03 7.14 11.11	48 5.52 38.10 17.27	69 7.93 54.76 13.50	126 14.48
Predominantly suburban	23 2.64 19.66 28.40	55 6.32 47.01 19.78	39 4.48 33.33 7.63	117 13.45
Predominantly rural	33 3.79 9.43 40.74	99 11.38 28.29 35.61	218 25.06 62.29 42.66	350 40.23
Both urban and rural	16 1.84 5.78 19.75	76 8.74 27.44 27.34	185 21.26 66.79 36.20	277 31.84
Total	81 9.31	278 31.95	511 58.74	870 100.00

Type of Organization vs. Improving Training Programs

The majority of all EDOs under examination identified improving training programs as a high community priority.

Frequency Percent Row Pct Column Pct				
Type of Organization	**Low Priority**	**Medium Priority**	**High Priority**	**Total**
Chambers	17 1.95 8.25 20.99	69 7.93 33.50 24.82	120 13.79 58.25 23.48	206 23.68
Economic Development Corporations & Public Agencies	40 4.60 10.87 49.38	128 14.71 34.78 46.04	200 22.99 54.35 39.14	368 42.30
Local & Regional Planning Agencies	14 1.61 11.02 17.28	43 4.94 33.86 15.47	70 8.05 55.12 13.20	127 14.60
Workforce Development	1 0.11 1.61 1.23	6 0.69 9.68 2.16	55 6.32 88.71 10.76	62 7.13
Other	9 1.03 8.41 11.11	32 3.68 29.91 11.51	66 7.59 61.68 12.92	107 12.13
Total	81 9.31	278 31.95	511 58.74	870 100.00

Addressing Environmental Concerns

Area vs. Addressing Environmental Concerns

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	15 1.70 11.19 10.27	52 5.88 38.81 13.83	67 7.58 50.00 18.51	134 15.16
Predominantly suburban	21 2.38 17.36 14.38	57 6.45 47.11 15.16	43 4.86 35.54 11.88	121 13.69
Predominantly rural	66 7.47 18.59 45.21	170 19.23 47.89 45.21	119 13.46 33.52 32.87	355 40.16
Both urban and rural	44 4.98 16.06 30.14	97 10.97 35.40 25.80	133 15.05 48.54 36.74	274 31.00
Total	146 16.52	376 42.53	362 40.95	884 100.00

The majority of organizations who serve urban and both urban and rural areas identified addressing environmental concerns as a high community priority. The majority of organizations who serve suburban areas and the majority of organizations that serve rural areas identified addressing environmental concerns as a medium community priority.

Type of Organization vs. Addressing Environmental Concerns

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	37 4.19 17.87 25.34	90 10.18 43.48 23.94	80 9.05 38.65 22.10	207 23.42
Economic Development Corporations & Public Agencies	66 7.47 17.74 45.21	167 18.89 44.89 44.41	139 15.72 37.37 38.40	372 42.08
Local & Regional Planning Agencies	13 1.47 9.35 8.90	45 5.09 32.37 11.97	81 9.16 58.27 22.38	139 15.72
Workforce Development	10 1.13 17.54 6.85	28 3.17 49.12 7.45	19 2.15 33.33 5.25	57 6.45
Other	20 2.26 18.35 13.70	46 5.20 42.20 2.23	43 4.86 39.45 11.88	109 12.33
Total	146 16.52	376 42.53	362 40.95	884 100.00

The majority of Local & Regional Planning Agencies identified addressing environmental concerns as a high community priority. The majority of Chambers, Economic Development Corporations and Public Agencies, Workforce Development Agencies, and agencies that classified themselves as "other" identified addressing environmental concerns as a medium community priority.

Improving Regional Cooperation

Area vs. Improving Regional Cooperation

Frequency
Percent
Row Pct
Column Pct

The majority of organizations who serve all areas under examination identified improving regional cooperation as a high community priority.

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	11 1.21 7.97 14.86	51 5.63 36.96 16.89	76 8.39 55.07 14.34	138 15.23
Predominantly suburban	16 1.77 12.90 21.62	51 5.63 41.13 16.89	57 6.29 45.97 10.75	124 13.69
Predominantly rural	26 2.87 7.10 35.14	137 15.12 37.43 45.36	203 22.41 55.46 38.30	366 40.40
Both urban and rural	21 2.32 7.55 28.38	63 6.95 22.66 20.86	194 21.41 69.78 36.60	278 30.68
Total	74 8.17	302 33.33	530 58.50	906 100.00

Type of Organization vs. Improving Regional Cooperation

Frequency
Percent
Row Pct
Column Pct

The majority of all types of EDOs under examination indicated that improving regional cooperation is a high community priority.

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	20 2.21 9.26 27.03	71 7.84 32.87 23.51	125 13.80 57.87 23.58	216 23.84
Economic Development Corporations & Public Agencies	31 3.42 8.07 41.89	143 15.78 37.24 47.35	210 23.18 54.69 39.62	384 42.38
Local & Regional Planning Agencies	7 0.77 5.07 9.46	43 4.75 31.16 14.24	88 9.71 63.77 16.60	138 15.23
Workforce Development	3 0.33 4.76 4.05	13 1.43 20.63 4.30	47 5.19 74.60 8.87	63 6.95
Other	13 1.43 12.38 17.57	32 3.53 30.48 10.60	60 6.62 57.14 11.32	105 11.59
Total	74 8.17	302 33.33	530 58.50	906 100.00

Expanding Infrastructure

The majority of organizations who serve all areas under examination identified expanding infrastructure as a high community priority.

Area vs. Expanding Infrastructure

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	13 1.44 9.42 12.31	46 5.09 33.33 19.57	79 8.75 57.25 13.01	138 15.28
Predominantly suburban	15 1.66 12.20 24.59	30 3.32 24.39 12.77	78 8.64 63.41 12.85	123 13.62
Predominantly rural	15 1.66 4.10 24.59	97 10.74 26.50 41.28	254 28.13 69.40 41.85	366 40.53
Both urban and rural	18 1.99 6.52 29.51	62 6.87 22.46 26.38	196 21.71 71.01 32.29	276 30.56
Total	61 6.76	235 26.02	607 67.22	903 100.00

The majority of all types of EDOs under examination indicated that that expanding infrastructure is a high community priority.

Type of Organization vs. Expanding Infrastructure

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	18 1.99 8.41 29.51	64 7.09 29.91 27.23	132 14.62 61.68 21.75	214 23.70
Economic Development Corporations & Public Agencies	17 1.88 4.43 27.87	94 10.41 24.48 40.00	273 30.23 61.68 21.75	384 42.52
Local & Regional Planning Agencies	9 1.00 6.52 14.75	33 3.65 23.91 14.01	96 10.63 69.57 15.82	138 15.28
Workforce Development	8 0.89 13.79 13.11	16 1.77 27.59 6.81	34 3.77 58.62 5.60	58 6.42
Other	9 1.00 8.26 14.75	28 3.10 25.69 11.91	72 7.97 66.06 11.86	109 12.07
Total	61 6.76	235 26.02	607 67.22	903 100.00

Boosting Entrepreneurship

The majority of organizations who serve all areas under examination identified boosting entrepreneurship as a high community priority.

Area vs. Boosting Entrepreneurship

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	9 1.01 6.43 16.67	52 5.84 37.14 17.81	79 8.87 56.43 14.50	140 15.71
Predominantly suburban	13 1.46 11.02 24.07	51 5.72 43.22 17.47	54 6.06 45.76 9.91	118 13.24
Predominantly rural	15 1.68 4.17 27.78	113 12.68 31.39 38.70	232 26.04 64.44 42.57	360 13.24
Both urban and rural	17 1.91 6.23 31.48	76 8.53 27.84 26.03	180 20.20 65.93 33.03	273 30.64
Total	54 6.06	292 32.77	545 61.17	891 100.00

The majority of all types of EDOs under examination indicated that that boosting entrepreneurship is a high community priority.

Type of Organization vs. Boosting Entrepreneurship

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	15 1.68 6.94 27.78	65 7.30 30.09 22.26	136 15.26 62.96 24.95	216 24.24
Economic Development Corporations & Public Agencies	28 3.14 7.43 51.85	129 14.48 34.22 44.18	220 24.69 58.36 40.37	377 42.31
Local & Regional Planning Agencies	6 0.67 4.55 11.11	54 6.06 40.91 18.49	72 8.08 54.55 13.21	132 14.81
Workforce Development	2 0.22 3.17 3.70	24 2.69 38.10 8.22	37 4.15 58.73 6.79	63 7.07
Other	3 0.34 2.91 5.56	20 2.24 19.42 6.85	80 8.98 77.67 14.68	103 11.56
Total	54 6.06	292 32.77	545 61.17	891 100.00

Addressing Poverty Level

Area vs. Addressing Poverty Level

Frequency Percent Row Pct Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	20 2.38 15.27 10.36	44 5.23 33.59 13.62	67 7.97 51.15 20.62	131 15.58
Predominantly suburban	49 5.83 45.79 25.39	41 4.88 38.32 12.69	17 2.02 15.89 5.23	107 12.72
Predominantly rural	75 8.92 21.99 38.86	135 16.05 39.59 41.80	131 15.58 38.42 40.31	341 40.55
Both urban and rural	49 5.83 18.70 25.39	103 12.25 39.31 31.89	110 13.08 41.98 33.85	262 31.15
Total	193 22.95	323 38.41	325 38.64	841 100.00

The majority of organizations who serve urban and both urban and rural areas indicated addressing the poverty level in their area as a high community priority. The majority of organizations who serve suburban areas indicated that addressing the poverty level in their area is a medium priority for their community. The majority of organizations that serve rural areas indicated that addressing the poverty level is a low priority in their community.

Type of Organization vs. Addressing Poverty Level

Frequency Percent Row Pct Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	54 6.42 26.21 27.98	81 9.63 39.32 35.08	71 8.44 34.47 21.85	206 24.49
Economic Development Corporations & Public Agencies	92 10.94 26.82 47.67	131 15.58 38.19 40.56	120 14.27 34.99 36.92	343 40.78
Local & Regional Planning Agencies	22 2.62 16.79 11.40	53 6.30 40.46 16.41	56 6.66 42.75 17.23	131 15.58
Workforce Development	3 0.36 4.92 1.55	22 2.62 36.07 6.81	36 4.28 59.02 11.08	61 7.25
Other	22 2.62 22.00 11.40	36 4.28 36.00 11.15	42 4.99 42.00 12.92	100 11.89
Total	193 22.95	323 38.41	325 38.64	841 100.00

The majority of local and regional planning agencies, workforce development agencies, and organizations that self-identify themselves as "other" indicated that addressing the poverty level in the community is a high community priority. Chambers and Economic Development Corporations and Public Agencies indicated addressing the poverty level in their community is a medium community priority.

Expanding Affordable Housing

The majority of organizations who serve urban and both urban and rural areas identified expanding affordable housing is a high community priority in their area. The majority of organizations who serve suburban areas indicated expanding affordable housing in their area is a medium priority. The majority of organizations that serve rural areas indicated that expanding affordable housing is a low priority in their community.

Area vs. Expanding Affordable Housing

Frequency
Percent
Row Pct
Column Pct

Area Served	Low Priority	Medium Priority	High Priority	Total
Predominantly urban	18 2.13 14.17 12.86	41 4.86 32.28 14.70	68 8.06 53.54 16.00	127 15.05
Predominantly suburban	28 3.32 23.73 20.00	42 4.98 35.59 15.05	48 5.69 40.68 11.29	118 13.98
Predominantly rural	48 5.69 14.08 34.29	117 13.86 34.31 41.94	176 20.85 51.61 41.41	341 40.40
Both urban and rural	46 5.45 17.83 32.86	79 9.36 30.62 28.32	133 15.76 51.55 31.29	258 30.57
Total	140 16.59	279 33.06	425 50.36	844 100.00

The majority of all types of EDOs under examination indicated that that need to expand affordable housing is a high community priority.

Type of Organization vs. Expanding Affordable Housing

Frequency
Percent
Row Pct
Column Pct

Type of Organization	Low Priority	Medium Priority	High Priority	Total
Chambers	39 4.62 19.02 27.86	57 6.75 27.80 20.43	109 12.91 53.17 25.65	205 24.29
Economic Development Corporations & Public Agencies	59 6.99 17.10 42.14	123 14.57 35.65 44.09	163 19.61 47.25 38.35	345 40.88
Local & Regional Planning Agencies	14 1.66 10.22 10.00	42 4.98 30.66 15.05	81 9.60 59.12 19.06	137 16.23
Workforce Development	6 0.71 10.91 4.29	20 2.37 36.36 7.17	29 3.44 52.73 6.82	55 6.52
Other	22 2.61 21.57 15.71	37 4.38 36.27 13.26	43 5.09 42.16 10.12	102 12.09
Total	140 16.59	279 33.06	425 50.36	844 100.00

About the Project

The "Regionalism and Clusters for Local Development" Project is a tripartite collaboration between Western Carolina University's Institute for the Economy and the Future (IEF), the University of Illinois at Urbana-Champaign (UIUC), and the Center for Regional and Economic Competitiveness (ACCRA).

Supported through the U.S. Economic Development Administration's National Technical Assistance Grant Program, this project is designed to innovate and disseminate a curriculum capable of enabling development practitioners to gain the requisite skills to more effectively consider, understand, and apply core concepts of regionalism and cluster development.

The project encompasses three central components: (1) a needs assessment stage, which gauges the extent to which regional development practitioners know and utilize core concepts of regionalism and cluster development, (2) a curriculum development stage, which uses the results of the needs assessment as a baseline to address the following five areas: regionalism, cluster development, workforce development, key data resources, and best practices, and (3) dissemination of curriculum through conferences, open-source interactive resources, CDs/DVDs and printed materials.

The curriculum and resources developed through this initiative will provide practitioners with the requisite skills to foster effective regional development in the knowledge economy.

About the Project Partners

Institute for the Economy and the Future, Western Carolina University

Western Carolina University's Institute for the Economy and the Future (IEF) is a regional think tank with capacities for rigorous research, economic base analysis, issue polling, and employment trend analysis. The IEF conducts public policy analysis and applied research, and administers public service projects on economic and community capacity building and strategic development. Composed of a multi-disciplinary team of faculty, students, staff, and senior policy fellows, the IEF aims to promote economic development by attracting, identifying, and assisting regional businesses. The IEF leverages the university's extensive resources of research, science, engineering, arts, and humanities faculty and students, as well as the core staff of the Institute (analysts, planners, and faculty fellows) to foster business growth, including the transfer and application of new technologies and the commercialization of ideas. A core responsibility of the IEF is developing and implementing plans for Western's Millennial Initiative, a state legislative mandate which allows rural comprehensive universities to take several critical actions to support economic development. To fulfill its mission and generate new initiatives the IEF partners with federal, state, and regional organizations and the private sector.

The Regional Economics Applications Laboratory (REAL), University of Illinois at Urbana-Champaign

REAL provides timely, high quality analytical information to support economic decision making in the public sector and strategic marketing activities in the private sector. REAL's capabilities revolve around applied regional economic analysis, economic development strategy formation, and the development of comprehensive state and metropolitan models that integrate econometric and input-output analysis to produce impact and forecasting analyses. It also specializes in the development of industry cluster analysis tools and techniques focused both on the functional and spatial linkages between industries as well as the labor force needs of industry clusters. REAL has conducted work at many different scales: international, national, regional, state and local.

In the area of large scale regional econometric modeling, REAL's primary focus has been on the economies of the Midwest, initially in collaboration with the Federal Reserve Bank of Chicago. However, REAL has also supported the development of models for several regions on the U.S. east coast. In addition, two models have been constructed for states in Brazil and a third is under construction. A model for the Jakarta Metropolitan region is also under development. REAL collaborates with several other institutions and projects at UIUC, including the Spatial Analysis Laboratory (SAL), and the Land Use Evolution and Impact Assessment (LEAM) Project, and the Regional Economic Analysis and Policy Project. SAL has developed GeoDa software, a user-friendly tool for spatial exploratory analysis. LEAM is an integrated land use projection and decision support tool.

REAL is a collaborative enterprise of faculty and staff at the University of Illinois at Urbana-Champaign, and several other universities in the U.S. and overseas. Advanced graduate students in the fields of economics, geography, urban and regional planning, computer science and mathematics are employed on a variety of projects funded by federal, state, local and international agencies.

ACCRA, the Council for Community and Economic Research

ACCRA—the Council for Community and Economic Research—is independent 501(c) 6 non-profit affiliated with the George Mason University School of Public Policy and the Center for Regional Economic Competitiveness (CREC). ACCRA promotes excellence in research for economic and community development through professional leadership, in-depth research and analysis, and education and training. ACCRA is nationally known for producing the quarterly Cost of Living Index and is the only national organization representing community research professionals.

ACCRA conducts research and technical assistance in support of economic, workforce, community, and technology development across the nation. Working in cooperation with its sister organization, the Center for Regional Economic Competitiveness, ACCRA designs regional economic strategies and conducts local and regional research on industries, clusters, occupations, and educational/training programs.

In addition to its research activities, ACCRA designs and implements training for economic development practitioners to help enhance the use of methods and tools for understanding local economies. ACCRA provides training in practical and proven analytical tools for economic research. We have conducted a series of training courses targeted to economic and fiscal impact analysis, cluster analysis, basic regional economic analysis, competitive company intelligence gathering, geographic information system (GIS) solutions, and industry targeting at a variety of locations across the United States. The organization also offers a professional certification, the Certified Community Researcher, which denotes a mastery of economic and demographic research analysis for practical community research applications. ACCRA's foundation research methods course is now used as a 3-hour credit course for the University of Southern Mississippi's executive format Master's Degree program.

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[12] Respondents were asked to identify their organization's service area from the following choices: predominantly urban, predominantly suburban, predominantly rural, and both urban and rural. Results in this report are presented as urban, suburban, rural, and both urban and rural.

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