



BROADWAY, LOOKING NORTH FROM FOURTH ST.
PITTSBURG, KANSAS

Pittsburg Economic Development Strategy

Prepared by AngelouEconomics for the City of Pittsburg, Kansas

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Preface

Economic development is in its infancy in Pittsburg. Yet, the potential for economic growth is high. The community has benefitted from the significant asset that Pittsburg State University brings, from the successful ventures of local entrepreneurs, and from a healthy business climate. However, there has been little in the way of community-wide, grassroots action devoted to making Pittsburg the most competitive, most innovative, most entrepreneurial, or most livable community in the region.

The existing business community has a key role to play by leveraging their status in their respective industries and by investing in the economic development potential in the community. Economic development is a cooperative activity that takes both private and public sector participation for success and sustainability.

Economic success for Pittsburg begins by solidifying the ties between public and private sector development efforts and is furthered through the promotion of entrepreneurship and skills development. Small businesses are the engine of a local economy and Pittsburg can do more to make it easier for entrepreneurs to get their ideas off of the ground.

“We have to think long term growth not only for attracting new businesses, but growing the businesses that are here. We also need to think about how we can keep the business here for the long term and look for opportunities for growth into new markets.”

-Local Stakeholder

“[Pittsburg is]...A small college town that is growing into something bigger and better. A great place to raise a family.”

-Local Stakeholder

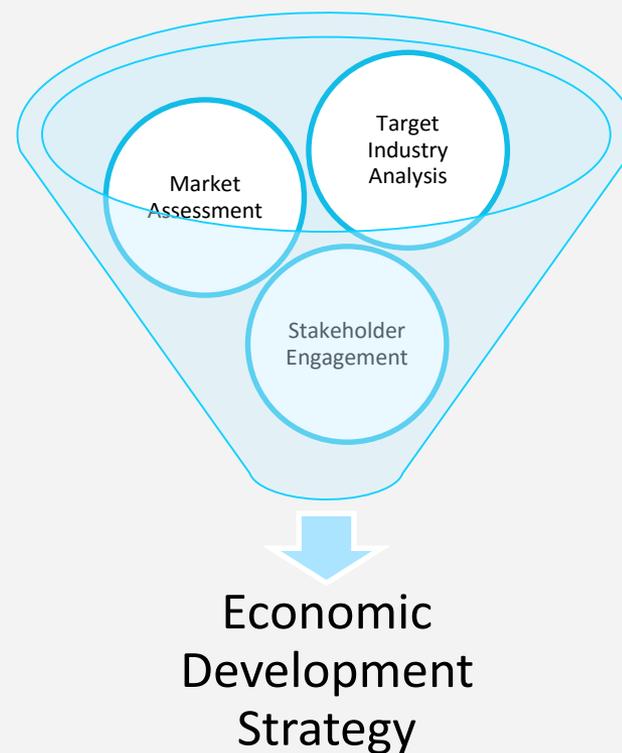
Executive Summary

Introduction

Pittsburg's economic development strategy is a cumulative process of community engagement, research, presentations, and feedback resulting in the distillation of local assets and challenges. The goals set through this process allow Pittsburg to compete at on a larger stage for employers and for residents, along with helping to instill a greater sensitivity for economic development in the community.

This economic development strategy has been developed on the base of stakeholder engagement, information gleaned from a market assessment, and the target industry recommendations. Each of these phases is detailed in this executive summary. Nearly 450 individuals participated in this process through focus groups, individuals interviews, and an online survey of residents and business owners. At each step of the process their views and insight was taken into consideration, along with the economic and demographic research and expertise of the plan's authors.

Implementation of this strategy will not only fall to the City of Pittsburg, but to their partners in the educational and business community as well. Most important, however, is the participation of those involved in the stakeholder engagement to keep implementation moving so that Pittsburg's economic development goals can be realized.



Executive Summary: Stakeholder Engagement

Stakeholder Engagement Introduction

The stakeholder engagement process began with an initial visit to Pittsburg by the AngelouEconomics project team, in which 5 focus groups were held and nearly a dozen individual interviews with local officials, business leaders, and local educational/infrastructure experts. Following the initial visit, a community-wide online survey was launched and provided over 315 responses from residents and over 75 responses from local businesses.

Resident Feedback

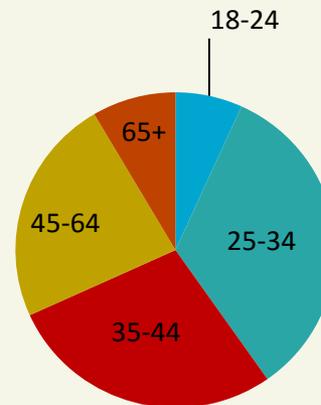
Within the residents survey over $\frac{3}{4}$ of respondents had a college degree, while over $\frac{2}{3}$ had lived in Pittsburg for more than 10 years. Residents most wanted to see investments into economic development, public schools, and public infrastructure. Retail, Manufacturing, Entertainment, and Business and Professional Services are the industries residents would most like to see expand or locate in Pittsburg.

Each respondent was also asked to rate a number of factors by importance and by satisfaction in Pittsburg. Available jobs, quality of public schools, cost of living, and affordable health care were the top five most important factors for a vibrant community according to residents. Available jobs, affordable housing, and employee compensation saw the greatest difference between importance and satisfaction.

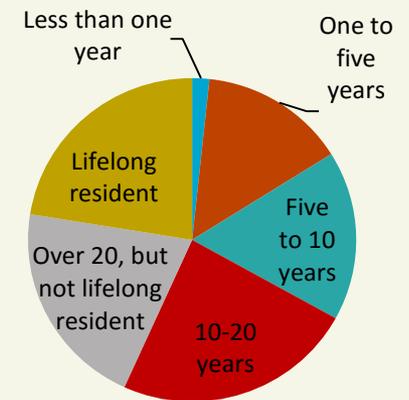
Resident Comparison of Importance vs. Satisfaction

	Importance (1 - 5)	Satisfaction (1 - 5)	Difference
Available jobs	4.66	2.26	2.4
Quality of public schools	4.53	3.32	1.21
Cost of living	4.49	2.93	1.56
Affordable healthcare	4.49	2.93	1.56
Affordable housing	4.43	2.56	1.87
Community appearance	4.36	2.92	1.44
Employee compensation	4.33	2.46	1.87
City infrastructure	4.18	2.81	1.37
Taxes	4.18	2.33	1.85
Parks and resources for recreation	4.15	3.49	0.66

Age



Time in Community



Executive Summary: Stakeholder Engagement

Business Feedback

For respondents to the business survey, over 1/3 employ 50 people or more. Most have been in the community for 25 or more years and most are located in Pittsburg because they were originally founded here or have ties to the community.

Of particular note is the fact that nearly 90% of respondents would recommend Pittsburg as a place to do business.

Business survey respondents were asked to rate several factors in a similar manner to residents. Quality of life, access to customers, ability to attract and retain skilled employees, tax climate, and operating costs were the top five most important factors for business respondents. The greatest differences between importance and quality were seen in the ability to attract and retain skilled employees and tax climate. In general, business respondents have a smaller gap between factor importance and quality.

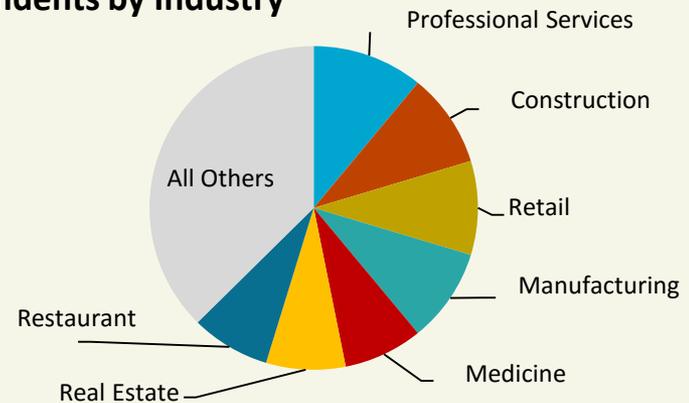
Summary

Each one of these means of engagement helped to provide insight into the economic development goals and challenges for the community at large. These findings not only informed the market assessment, summarized in the following section, but the goals and strategies that this economic development plan has put forward.

Business Comparison of Importance vs. Satisfaction

	Importance (1 - 5)	Satisfaction (1 - 5)	Difference
Quality of life	4.2	3.67	0.53
Access to customers	4.13	3.38	0.75
Ability to attract and retain skilled employees	4.06	2.68	1.38
Tax climate	4	2.4	1.6
Operating costs	3.91	3.13	0.78
Quality of public schools	3.87	3.2	0.67
Utilities and infrastructure	3.8	2.87	0.93
Ability to take an active role in the community	3.8	3.96	-0.16
Labor costs	3.73	3.4	0.33
Aesthetics/appearance	3.73	2.85	0.88

Respondents by Industry



Executive Summary: Market Assessment

Market Assessment Introduction

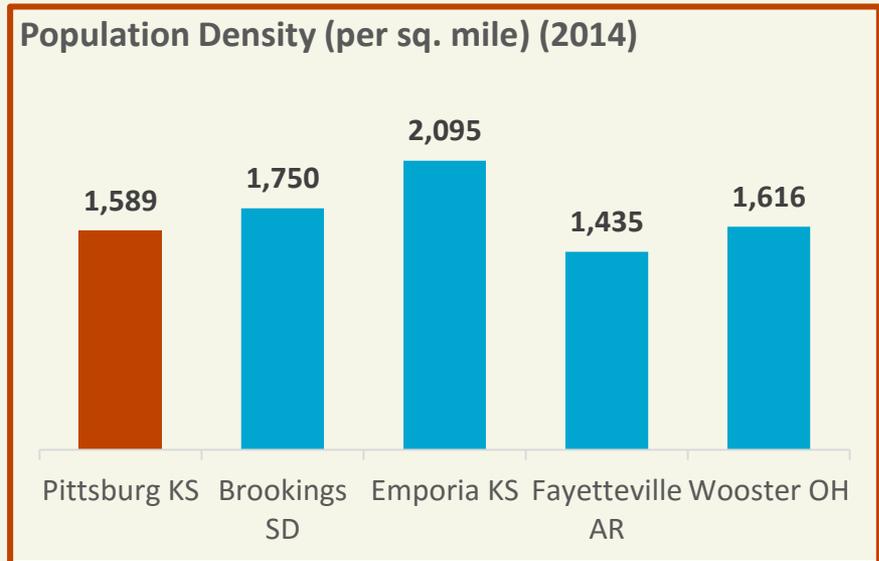
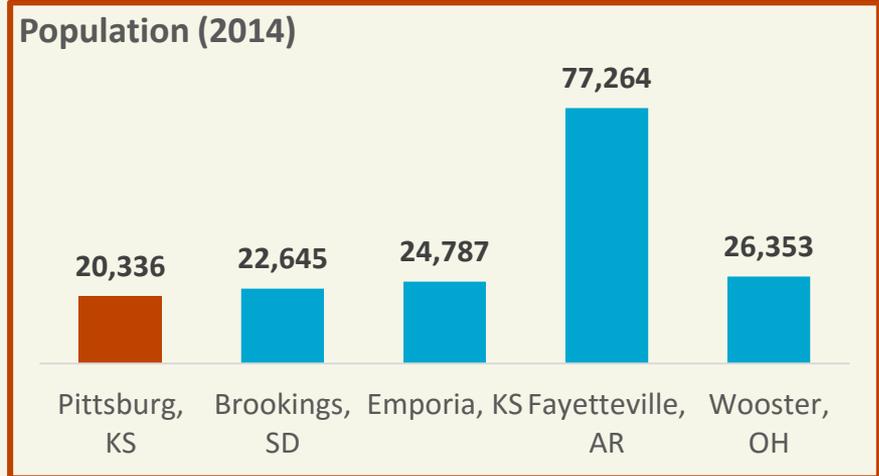
A market assessment highlights the major forces at work in the local economy and unearths the potential for economic development. This is done by combining the qualitative assessments unearthed in the stakeholder engagement process, with quantitative data on local, regional, and national demographic and economic trends. Salient findings from each set of information provide a better means of developing a clearer picture of the economic development potential for Pittsburg.

The outcome of this analysis is a discussion of the “Assets to Leverage” and “Challenges to Overcome” to meet Pittsburg’s economic development potential. A better understanding of both will allow Pittsburg to better market itself, improve upon weaknesses, and channel limited resources.

Throughout the Market Assessment, Pittsburg is benchmarked against four other communities, the state, and the US as a whole. The benchmark communities chosen for this analysis are Brookings, SD; Emporia, KS; Fayetteville, AR; and Wooster, OH. Additional tables and charts can be found in the appendix.

Current Economic Climate

Pittsburg is smaller than all of the benchmark cities, with just over 20,000 residents in 2014. At the same time, it has the second lowest population density. This indicates that the community has the ability to encourage more infill development or increasing the density of redevelopment projects when Pittsburg is looking to grow.



Source: US Census Bureau

Executive Summary: Market Assessment

Current Economic Climate

For the last 35 years, Pittsburg's population has remained nearly constant. Since 1990, the population has grown by only 0.5% per year. Thus, the community cannot rely on population growth to sustain economic growth. Instead, there must be efforts to support entrepreneurship and business attraction/retention.

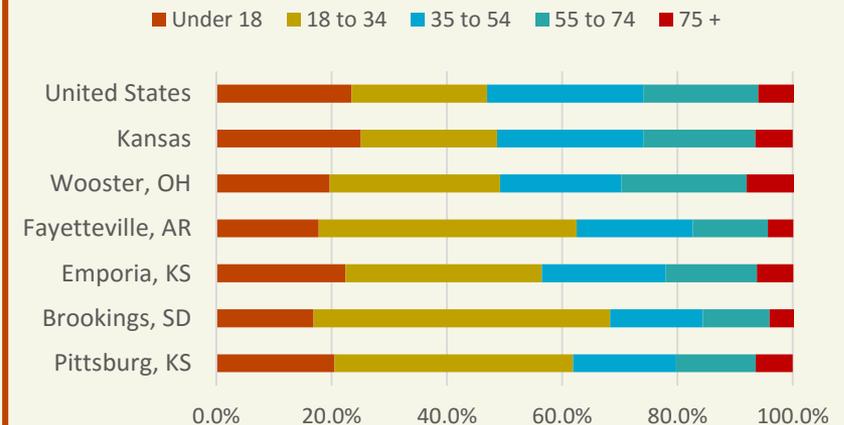
Educational attainment in Pittsburg lies in about the middle of the benchmarks. 34% of residents have a bachelor's or advanced degree. Fayetteville and Brookings have more residents with Bachelor's degrees and advanced degrees, with nearly half of Brookings residents holding a bachelor's degree or higher.

Compared to the average for the other cities and the United States, Pittsburg is a younger city with more 18-34 young adults. Yet, compared with most of the benchmark cities, Pittsburg has a smaller percentage of adults age 35 to 54.

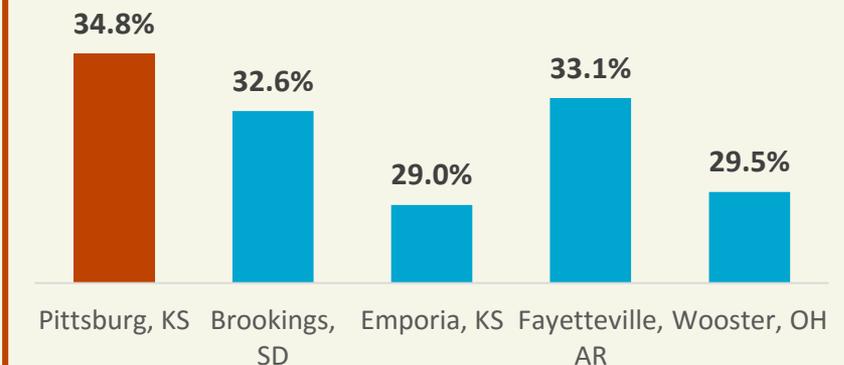
Pittsburg and all the benchmarks have lower unemployment rates than the national average. However, the gap between Pittsburg and the US has been shrinking since 2012. This may indicate that Pittsburg is getting close to full employment levels or that the city simply rebounded more quickly after the recession. Since 2006, Pittsburg has witnessed among the highest unemployment rates when compared to the benchmark communities and the state and national averages.

Median household incomes are the lowest amongst the benchmarks, at just under \$33,000. Similarly, rents are a higher share of household incomes than the benchmark communities, with median rent at nearly 35% of household income. This can limit growth in industries that rely on discretionary consumer spending, like retail, entertainment, and hospitality.

Age Breakdown (2014)



Median Rent as a Percentage of Household Income (2014)



Source: US Census Bureau

Executive Summary: Market Assessment

SWOT Analysis

Strengths	Weaknesses
Entrepreneurial successes of residents	Challenge to hire skilled workers
Strong connection to PSU	Challenge to hire physicians and nurses
PSU provides job/culture/arts	Workers see Joplin as having a lower cost of living
Kansas Technology Center	Challenge to retain college graduates
Friendly city with a strong community	Limited retail sector
Safe & Family-oriented city	Limited entertainment options
Close to nature	Lack of cohesive infrastructure of sidewalks
Good schools	Limited housing options
Good healthcare	
Opportunities	Threats
Further development of hike and bike trail system	Located in one of the poorest areas of Kansas
Greater demand for shopping and entertainment options	High rates of poverty locally
Strong demand for art	Potential for continued cuts to public education statewide
Economic impact of Casino	
More partnerships/collaboration between City and PSU	
Kansas Polymer Research Center as a catalyst	

Executive Summary: Market Assessment

Assets to Leverage

Strong manufacturing base & Entrepreneurial success of residents

Pittsburg is home to a great number of examples of local entrepreneurial success that span a wide array of industries. This an asset for both recruiting new business and for encouraging entrepreneurship. This potential for success should be marketed to young entrepreneurs who might instead be looking to start-up companies in larger metros nearby.

The successes of Pittsburg State University

Placement rates (averages for each college and degree are shown to the right) are exceptionally high. This is a great asset to the community because it reveals the level of talent that Pittsburg State University is developing. The College of Technology and The Kansas Polymer Research Center are significant assets to the potential workforce pipeline and capacity for entrepreneurship.

Placement Rates (2015)

College	Baccalaureate Degrees	Masters & Education Specialist Degrees
College of Arts and Sciences	93%	96%
College of Business	96%	99%
College of Education	98%	100%
College of Technology	96%	96%

“We need to create an attractive community with jobs that will retain young people. So much talent and potential passes through PSU and never looks back.”

-Resident Survey Respondent

Source: Pittsburg State University; AngelouEconomics

Executive Summary: Market Assessment

Assets to Leverage

An abundant water supply

Pittsburg has an abundant supply of water that it can leverage to attract industries with high demands for water. Industries that require large amounts of water are typically in the manufacturing sector, as well as data centers. The price of water, in comparison, is relatively high in comparison to the benchmark communities, as displayed to the right. This may be because of the recent improvements to Pittsburg’s water system. Yet, this does not speak to the City’s ability to be competitive for industries that use large quantities of water, given that those users typically pay incentivized rates.

Strong quality of life amenities

Parks and resources for recreation received the second highest rating for quality among residents. This is significant, because it speaks to the ability of Pittsburg to attract and retain talent. Places that offer residents strong quality of life amenities, like parks and recreational resources, are more likely to keep those residents interested in remaining locally. Although residents are generally satisfied with quality of parks in Pittsburg, the City should continue to invest in these resources to maintain a high quality of life. Recommendations for improvement can be found in the strategic recommendations section.

Cost of Water

City	Monthly Cost*
Pittsburg, KS	\$564
Brookings, SD	\$412
Emporia, KS	\$261
Fayetteville, AR	\$451
Wooster, OH	\$613

*Assuming 100,000 gallons per month water usage.

“Become more bicycle and pedestrian friendly. Walking, bike trails connecting schools and parks, which also connects neighborhoods and downtown and other districts. I believe business professionals look at these things when considering moving or beginning a business.”

-Business Survey Respondent

Source: Various City Water Providers; AngelouEconomics

Executive Summary: Market Assessment

Challenges to Overcome

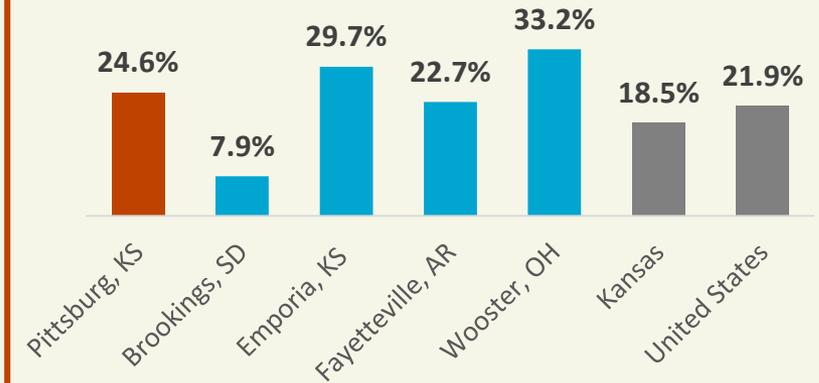
High rates of poverty locally

Poverty and inequality are relatively high in Pittsburg. For all families, rates of poverty are higher than the statewide figure. This can present a challenge, again, for growing industries that rely on discretionary consumer spending. One key potential solutions to overcome this challenge is to continue to promote job retraining programs.

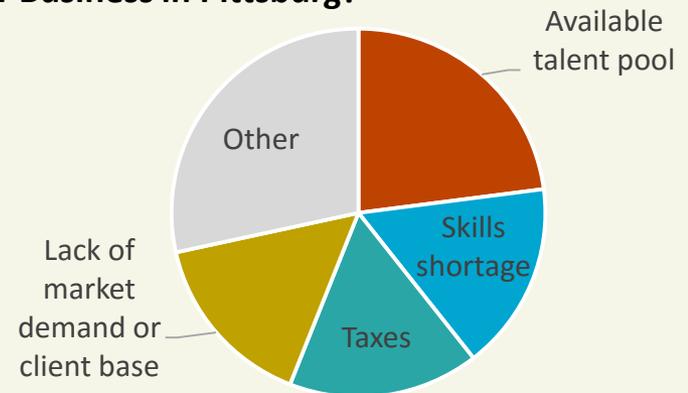
Struggle to hire skilled workers

“Available talent pool” and “skills shortage” were the two most frequently identified challenges for business survey respondents. Grounding the available talent pool challenge is the fact that Pittsburg has the lowest participation rate among the benchmark, meaning that fewer residents are either working or looking for work. There are many reasons why individuals may stay out of the labor force, but this clearly limits the ability for Pittsburg to attract employers. Again, continuing to promote job retraining programs is important to strengthening local economic development potential. Do more to attract companies that will hire PSU graduates.

Poverty Status for Children under 18 (2014)



What are the Primary Challenges Facing Your Business in Pittsburg?



Source: US Census Bureau, AngelouEconomics

Executive Summary: Market Assessment

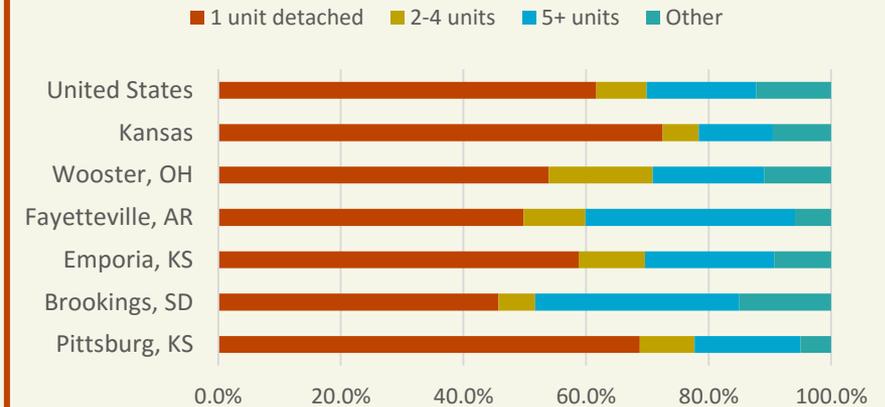
Limited housing options

Pittsburg has considerably more houses valued under \$100k than nearly all of the benchmark cities. There seems to be a lack of mid-priced homes, something that was also made mention anecdotally. One way to go about solving this issue is to study the demand for mid-priced homes to ensure that workers don't have to look to nearby cities. The city has roughly the same kinds of housing products available as the rest of the state, but some of the other college towns (Fayetteville and Brookings) have a greater share of multi-family housing options. Continuing to attract multi-unit housing developments is key to ensuring that housing is affordable for college-aged residents.

Out-migration

The amount of individuals moving out of Crawford County also presents a significant challenge. The primary counties contributing to in-migration to Crawford County include Barton County, MO and Allen County, KS. Yet, more are leaving to Jasper County, MO than both of the top two contributors to in-migration. Through community surveys, Pittsburg could gain a better understanding of why residents leave. Some of this challenge can also be remedied by making progress on the goals of job attraction and community improvement presented in the strategic recommendations section.

Types of Housing (2014)



Migration From Crawford County

County	State	Net Out-migration (2009 to 2013)
Jasper County	Missouri	-356
Benton County	Arkansas	-88
St. Clair County	Missouri	-87
Christian County	Missouri	-84
Polk County	Iowa	-73
Riley County	Kansas	-63
Washington County	Arkansas	-61
White County	Arkansas	-61
Norton County	Kansas	-59
Collin County	Texas	-59

Source: US Census Bureau

Executive Summary: Target Industry Analysis

Target Industry Introduction

Targeting industries provides focus to an economic development strategy. It allows an economic development team to craft a message for business attraction efforts and gives site selectors a glimpse at what the driving forces of a local economy are or are going to be.

The recommendations provided are the product of a four step process that ensures that industries targeted for attraction, expansion, and retention meet the goals of the community.

After detailing the selection process, the rationale for choosing each target industry and associated niches is discussed. Local, regional, and national trends in employment are provided for each industry in the appendix. The appendix also contains a listing of key occupations needed to attract and grow each targeted industry.

Selection Process

Step 1: Identifying Local Clusters

Local economies can be understood as a set of clusters of related activities (such as Manufacturing, Retail Trade, or Health Care) with varying degrees of concentration. Some places have more manufacturers or financial services companies than others due to the size of the population or because of assets that allow for those kinds of activities to prosper. Thus, a better way to understand how significant a particular industry is to a place is by calculating a *location quotient* (further detail provided to the right), which measure the concentration of an industry relative to what would be expected on a national basis. Some of the strongest clusters in Crawford County are displayed to the right.

Local Economic Clusters (Crawford County)

Sector	2015 Employment	LQ
Manufacturing	2,539	4.22
Management	344	3.16
Accommodation & Food	1,873	1.58
Transportation & Warehousing	589	1.24
Retail Trade	1,853	1.01
Health Care	2,358	0.93
Information	259	0.93
Business Support Services	466	0.51

Location Quotient (LQ)

A calculated ratio between the local economy and the national economy that indicates industry concentration.

LQ = 1.0 indicates average concentration

LQ > 2.0 indicates a strong cluster

LQ < 0.5 indicates a weak cluster

Sources: Bureau of Labor Statistics, AngelouEconomics

Executive Summary: Target Industry Analysis

Step 2: Measuring Opportunity for Growth

Once strong local clusters are identified, the next step is to consider national growth trends for each sector of the economy. This is done so that we can identify industries that may not yet be highly concentrated in Pittsburg, but that have an opportunity for growth.

Growth figures are presented in the appendix in a chart that displays those national growth trends relative to the location quotient figure for each sector of the economy. Sectors found in the top right quadrant offer the greatest opportunity for growth. In the case of Crawford County, Management Services, Health Care, Accommodation & Food, and Transportation & Warehousing are local clusters that have seen significant national growth.

Step 3: Cataloging the Regional Asset Base

Regional assets play a big part in determining which industries have the potential for additional growth. To the right, Pittsburg competitive assets are listed. These assets can apply to a whole host of industries, such as Manufacturing and Professional Services.

Step 4: Aligning with the Community Vision

The final step in the process reflects on the vision that the community has for economic development, which have been identified in the stakeholder engagement process. These goals are presented at the end of this executive summary.

Competitive Industry Assets



Pittsburg State University



**Entrepreneurial
Successes of Residents**



**Skilled Workforce
Pipeline**



**Strong Base of Quality of
Life Amenities**



Regional Connectivity



**High Quality Public
School**



**Kansas Polymer Research
Center**

Executive Summary: Target Industry Analysis

Industries Selected

The industries found in the chart below are the results of the process previously described. Each industry has a number of niches that are either mature clusters found in the local area currently, or are more specific targets for diversification and attraction/business development efforts.

Economic Development Activities	Advanced Mfg.	Creative & Technical Services	Health Care	Destination Retail & Entertainment
Core Targets <ul style="list-style-type: none"> Retention Expansion 	Light Manufacturing	Materials Science & Research	Elderly Care	Boutique Shops
	Imaging Technology	Engineering Services	Specialized Outpatient Care	Local Produce/Farmers' Markets
Diversification Targets <ul style="list-style-type: none"> Attraction Entrepreneurship and Small Business Development 	Plastic Materials Manufacturing	Education Technologies	Medical Devices	Mobile Food Trucks
	Food Processing			Festivals
Emerging Targets <ul style="list-style-type: none"> Expansion Attraction Entrepreneurship and Small Business Development 	Prototyping	Computer Systems Design Services	Health IT	Brew Pubs & Micro-distilleries
	Polymer Manufacturing	Mobile App Development	Telemedicine	

Rationale

Given a location quotient of 4.22, it is clear that manufacturing has a significant presence in Crawford County. Not only is there a high concentration of manufacturers, but there is also a healthy variety of manufacturing types established in the county. Approximately 40 manufacturers employ around 1,400 workers in Advanced Manufacturing target industry. The qualifier “advanced” is reflection on both the fact that Pittsburg has the ability to attract technically demanding types of manufacturing, due to the talent being development by Pittsburg State University, and the fact that manufacturing that relies heavily on new and innovative processes is more likely to be at a competitive advantage in the US versus global competitors.

Unlike the nation as a whole, Advanced Manufacturing has grown in Pittsburg over the past 10 years. In the past 5 years this industry has grown at double the statewide and national rate.

County Snapshot

2015 Employees: 1,400
 2015 Total Payroll: \$54 M
 2015 Establishments: 40
 5-Year Employment Growth: 20%
 5-Year Establishment Growth: 5%

Industry Criteria:

- Skilled workforce
- Proximity to interstate highways
- Availability of low cost land
- Low utility and labor costs
- Public policy support

Areas of Growth

Industry Component	County 5 yr	County 10 yr	US 5 yr	US 10 yr
Wood Products	ND	X	X	
Printing	X	X		
Nonmetallic Mineral Products			X	
Fabricated Metal Products	X		X	
Machinery			X	
Electrical Equipment, Appliances, and Components	X	ND	X	

Sources: Bureau of Labor Statistics, AngelouEconomics; ND = No data available

Niches

Recommended niche industries are found to the right:

1. **Light Manufacturing** and **Imaging/Printing** represent significant clusters for this industry, thus expansion and retention are of greatest importance.
2. **Plastics** and **Polymers** both can see growth because of local assets and from national growth trends.
3. **Food processing** can provide for greater diversification of this industry.
4. Expanding and leveraging access to **prototyping** and **3D printing** technologies can allow for a greater stimulus for entrepreneurs.



Light Manufacturing

Imaging Technology

Plastic Materials
Manufacturing

Food Processing

Prototyping

Polymer Manufacturing

Rationale

Professional services have seen significant growth in the US since the recession. This sector of the economy relies heavily on small firms or sole-proprietorships, as evident by the employment and establishment figures presented to the right. This is an industry that also thrives in areas closely aligned with other large local clusters. As we have seen for Pittsburg, manufacturing plays a significant role in the local economy, therefore the professional service providers that succeed will likely be in the technical, creative, or design consulting fields. Similarly, the presence of PSU can allow for technical consulting services, along with scientific consulting, to grow.

Employment in this industry appears volatile, but is more likely tied to BLS disclosure practices (not all establishments are always counted) and the relative size of the industry. Establishments show a much more consistent trend of contraction during and just after the recession, yet have remained steady in the past few years.

Combined County Snapshot

2015 Employees: 100
 2015 Total Payroll: \$3.6 M
 2015 Establishments: 30
 5-Year Employment Growth: -67%
 5-Year Establishment Growth: -26%

Industry Criteria:

- Skilled workforce
- Proximity to client businesses
- Telecommunications infrastructure
- Proximity to colleges and universities
- Business incubator or accelerators

Areas of Growth

Industry Component	County 5 yr	County 10 yr	US 5 yr	US 10 yr
Architecture and Engineering Services			X	X
Computer Systems Design	X	ND	X	X
Management, Scientific, and Technical Consulting		X	X	X
Advertising and Public Relations			X	X
Other Services			X	X

Sources: Bureau of Labor Statistics, AngelouEconomics; ND = No data available

Niches

Recommended niche industries are found to the right:

1. **Material and Engineering Services** are core niches that provide support to local manufacturers.
2. **Educational technologies** can provide greater diversification and can leverage PSU and the existing Educational Products and Services industry.
3. **Computer Systems Design** and **Mobile App Development** are high-growth niches that can support local clusters and entrepreneurs.



Materials Science &
Research

Engineering Services

Education Technologies

Computer Systems
Design Services

Mobile App
Development

Rationale

Health Care is an expanding industry in many communities, following the national trend of industry change, an aging population, and technological innovation in providing care and information. Pittsburg has an existing medical and academic presence that are criteria for growth. The market size will be a large determinant on the growth of the industry, but there are additional areas, such as research and development of IT applications to medicine and medical device manufacturing, that can see growth if targeted recruitment occurs.

As displayed to the right, the industry employs around 1,200, with around 80 establishments. Over 10 years, the industry has increased employment by 15%, a greater increase than seen statewide. In particular, a significant amount of recent growth has been seen in the outpatient care sector.

Combined County Snapshot

2015 Employees: 1,200
 2015 Total Payroll: \$37 M
 2015 Establishments: 80
 5-Year Employment Growth: 13%
 5-Year Establishment Growth: -7%

Industry Criteria:

- Access to sizeable market
- Existing medical industry presence
- Proximity to universities and colleges
- Skilled workforce
- Proximity to research institutions

Areas of Growth

Industry Component	County 5 yr	County 10 yr	US 5 yr	US 10 yr
General or Specialized Medicine or Dentistry		X	X	X
Outpatient Care Centers	X	X	X	X
Home Health Care	X	ND	X	X
Nursing Care and Assisted Living Facilities	X		X	X

Sources: Bureau of Labor Statistics, AngelouEconomics; ND = No data available

Niches

Recommended niche industries are found to the right:

1. **Elderly care** and **outpatient care** have both grown into sizeable local clusters.
2. **Medical device** manufacturers may be attracted given the talent produced by the College of Technology.
3. **Health IT** and **Telemedicine** represent the new ways in which telecommunications have led to industry innovations. Keeping up to date on these trends and attracting companies that provide these services or entrepreneurs that look to further innovation is key.



Elderly Care

Specialized Outpatient
Care

Medical Devices

Health IT

Telemedicine

Rationale

Retailers and restaurants rely on a dependable workforce and the ability to keep most business costs low. Accessibility is also important because of the very competitive nature of the industry. Downtown areas can become magnets for these kinds of businesses because of the historic and cultural significance they can extend to the establishment's surroundings. Retailers and restaurants offering unique and interesting goods can become a destination in their own right and beginning to cluster these types of businesses in a walkable and architecturally interesting area can provide a downtown with the new businesses it needs to thrive.

Over 10 years, this industry has grown at triple the statewide rate. Recent years have seen slower growth locally, but significant growth nationally. Restaurants and food services are the greatest contributor to this industry's growth.

Combined County Snapshot

2015 Employees: 2,400
 2015 Total Payroll: \$33 M
 2015 Establishments: 120
 5-Year Employment Growth: 2%
 5-Year Establishment Growth: 0%

Industry Criteria:

- Dependable workforce
- Natural, historic, and cultural assets
- Accessibility
- Low business costs
- Growing local market

Areas of Growth

Industry Component	County 5 yr	County 10 yr	US 5 yr	US 10 yr
Traditional Retailers			X	X
Recreational Goods and Niche Retailers			X	
Restaurants	X	X	X	X

Sources: Bureau of Labor Statistics, AngelouEconomics; ND = No data available

Niches

Recommended niche industries are found to the right:

1. Downtown Pittsburg is the likely site for **boutique shops** or niche retailers, but can also see greater expansions of **brew pubs** and **mobile food trucks**.
2. Retailers that provide **local produce and farmers' markets** should be supported because they help create an attractive and unique quality of place.
3. Building a **local festival** economy can help further develop a brand for Pittsburg.



Boutique Shops

Local Produce/Farmers'
Markets

Mobile Food Trucks

Festivals

Brew Pubs & Micro-
distilleries

Executive Summary: Strategic Recommendations

A Path To Growth

Economic development is as much a community development process because it relies heavily on building grassroots support around tackling challenges and finding new ways to leverage local and regional assets. It is vital for Pittsburg to recognize the assets that it has: **the entrepreneurial successes, the successes of PSU, the abundant water supply, and the strong quality of life amenities.** To truly take advantage of these assets for economic growth, the community at large must come together to address Pittsburg's key challenges, which include: **high rates of poverty, the struggle to hire skilled workers, limited housing options, out-migration.**

Given the input from the community and reflecting upon the findings of the market assessment and target industry analysis, the following goals were developed:

Promote Local Entrepreneurship and Attract Jobs & Investment:

Provides focus to traditional economic development efforts and community participation in that process

Attract and Retain a Skilled Workforce:

Helps to mitigate current skills gaps and graduate retention.

Better Leverage University Talents and Resources:

Increases the benefits provided by a thriving local university.

Enrich Quality of Place:

Enables a greater sense of community pride and uniqueness.

The strategic recommendations found in the remainder of the report seek to both build a constituency for economic development and to help achieve local economic development potential. **The key strategies that will help Pittsburg realize its goals for economic development are provided below:**

- 1. Promote Local Entrepreneurship and Attract Jobs & Investment**
 - a. Build a coalition of support for entrepreneurship.
 - b. Do more to attract foreign-born entrepreneurs.
 - c. Mitigate local skills shortages.
- 2. Attract and Retain a Skilled Workforce**
 - a. Utilize PSU to expand local industry clusters.
- 3. Better Leverage University Talents and Resources**
 - a. Find ways to expand research & development activity associated with PSU's academic strengths
- 4. Enrich Quality of Place**
 - a. Incentivize reinvestment into downtown.

As has been mentioned throughout this summary, it will take all community and business leaders, public officials, educational institutions, and a passionate citizenry to put forth the recommended actions found in this strategy. Economic development is best when it is started from the bottom up, provides opportunity for entrepreneurs to get their ideas off of the ground, builds a healthy stable of vibrant small businesses, and allows for workers to continually develop new skills and competencies to keep the local area competitive. **In the end, this Pittsburg's economic development strategy will rely on sustained and involved investment in the community and it's ability to attract and retain businesses and workers.**

Strategic Recommendations

Planning for Economic Growth

This strategy puts forward a set of recommendations that will help Pittsburgh meet its economic development potential. That potential is best organized by four overarching goals:

- 1. Promote Local Entrepreneurship and Attract Jobs & Investment**
Provides focus to traditional economic development efforts and community participation in that process
- 2. Attract and Retain a Skilled Workforce**
Helps to mitigate current skills gaps and graduate retention.
- 3. Better Leverage University Talents and Resources**
Increases the benefits provided by a thriving local university.
- 4. Enrich Quality of Place**
Enables a greater sense of community pride and uniqueness.

Some recommendations can be completed internally, but some may require public policy support, the support of community and business leaders, and support from local educational institutions.



GOAL 1: Promote Local Entrepreneurship and Attract Jobs & Investment

Two of the major tenets of economic development are the promotion of entrepreneurship and the attraction of new businesses. Strategies to achieve these goals are central to any well-devised economic development plan. The broader challenges to greatly expanding entrepreneurship and job attract are the relative size of the market area (and the lack of venture capital funding sources due to this fact), along with the current lack of support for start-ups and other entrepreneurs.

A program of work for Pittsburg economic development team should begin with building an effective marketing strategy to potential and employers and to the targeted industries. It continues with beginning to build a sustainable ecosystem for entrepreneurs and ramping up attraction of foreign-born entrepreneurs. These steps can bring a greater focus to local business attraction and entrepreneurship efforts.

Goal 1: Strategies & Actions

1. Build a coalition of support for entrepreneurship

- Support the development of a business incubator/accelerator
- Establish a network of Angel investors to support entrepreneurship

2. Do more to attract foreign-born entrepreneurs

- Look into a foreign-born entrepreneur focus for incubator/accelerator space
- Leverage new Federal Startup Visa program to attract foreign born entrepreneurs
- Institute a business plan competition in one or more areas of specialization (such as Polymers or Imaging Tech) for PSU

3. Effectively market Pittsburg to employers

- Develop industry sector "SWAT teams" from local business leaders focused on attracting new businesses
- Undertake an annual marketing trip with a team of 5-6 business leaders
- Participate in economic development and site selection conferences
- Develop a new economic development website
- Establish a local family matching program for new c-level executives

4. Market to targeted industries

- Create new collateral materials to market effective selling points for Pittsburg
- Build networks within specific target industries and niches at conferences and trade shows
- Prominently advertise target industries and associated assets online
- Work with regional EB-5 center to bring foreign investment to Pittsburg

Goal 1

Strategy 1: Build a coalition of support for entrepreneurship

Entrepreneurs have had the ability to succeed in Pittsburg because of the business-friendly climate and because of the skills and dependability of the local workforce. However, further economic growth requires that local leaders become more proactive in the ways in which they support entrepreneurs. This can be done through two key actions.

Key Actions:

➤ **Support the development of a business incubator/accelerator**

Business incubators and accelerators are essential components to building a greater capacity for economic development. Pittsburg should support the development of business incubators and accelerators and be able to offer incentives to companies that graduate these programs to allow them to stay in the community. While the payoff of such investments may be hard to notice in the near term, the long term benefits of incubators and accelerators can be found in the pool of small local companies and the entrepreneurial mindset of residents.

➤ **Establish a network of Angel investors to support entrepreneurship**

Investment is the other key to a health entrepreneurial ecosystem. Smaller markets will always have a tougher time at attracting investment, but the best route to success is by creating a network of Angel investors that are dedicated to supporting local start-ups. Pittsburg has a leg up in this effort due to the strong alumni base of Pittsburg State University and local entrepreneurs who have built successful companies.

Best Practice

Austin Technology Incubator

Founded in 1989, the Austin Technology Incubator (ATI) partners with the IC2 Institute at UT-Austin to promote growth in technology businesses. Since its inception, ATI has worked with more than 200 companies and has helped those companies to raise more than \$750 million in capital investment. In the past three years, ATI has counseled more than 50 companies, helping them to acquire more than \$50 million in exit value. Additionally, ATI leverages connections with local and state governments to secure funding for many of its member companies.

Member companies receive counsel from ATI's core team of advisors as well as from UT-Austin faculty and students. Companies benefit from strategy sessions, in which external advisors weigh in on the key issues facing each specific member company. Members also benefit from ATI's extensive professional network, which is designed to provide budding companies with cost-efficient counsel from professionals in a variety of industries.

ATI's partnership with UT-Austin is a key component of their mission. By putting students in direct contact with local entrepreneurs, ATI has created a "teaching laboratory in applied entrepreneurship." Internship programs are open to undergraduate and graduate students from all areas of study. These students go on to work for major corporations and consulting firms, and an increasing number of alumni start their own companies.

Goal 1

Strategy 2: Do more to attract foreign-born entrepreneurs

Another strategy to jump-start the local entrepreneurial ecosystem is by attracting foreign-born entrepreneurs looking to move their operations to the US. Foreign-born individuals are more likely to start a business. There are a number of options for offering visas to foreign-born entrepreneurs and investors. All of these options should be investigated to ensure that Pittsburg is doing the most that it can to attract these entrepreneurs and investors.

Key Actions:

- **Look into a foreign-born entrepreneur focus for incubator/accelerator space**

Limiting the focus of an incubator/accelerator can allow for it and a community to more easily develop a niche. The International Accelerator in Austin, TX provides a case study in how to develop this kind of niche into an accelerator. Pittsburg may consider implementing this design for a subset of industries or for a whole accelerator program.

- **Leverage new Federal Startup Visa program to attract foreign born entrepreneurs**

This new federal visa was recently announced and hopes to attract additional foreign-born entrepreneurs to the US by increasing the means by which entrepreneurs can acquire a visa.

- **Institute a business plan competition in one or more areas of specialization (such as Polymers or Imaging Tech) for PSU**

Business plan competitions can be open up to entrepreneurs across the nation with a potential prize of space in a local incubator or funding.

Best Practice

International Accelerator

Based in Austin, TX, the International Accelerator grows small international businesses and start-ups by providing them access to a variety of services and industry experts. In addition to providing space and infrastructure, the Accelerator also provides access to leadership, counseling, banking, accounting, and other professional services. Moreover, the Accelerator provides entrepreneurs with access to over 100 proven entrepreneurs and business leaders. The result is the rapid development and revenue growth of portfolio companies.

For more information, visit:
<http://internationalaccelerator.com/>

Goal 1

Strategy 3: Effectively market Pittsburg to employers

In order to be more competitive at business attraction, a consistent message must be developed that speaks to the interests of business owners and site selectors. This message can utilize the assets identified in the market assessment and be carried across various mediums.

Key Actions:

- **Develop industry sector “SWAT teams” from local business leaders focused on attracting new businesses**

Leaders from the business community can be a key asset to attracting new businesses because they offer a perspective on the local business climate that only they can give. Once these teams are instituted, it is important to ensure that the marketing message for Pittsburg is consistent.

- **Undertake an annual marketing trip with a team of 5-6 business leaders**

These marketing trips can be to the regional or national headquarters of local businesses or to markets that have a high concentration of Pittsburg State University alumni. The hot teams will accompany the economic development team to help extend the reach of these trips.

- **Participate in economic development and site selection conferences**

This is a basic function of local economic development professionals, but also one that can be potentially fruitful for generating leads and new connections. Professional organizations in the field can also provide insight into innovative best practices and potential service providers. A listing of economic development organizations is found in the appendix.

Best Practice

Conduct Marketing Tours

- Identify industries and geographic areas to target
- Develop tour marketing collateral
- Build a team of private industry leaders, government officials and university leaders to attend tours
- Select tour dates
- Arrange meetings
- Post visit follow up & thank you
- Add tour contacts to newsletter distribution list
- Follow-up periodically by phone
- Invite top potential contacts to FAM visit

Key Actions:**➤ Develop a new economic development website**

A economic development website should be separate from the a municipality's main site and provide information to inform site selectors. The most important elements to include, other than to make the site visually appealing, are a listing of available sites, labor market and employment data, any comprehensive planning reports for the city or the region, a listing of incentives or additional funding mechanisms for small business owners, and a detailed description and photographs of quality of life assets. Pittsburg can look to best practices found throughout the US for additional guidance.

➤ Establish a local family matching program for new c-level executives

A program that helps to create bonds between families can also help to create bonds to the community. This program, supported by local business leaders, would pair new c-level executives and their families with local families with similar backgrounds and interests to connect them to community groups and events.

Goal 1

Strategy 4: Market to targeted industries

Marketing material should also focus on the assets and advantages specific to each of the target industries. Like materials produced for overall business attraction efforts, material produced for specific target industries should highlight local assets and advantages.

Key Actions:

- **Create new collateral materials to market effective selling points for Pittsburg**

These materials should highlight workforce, utilities, entrepreneurial climate, and institutional coordination. Additionally they should highlight key industry data points, such as those presented in the target industry analysis. Whether on online or in physical form, marketing materials can also feature testimonials from local businesses and other community members.

- **Build networks within specific target industries and niches at conferences and trade shows**

Becoming familiar with each target industry and niche provides local economic development professionals with the ability to better understand the needs unique to each. Networks can be built first through current local employers and then through industry contacts at conferences and trade shows.

Best Practice

Economic Development Marketing Collateral

The Lincoln Partnership's two methods of marketing collateral, "First Impressions" and "What Others are Saying," are excellent examples of what economic development marketing collateral should resemble. The "**First Impression Piece**" provides a brief snapshot of Lincoln above-and-beyond the numbers. The goal of the piece, which led to a complete campaign, which informed people to why doing business in Lincoln is better. This goal was accomplished through a piece that focused on four core areas of strengths: workforce, technology & innovation, business costs, and quality of life. These were then backed with tangible items that could be measured. Next, success stories were gathered for each of the four core areas of strength. These stories not only showed the diversity of business but a diversity of people.

The Lincoln rankings brochure, "**What Others are Saying**," is a tri-fold piece to showcase Lincoln's top rankings. Due to the sweeping of multiple national rankings, the brochure categorizes Lincoln's rankings into three separate sections; Lincoln works for business, Lincoln builds on people; and Lincoln builds on quality. Within the brochure is a multitude of rankings from various credible publications including MSNBC, Forbes, and ABC News. All rankings within the brochure are continually updated and date no later than two years to show Lincoln is constantly at the top of its rankings.

For more information visit:

<http://www.selectlincoln.org/publications>

Key Actions:**➤ Prominently advertise target industries and associated assets online**

An economic development website should focus on the local target industries, providing industry data and a list of local employers, and the supporting assets and advantages for each. Following the guidelines of website design mentioned previously, target industry information should feature prominently on the website.

➤ Work with regional EB-5 center to bring foreign investment to Pittsburg

Developing a relationship with a regional EB-5 visa center will allow Pittsburg to be in front of investors. These centers sponsor investments made by the EB-5 recipient and provides an easier way to connect the two parties (investors and developers). This kind of investment can be used for a multitude of projects, but may be particularly beneficial to large scale developments.

Best Practice**EB-5 Visa Program**

The EB-5 visa program was created by the Immigration Act of 1990. The program allows foreign investors the opportunity to obtain green cards by investing money in the U.S. economy. The individual must invest at least \$1,000,000 in a new or existing commercial enterprise that creates or retains at least 10 jobs. Investor can also choose to locate in a “Targeted Employment Area” which is an area that has an unemployment rate equal or greater than 150% of the national average. If the investor chooses a Targeted Employment Area for their business venture, then the level of required investment is only \$500,000 but the job requirements remain the same.

For more information visit: <http://www.uscis.gov>

GOAL 2: Attract and Retain a Skilled Workforce

One of the most significant challenges for Pittsburg is the ability to attract and retain talent. Local schools, community colleges, and PSU do a great job at developing talent, but Pittsburg loses out when graduates have to decide where to begin their careers. Making progress toward the first goal of attracting employers and supporting entrepreneurs can help to retain more graduates.

Yet, it is also the case that many have dropped out of the workforce entirely. To remedy this issue strategies for retraining and upskilling are presented, along with additional workforce attraction recommendations.

Goal 2: Strategies & Actions

1. Mitigate local skills shortages

- Survey employers (annually) to understand local skills gaps
- Offer online platforms for skills-based training
- Consider offering more dual credits at college level to high school students
- Institute an early college program
- Establish a coding school at the high school and college level
- Develop relationship with AIESEC to attract foreign IT talent to Pittsburg

2. Market Pittsburg's strengths and opportunities

- Identify markets with significant base of PSU alumni
- Target marketing to recent university graduates

3. Strengthen connections between business community and educational institutions

- Build additional relationships between local and regional employers, university/community college faculty, and community leaders to enhance job-ready skills development

4. Make it easier for local employers to offer training

- Market workforce training programs to local businesses
- Explore hosting a community-wide internship/apprenticeship opportunity platform

Goal 2

Strategy 1: Mitigate local skills shortages

All cities deal with the issue of skills shortages because of the difficulty for educational institutions and workforce development agencies to respond to the changing needs of employers. Pittsburg has a particular need to meet with the technical skills of its manufacturing base and the soft skills required of the service sector. Both issues can be mitigated by the following actions.

Key Actions:

➤ **Survey employers (annually) to understand local skills gaps**

This is the first step to understanding what local employers truly need to help them prosper. This can be a short questionnaire sent to employers on an annual basis in which they can identify which positions are the hardest to fill, which skills those positions require, and what positions or skill sets they expect to see growth in the near term.

➤ **Offer online platforms for skills-based training**

There are many options for online skills-based training today, but some platforms offer more customization for employers to tailor to their needs. Schoox, presented to the right, offers training modules customized by employers to help bring workers on board or to help upskill current employees. Pittsburg should help connect employers to these platforms.

Goal 2

Strategy 1: Mitigate local skills shortages

Key Actions:

➤ Consider offering more dual credits at college level to high school students

Dual credits can allow high schools students to not only gain credits at the college level, but can enable them to take a more focused path to gaining the career skills they need. Pittsburg should work with local higher educational intuitions to increase the availability of credits, particularly in if they are related to much-needed skills.

➤ Institute an early college program

Early college programs take it another step further by immersing students into the academic rigor of a college program. These programs can have a long term impact on students who may otherwise be at a higher risk for dropping out of high school. Pittsburg should investigate these programs to understand if they can help to mitigate skills shortages.

➤ Establish a coding school at the high school and college level

Coding schools or boot camps give students a highly-sought skill that can ensure that local companies have a steady pipeline of workers. Allcancode, one of many such programs, is detailed to the right, along with links to additional providers.

➤ Develop relationship with AIESEC to attract foreign IT talent to Pittsburg

Another way to mitigate local skill shortages is by attracting talent from abroad. AIESEC is a non-profit that gives young people experience in leadership and global internship opportunities. Connecting with this program can provide local employers the ability to find talent that may be lacking locally.

Best Practice

Allcancode

Allcancode is free online interactive platform that focuses on teaching children how to code. It was founded in 2012 by Kostas Karolemeas, CEO/CTO of the company, who was looking for an online service that met his requirements to teach his 5-year-old son how to program a computer. He couldn't find this online service tailored to children, so he decided to build a new one. All Can Code focuses on: a graphical programming language involving building blocks instead of an awkward syntax, an engaging game that the user could play by writing code, a build-in guide that would teach the user step-by-step the art of programming.

Run Macro! is an adventure game for coding, created by Allcancode, using visual programming language and is designed for grades 2-5. As students play the game, Run Macro! can present teachers and parents a graphical form of the student's performance. Teachers can use the levels provided by Run Marco! or create their own levels through Run Macro!'s tool.

Providers:

<https://www.allcancode.com/web>

<http://www.galvanize.com/>

<https://www.codecademy.com/>

Goal 2

Strategy 2: Market Pittsburg's strengths and opportunities

For Pittsburg, a large part of retaining workers is about being able to better retain the talent that is being developed at Pittsburg State University. As has been presented previously, the talent the university produces is highly regarded given the placement rates that each college has seen. To increase the chances that Pittsburg retain some of this talent, the City and PSU should partner to begin a strategic campaign to draw some talent back to the city. This task can be advanced in the following ways

Key Actions:

➤ Identify markets with significant base of PSU alumni

Keeping track of the top metro areas for PSU alumni and connecting with alumni groups is the first step to a smarter means of marketing Pittsburg's business climate and community. Potential employers, entrepreneurs, and community leaders should visit with alumni groups at events and promote the successes of local business owners and quality of life assets that Pittsburg provides.

➤ Target marketing to recent university graduates

Many recent university graduates may want to begin careers, but many may also desire to start their own business. Finding ways for young entrepreneurs to start their business in Pittsburg is key. Pittsburg can offer interested Juniors and Seniors mentoring, business plan advice, co-working space, or access to 3D printing devices for prototyping.

Goal 2

Strategy 3: Strengthen connections b/w businesses & Ed institutions

This strategy is key to strengthening the economic development potential of Pittsburg overall, but particularly important to solidifying the workforce pipeline. Both the business community and educational institutions bring expertise and practical knowledge on how to better the local workforce. It is important, first, to build relationships between businesses and university/community college faculty to create more linkages for internships and apprenticeships, along with the development of training.

Key Actions:

- **Build additional relationships between local and regional employers, university/community college faculty, and community leaders to enhance job-ready skills development**

Education is, to a large extent, an effort in workforce development. Students are destined to enter the job market and offer their abilities and work ethic to employers. Therefore, educational institutions play a large role in developing the skills found in the local workforce. The best way to ensure that training is meeting the needs of local employers is to help develop relationships between faculty and business owners and managers. Pittsburg should seek to encourage this kind of interaction where appropriate.

Employers play an obvious role in training a local workforce. Yet, sometimes there is a barrier of knowledge about what programs and grants are available. Similarly, internships and apprenticeships are not always uniformly advertised, decreasing the pool of talent they can draw from.

Key Actions:**➤ Market workforce training programs to local businesses**

Pittsburg should do more to ensure that employers are aware of the programs and grants available to them. Continuing to hold informational sessions about statewide and federal programs is key.

➤ Explore hosting a community-wide internship/apprenticeship opportunity platform

This online platform would allow for a comprehensive listing of internship and apprenticeship opportunities at local companies. This can help to lower the barriers to finding quality applicants if such a platform is well known throughout the community. A best practice example for such an internship platform is found to the right.

Best Practice**City-Wide Internship Program**

Intern To Earn is a regional program supported by HIRE (an alliance of colleges and universities in the Greater Louisville region), and the Greater Louisville Inc. Thirty-one regional colleges and universities participate in the program, as do a number of regional employers.

The program is not only an asset for interns, but is extremely beneficial to regional companies as well. It helps them find top young talent, get to know the next generation of local workers and customers, and acts as a local workforce recruitment and retention tool.

For more information, visit: <http://www.interntoearn.com/>

GOAL 3: Better Leverage University Talents & Resources

Pittsburg State University is a great asset for the community and for the economic development potential of Pittsburg. It develops talent, employs residents, brings in outside spending, and produces alumni with a connection to the community. All parties report a healthy relationship between the City, the University, and the broader community. However, this success can be built upon to create an even more vibrant economic landscape for Pittsburg.

One clear way to achieve this goal is to utilize PSU talents to help expand local industry clusters. Supporting the expansion of R&D activity at the university is a challenging, yet potentially fruitful endeavor. The development of a new research park at PSU can also help to stimulate economic growth.

Goal 3: Strategies & Actions

1. Utilize PSU to expand local industry clusters

- Establish target industry taskforces with university, City, and business leadership with the goal of cluster development
- Utilize PSU talents to mentor entrepreneurs

2. Find ways to expand research & development activity associated with PSU's academic strengths

- Encourage the development of a commercialization or technology transfer office at PSU
- Investigate best practices for expanding commercialization activity

3. Support development of a new PSU Research Park

- Help to incentivize local companies to occupy potential spaces in the park

Goal 3

Strategy 1: Utilize PSU to expand local industry clusters

Pittsburg State University will be a clear asset in expanding local clusters because of the role the institution plays in the local economy and because of the talent they attract. For each one of the target industries, the university can offer insight and support to encourage business and workforce development.

Key Actions:

- **Establish target industry taskforces with university, City, and business leadership with the goal of cluster development**

These task forces would form to investigate issues surrounding the expansion of each individual target industry and build consensus around how to best solve them. They could be made up of 5 to 10 business and educational representatives and report their findings on a quarterly basis to the City Commission.

- **Utilize PSU talents to mentor entrepreneurs**

PSU has skilled and experienced faculty that can aid young entrepreneurs and offer mentoring and technical advice. As recommended previously, this can involve mentoring students with business ideas, but it can more importantly involve mentoring companies in an incubator/accelerator program. Pittsburg should develop a list of potential mentors from both faculty and alumni.

Goal 3

Strategy 2: Find ways to expand R&D activity associated with PSU's strengths

Increasing research & development activity can also increase the potential for spin-offs. However, PSU must push forward on a concerted effort to develop a means of transferring new knowledge and intellectual property developed on campus into commercial uses. Progress toward this effort can be instituted through the following actions.

Key Actions:

- **Encourage the development of a commercialization or technology transfer office at PSU**

This is a key step to ensuring that the research associated with the university is given the greatest potential for spurring development. Pittsburgh would benefit greatly from the addition of a commercialization office at PSU.

- **Investigate best practices for expanding commercialization activity**

There are many examples of commercialization offices across the US that can serve as guides for PSU. The best practice to the right offer insight from Pittsburgh, PA's Innovation Works Commercialization Initiative. However, university and City leaders should visit with similar-sized universities that have strong commercialization efforts to learn how to model a program for PSU firsthand.

Best Practice

Innovation Works Commercialization Initiative

Innovation Works' (IW) Commercialization Initiative is a set of programs that collectively meet the underserved commercialization needs of southwestern Pennsylvania. The programs that make up IW's Commercialization Initiative are the University Innovation Grant program, in which IW partners with technology transfer offices to provide up to \$25,000 to qualifying innovations; the i6 Agile Innovation System, a structured, scalable system of mentorship, coaching, and financial support designed in partnership with Carnegie Mellon University to help technology-driven startups thrive; and the Commercialization Alliance, a partnership with the National Energy Technology Laboratory, that is increasing the lab's technology transfer success by applying IW's proven commercialization methodologies.

These initiatives assist technology transfer offices in their commercialization efforts, increasing the number of companies formed as a result of innovative technologies and growing the overall economy of the region. Innovation Works fuels the technology economy in southwestern Pennsylvania through direct investment and business expertise. Since 1999, the organization has invested over \$60 million in more than 400 technology companies. These companies have gone on to raise over \$1.4 billion in follow-on funding and have created thousands of jobs for the region.

For more information, visit:

<https://www.innovationworks.org/>

Even for large universities with a high concentration of research activity, research parks are complex and challenging development to build. For Pittsburg, this undertaking will likely be just as challenging, but best practice identification can help ensure that any potential issues are identified. The best practice featured to the right provides an example of industry and university collaboration.

Key Actions:

- **Help to incentivize local companies to occupy potential spaces in the park**

Local companies and start-ups can occupy spaces in the park given their connection to the university. Pittsburg can provide incentives to these companies to help attract them to the potential park.

Best Practice**Research Park / FAU Collaboration, Boca Raton, FL**

The Research Park at Florida Atlantic University was created as a special district by Palm Beach and Broward counties to foster a research park and broaden the economic bases of the two counties. The environment fosters a close relationship between the Research Park and the students and faculty at FAU, which has led to new partnerships being formed and additional joint projects.

Bright minds from industry and academia meet to create an environment where innovation and invention naturally occur. The Research Park is home to 25 technology companies working in conjunction with various colleges of FAU and also hosts the Technology Business Incubator. It is fully occupied with 35 startup technology companies, each receiving business and consulting services with the goal of becoming established businesses and permanent residents in the Research Park.

Planned outcomes are to increase research capacity and activity at FAU within the companies; increase the quality of the student's education as they undertake internships and visits to companies; created jobs for graduates and increase the ability of students to create their own companies (jobs) as a result of their involvement.

For more information, visit:

www.research-park.org

GOAL 4: Enrich Quality of Place

Economic development today is not only concerned with attracting businesses and investment, but residents. Residents are attracted not only through job opportunities and familial ties, but through the amenities that they find in a city. While individuals differ on exactly what amenities may win them over, vibrant city centers, easy mobility, and unique cultural events are among the few that cast the widest net.

Pittsburg has already achieved a good bit on each of these amenities, but has a clear road ahead for improvement. Downtown needs further investment and vibrancy to continue to sustain business and the community's interest. There are gaps in the network of sidewalks and trails that connect the city for pedestrians and cyclists. Additionally, local cultural events need continued support to succeed.

Goal 4: Strategies & Actions

1. Incentivize reinvestment into downtown

- Continue to provide façade improvement grants for business and property owners
- Support the development of live/work spaces in downtown
- Consider establishing a main street organization for the downtown area
- Establish a downtown-wide free Wi-Fi connection in coordination with local businesses

2. Promote a more walkable city center

- Where feasible, provide infrastructure for a comprehensive walking and biking trail system
- Ensure that bike lanes and sidewalks connect to create a greater feeling of safety for users

3. Invest and nurture local festivals and events

- Provide spaces and consider waiving fees for arts and cultural events
- Promote local farmer's markets
- Ensure that permitting process is amenable for the establishment of food trucks and other mobile food vendors

Goal 4

Strategy 1: Incentivize reinvestment into downtown

One major cause for the decline of downtowns is the lack of investment and reinvestment of both capital and passion. Communities that support their downtowns do so through galvanizing supporters and building a consumer base for downtown businesses. Pittsburg has succeeded in saving a number of historic structures and keeping downtown storefronts nearly full. Continuing on this path can, while finding new ways for the community to reinvest in downtown can help Pittsburg reach the goal of enhance the quality of place.

Key Actions:

- **Continue to provide façade improvement grants for business and property owners**

Façade improvement grants are an important means of incentivizing upkeep of downtown buildings, which are true assets to the community. The City has utilized this program in the past and should continue to offer grants to qualified business and property owners.

- **Support the development of live/work spaces in downtown**

Downtown residents can help to expand the market for downtown retailers and restaurants. A greater mixing of uses, however, can also lead to the development of live/work spaces that allow professionals, retailers, and artisans the choice of residing in the same

Key Actions:

- **Consider establishing a main street organization for the downtown area**

Main Street organizations provide a framework for success for downtown commercial districts. They offer assistance to downtown businesses, provide grants, and build collaboration among stakeholders. Similarly, a Business Improvement District, can also be sought if infrastructural investments and maintenance becomes a larger issue.

- **Establish a downtown-wide free Wi-Fi connection in coordination with local businesses**

Providing Wi-Fi access across the downtown (or perhaps in select areas) can be a potential draw for potential consumers of downtown goods and services. Although many cities have failed in offering city-wide Wi-Fi (typically because of initial costs), such an initiative is feasible for smaller areas (such as downtown) and if local businesses can be persuaded in contributing to the purchasing of equipment. Increased foot-traffic may have the potential to make up that initial investment by businesses.

Best Practice**Business Improvement Districts**

Business Improvement Districts (BIDs) have been established all over the U.S., primarily in large cities. New York City has 67 BIDs, more than any other city in North America. New York City's BIDs invest over \$100 million a year in the city's neighborhoods and commercial districts.

New York City's BIDs are public/private partnerships in which property and business owners elect to make a collective contribution to the maintenance, development and promotion of their commercial district. The concept for BIDs was originally modeled on the shared maintenance functions of suburban shopping centers, in which a single property owner sublets retail space to multiple tenants that each pay a common area maintenance fee to enhance the appearance of common areas and provide joint advertising for the shopping center and its stores. BIDs work in a nearly identical fashion with the primary difference of having multiple property owners instead of relying on a single entity.

BIDs provide a number of benefits including:

- A safer, cleaner, more attractive district
- A stable funding source for services to local businesses and infrastructure improvements
- A business district that can better compete with surrounding commercial areas
- Potential for increased property values and lower vacancy rates

Goal 4

Strategy 2: Promote a more walkable city center

Walkability is an important element to city-building today. As more individuals desire to become less dependent on cars, cities that create ways for them to walk or bicycle to key destinations will be more competitive in attracting residents. Yet, this strategy not only allows Pittsburg to be competitive for new residents, but provides an additional means for current residents to commute or exercise.

Key Actions:

- **Where feasible, provide infrastructure for a comprehensive walking and biking trail system**

Two key elements to any walking or biking system are that they provide a feeling of safety and that they are complete, meaning that they don't shoot walkers or cyclists out onto roadways with cars. Pittsburg should follow this standard when making investments in this infrastructure.

- **Ensure that bike lanes and sidewalks connect to create a greater feeling of safety for users**

Not only should sidewalks and trails be comprehensive, but they should connect to create a full loop through the city. A master planning effort for a trail system can help to find the best route to take through the city.

Best Practice

Building Public-Private Partnerships for Parks and Greenspace

The Austin Parks Foundation (APF) is a non-profit organization that seeks to maintain the public-private partnerships to better the parks and greenspaces of Austin, TX. The organization's primary tasks are to establish connections between volunteers, donors, and the City.

The APF offers grants to "park adopters" for park improvements throughout Austin. In particular, Austin City Limits Music Festival Park Grants Program has provided over \$2 million in park improvements since 2006. Grants are offered at three levels of funding: Neighborhood grants (\$500 to \$4,999), Community grants (\$5,000 to \$50,000), Impact grants (\$100,000). Funding is provided by the Austin City Limits Music Festival, community groups provide volunteers and in-kind contributions, and the City provides expertise, equipment, and labor.

For additional information visit: <http://austinparks.org>

Local festivals and cultural events provide not only a fun and engaging experience for residents, but also give them something to brag about with family and friends who live outside of the city. This not only increases the quality of place for residents, but extends the “grassroots” marketing efforts of the community.

Key Actions:

➤ **Provide spaces and consider waiving fees for arts and cultural events**

Cultural events and local art need a place to happen and be exhibited. Thus, incentives should make it easier for these events to find spaces and permitting fees can be waived to not discourage events from being held.

➤ **Promote local farmer’s markets**

Local farmer’s markets can stimulate commercial activity in two ways. They provide unique goods to consumers, thereby increasing their likelihood for purchase. Farmer’s markets also support local growers and help them to market their products.

➤ **Ensure that permitting process is amenable for the establishment of food trucks and other mobile food vendors**

Food trucks and mobile food vendors can sometimes act as a way to lower the barriers of entry for chefs and restaurateurs, in the same way that a business incubator or co-working space can help start-ups lower costs associated with common business services or office space. Local ordinances and permitting can encourage or discourage these kinds of businesses from starting. Ensuring that public policy allows them to operate is key.

A Call to Action

Economic development is one of the first things that communities need to be united on. This planning process has been built on the input of the community to provide a foundation of grassroots support. It is a process that requires sustained effort and investment from businesses, public officials, educators, and community groups. All of these strategic recommendations will not be enacted overnight, or even within a years time, because this strategy is meant to serve Pittsburg for 5 to 6 years. While working toward these goals, Pittsburg should keep in mind that:

Plans do not have a life of their own. Communities have to put them into action.

Staying united on the **goals** is key. Do not lose sight of the forest for the trees.

Building a culture of public/private partnerships is a benefit in its on right, but will be necessary to take on these strategies.

Many in Pittsburg know the challenges the community faces. Most are aware of the local assets, local infrastructure for business growth, and even the state of the local economy. Yet, what is lacking now is not knowledge, or even the ingenuity to meet with local challenges, but **urgency** to act. Thus, it is asked:

If not now, *when?*

APPENDIX

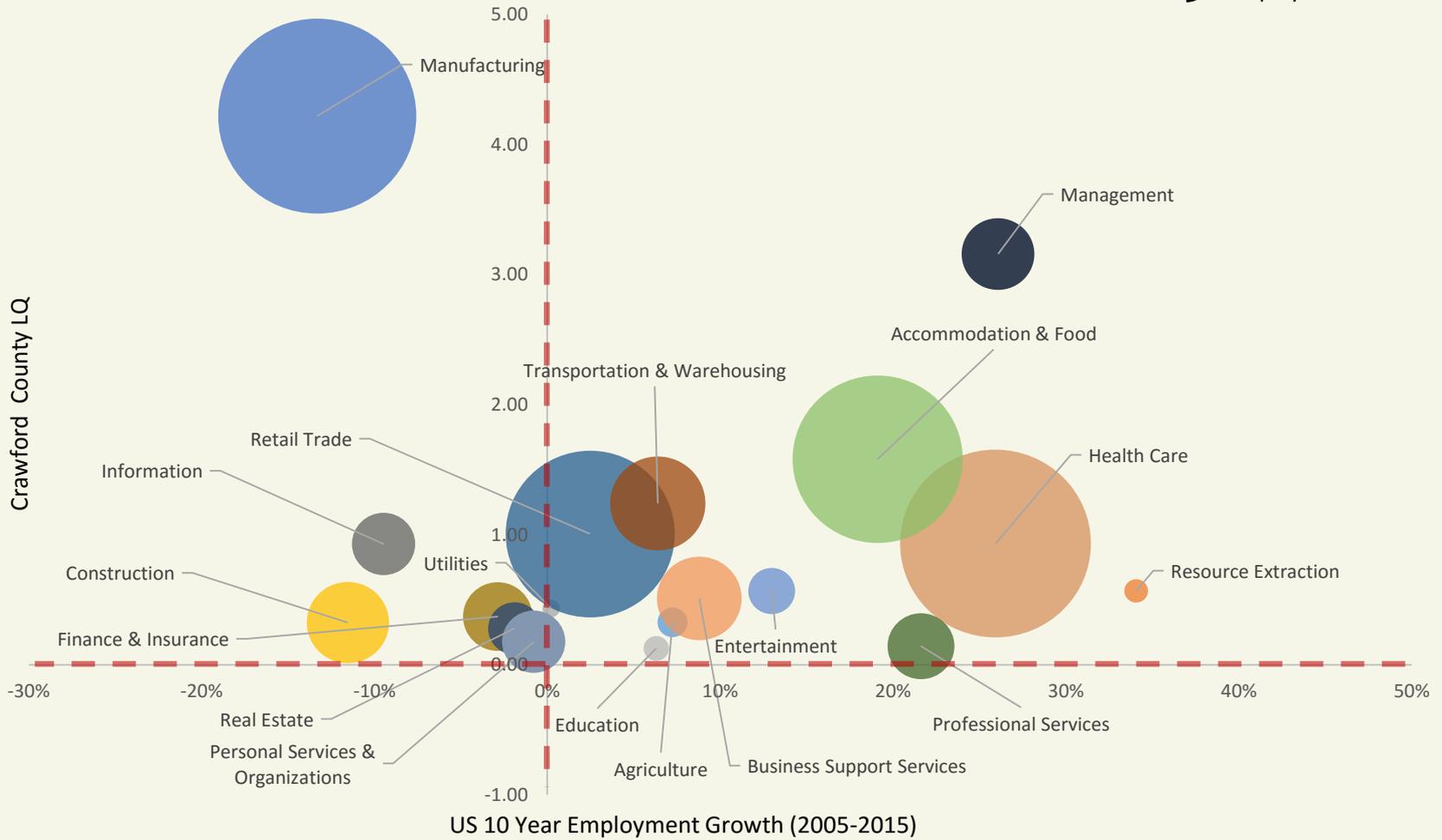


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Target Industry Trends: Local Clusters and National Growth

Crawford County Clusters

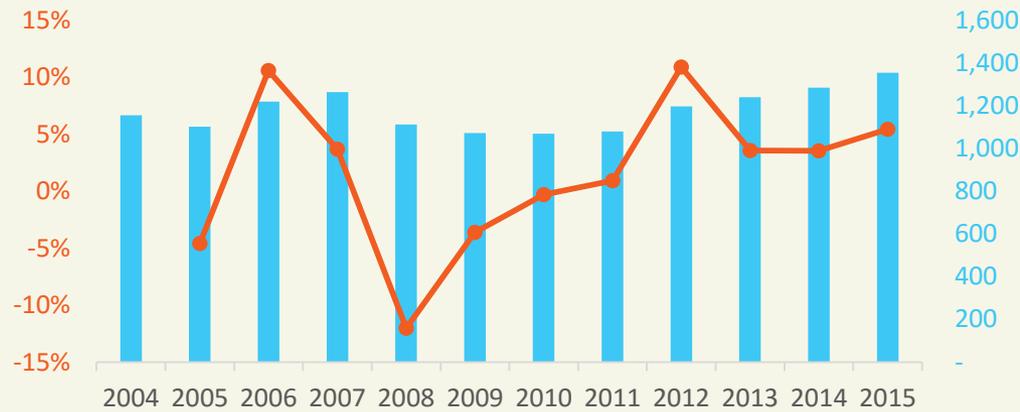
Bubble size = County Employment



Source: Bureau of Labor Statistics

Target Industry Trends: Advanced Manufacturing

Crawford County Adv. Manufacturing Employment



■ Total Employment
● Annual Change in Employment

Crawford County Adv. Manufacturing Establishments



Source: Bureau of Labor Statistics

Target Industry Trends: Advanced Manufacturing

Key Occupations in the Industry

Occupation	Regional Employment*	Regional LQ	10-year U.S. Growth Projection (%)	United States Salary	Regional Salary Index	Education Needed
Sawing Machine Setters, Operators, and Tenders, Wood	70	1.64	24.70	\$29,190	0.91	High school diploma or equivalent
Computer Numerically Controlled Machine Tool Programmers, Metal and Plastic	70	3.11	10.80	\$51,630	0.83	High school diploma or equivalent
Computer-Controlled Machine Tool Operators, Metal and Plastic	200	1.56	19.20	\$38,720	0.86	High school diploma or equivalent
Machinists	580	1.66	8.50	\$42,120	1.02	High school diploma or equivalent
Structural Metal Fabricators and Fitters	250	3.58	15.70	\$39,040	0.98	High school diploma or equivalent
Industrial Production Managers	240	1.62	9.10	\$103,720	0.78	Bachelor's degree
First-Line Supervisors of Production and Operating Workers	1,210	2.29	1.90	\$59,930	0.88	Postsecondary non-degree award
Mechanical Engineers	160	0.66	8.80	\$88,190	0.82	Bachelor's degree
Assemblers and Fabricators, All Other	200	1.00	11.30	\$29,920	0.88	High school diploma or equivalent
Industrial Machinery Mechanics	560	1.98	21.60	\$51,470	0.84	High school diploma or equivalent

Source: Bureau of Labor Statistics

Target Industry Trends: Creative & Technical Services

Crawford County C&T Services Employment



Crawford County C&T Services Establishments



Source: Bureau of Labor Statistics

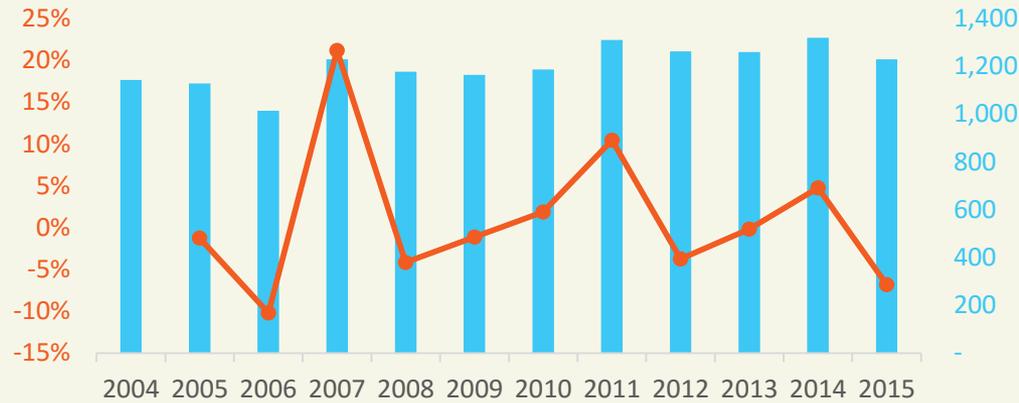
Target Industry Trends: Creative & Technical Services

Key Occupations in the Industry						
Occupation	Regional Employment	Regional LQ	10-year U.S. Growth Projection (%)	U.S. Salary	Regional Salary Index	Education Needed
Surveyors	40	1.06	25.40	\$61,880	0.86	Bachelor's degree
Surveying and Mapping Technicians	50	1.06	15.90	\$44,800	0.76	High school diploma or equivalent
Computer Programmers	80	0.32	12.00	\$84,360	0.70	Bachelor's degree
Civil Engineering Technicians	100	1.60	12.00	\$51,330	0.76	Associate's degree
Software Developers, Systems Software	0	0.00	32.40	\$108,760	0.76	Bachelor's degree
Advertising Sales Agents	150	1.14	13.00	\$61,690	0.46	High school diploma or equivalent
Computer Systems Analysts	60	0.12	22.10	\$90,180	0.57	Bachelor's degree
Computer and Information Systems Managers	80	0.27	18.10	\$141,000	0.69	Bachelor's degree
Mechanical Drafters	210	3.67	11.10	\$56,610	0.85	Associate's degree
Network and Computer Systems Administrators	280	0.85	27.80	\$82,200	0.68	Bachelor's degree

Source: Bureau of Labor Statistics

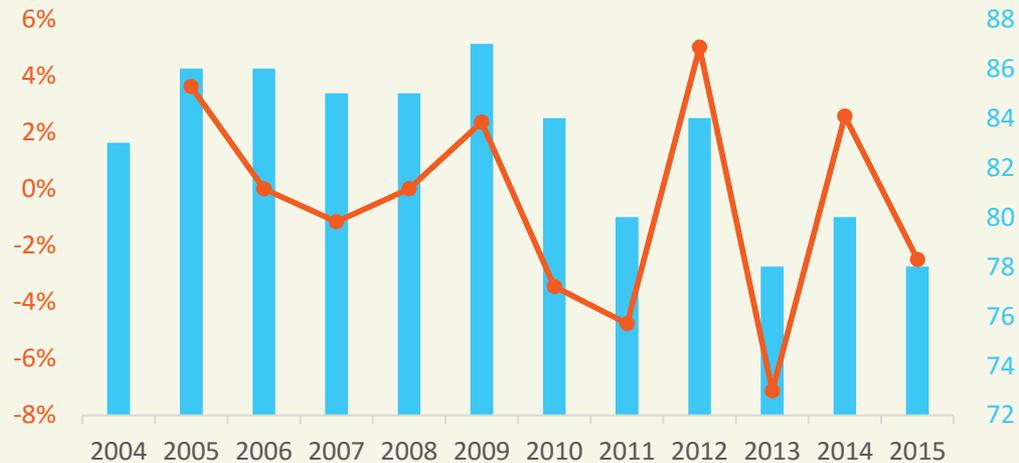
Target Industry Trends: Health Care

Crawford County Health Care Employment



■ Total Employment
—●— Annual Change in Employment

Crawford County Health Care Establishments



Source: Bureau of Labor Statistics

Target Industry Trends: Health Care

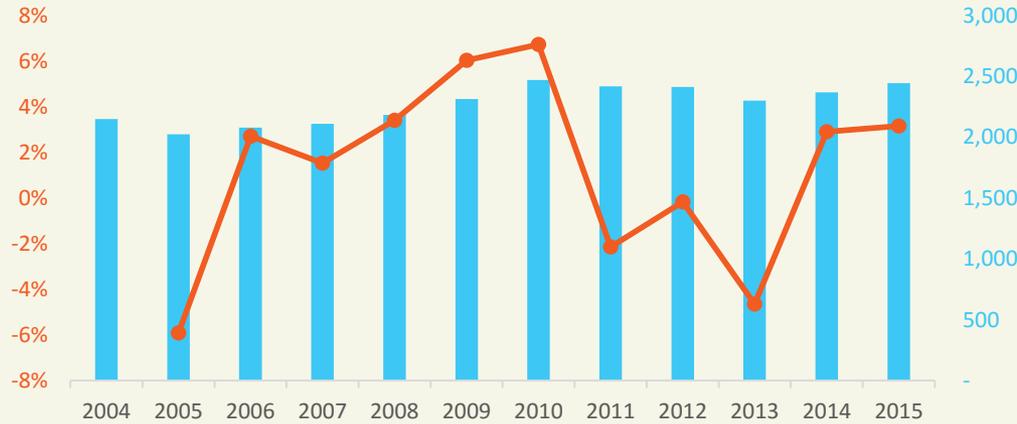
Key Occupations in the Industry

Occupation	Regional Employment	Regional LQ	10-year U.S. Growth Projection (%)	United States Salary	Regional Salary Index	Education Needed
Chiropractors	60	2.13	28.30	\$78,370	ND*	Doctoral or professional degree
Dental Assistants	210	0.74	30.80	\$36,920	0.90	Postsecondary non-degree award
Personal Care Aides	1,640	1.37	70.50	\$21,790	0.88	Less than high school
Medical Assistants	310	0.59	30.90	\$31,910	0.81	High school diploma or equivalent
Physical Therapist Aides	90	2.03	43.10	\$27,440	0.85	High school diploma or equivalent
Licensed Practical and Licensed Vocational Nurses	700	1.15	22.40	\$44,030	0.88	Postsecondary non-degree award
Medical Secretaries	320	0.69	41.30	\$34,330	0.86	High school diploma or equivalent
Medical and Health Services Managers	300	1.09	22.40	\$106,070	0.68	Bachelor's degree
Medical Records and Health Information Technicians	150	0.90	21.00	\$40,430	0.80	Postsecondary non-degree award
Medical Transcriptionists	60	1.18	5.90	\$35,720	0.85	Postsecondary non-degree award

Source: Bureau of Labor Statistics

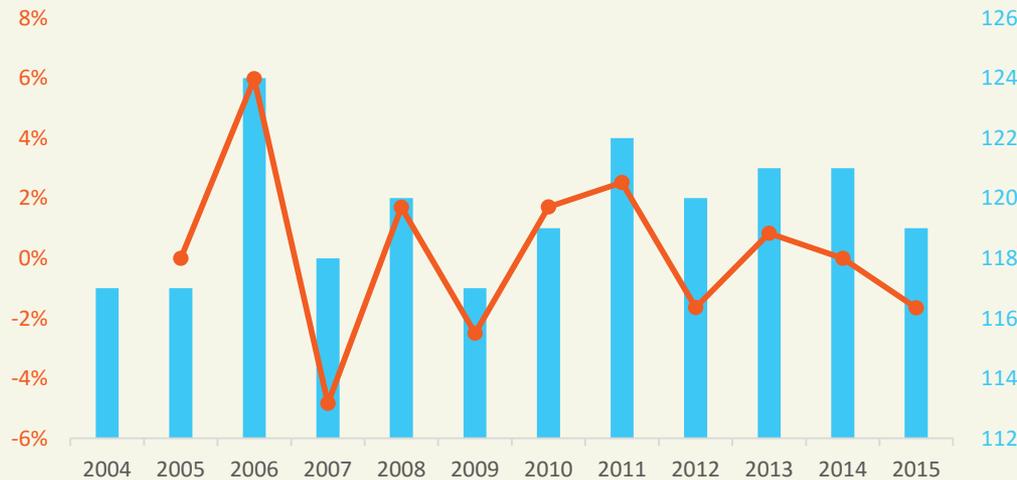
Target Industry Trends: Destination Retail & Entertainment

Crawford County Dest. Retail & Ent. Employment



■ Total Employment
—●— Annual Change in Employment

Crawford County Dest. Retail & Ent. Establishments



Source: Bureau of Labor Statistics

Target Industry Trends: Destination Retail & Entertainment

Key Occupations in the Industry						
Occupation	Regional Employment	Regional LQ	10-year U.S. Growth Projection (%)	United States Salary	Regional Salary Index	Education Needed
Retail Salespersons	2,190	0.54	16.60	\$26,340	0.96	Less than high school
First-Line Supervisors of Retail Sales Workers	1,210	1.16	8.40	\$42,900	0.78	High school diploma or equivalent
Office Clerks, General	4,160	1.61	16.60	\$31,890	0.82	High school diploma or equivalent
Cashiers	3,930	1.29	7.40	\$20,990	0.93	Less than high school
Laborers and Freight, Stock, and Material Movers, Hand	2,270	1.04	15.40	\$27,840	0.76	Less than high school
Pharmacy Technicians	400	1.20	32.40	\$31,680	0.91	High school diploma or equivalent
Human Resources Assistants, Except Payroll and Timekeeping	80	0.66	11.20	\$39,180	0.89	High school diploma or equivalent
Pharmacists	160	0.62	25.40	\$119,270	1.03	Doctoral or professional degree
Shipping, Receiving, and Traffic Clerks	800	1.35	0.30	\$32,350	0.92	High school diploma or equivalent
First-Line Supervisors of Helpers, Laborers, and Material Movers, Hand	130	0.84	27.20	\$49,670	0.81	High school diploma or equivalent

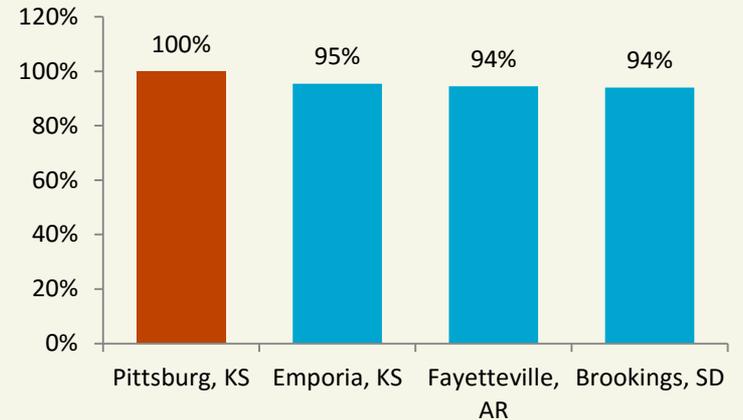
Source: Bureau of Labor Statistics

Cost of Operations Analysis

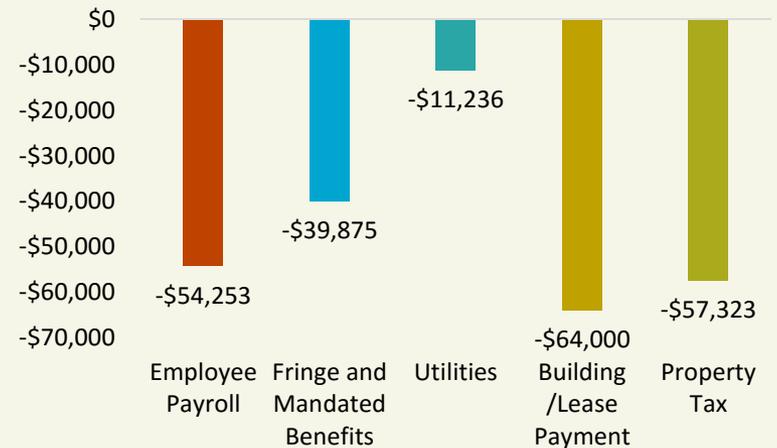
Health Care Business Demographics

	Medical Research Lab
Employees	50
New or Existing?	Existing
Building Size (SqFt)	40,000
Capital Investment (Equipment, Machinery, etc.)	\$11.5 Million
Electricity Demand (Monthly)	88,000 kWh
Water Usage (Monthly)	120,000 gallons

Total Annual Operating Cost Index



Pittsburg Cost Savings by Type

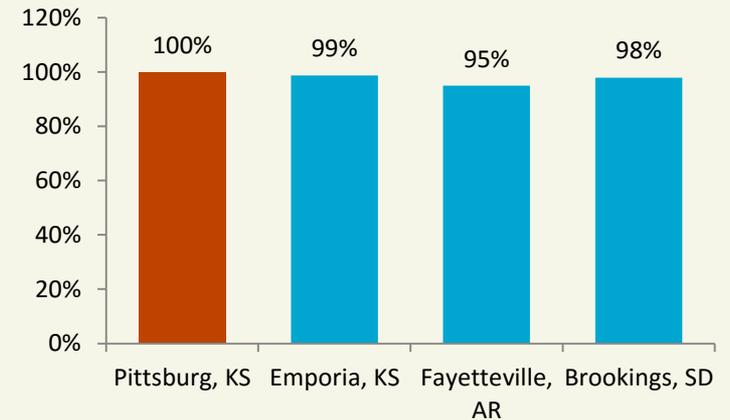


Cost of Operations Analysis

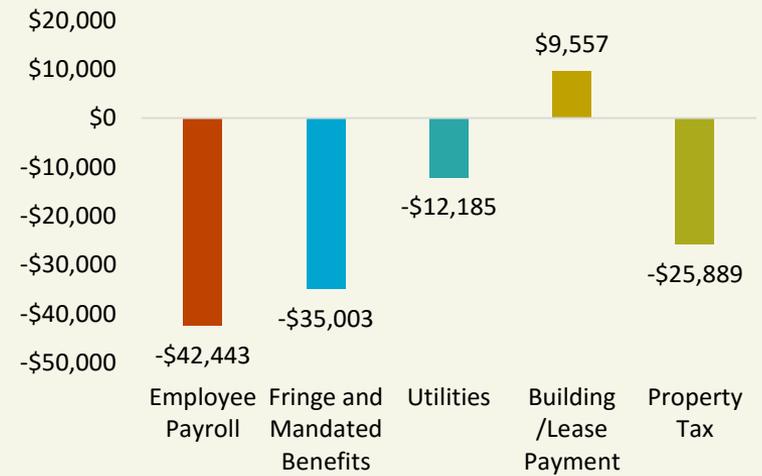
Advanced Manufacturing Business Demographics

	Medical Device Manufacturer
Employees	55
New or Existing?	New
Building Size (SqFt)	30,000
Capital Investment (Equipment, Machinery, etc.)	\$10 Million
Electricity Demand (Monthly)	100,000 kWh
Water Usage (Monthly)	200,000 gallons

Total Annual Operating Cost Index



Pittsburg Cost Savings by Type

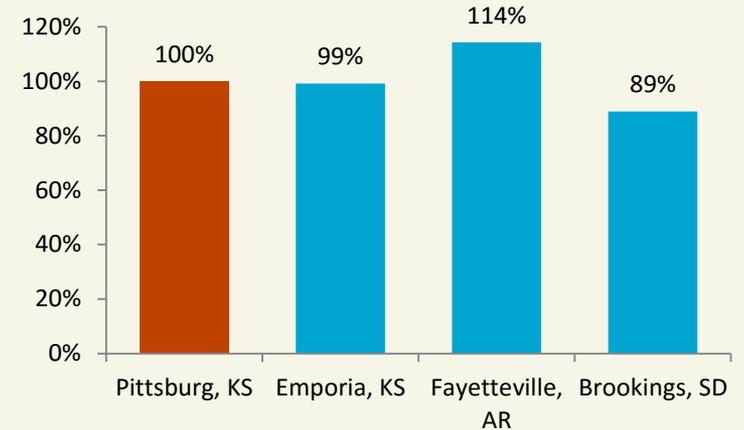


Cost of Operations Analysis

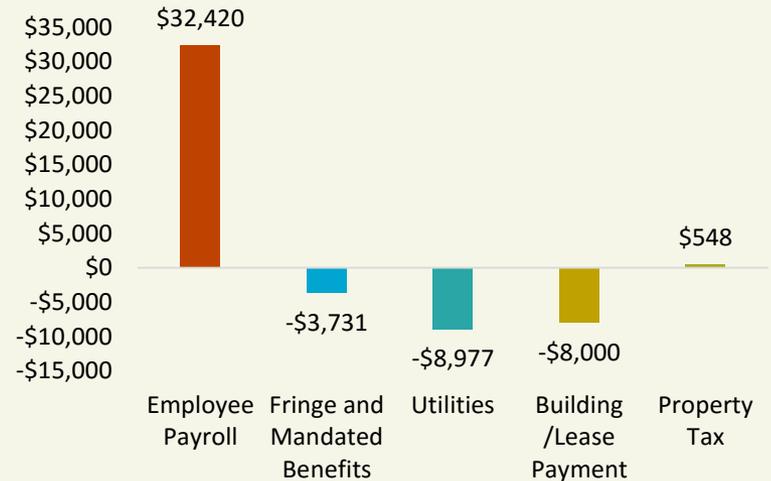
Creative & Technical Services Business Demographics

	Web App Design Office
Employees	20
New or Existing?	Existing
Building Size (SqFt)	5,000
Capital Investment (Equipment, Machinery, etc.)	\$150,000
Electricity Demand (Monthly)	75,000 kWh
Water Usage (Monthly)	15,000 gallons

Total Annual Operating Cost Index



Pittsburg Cost Savings by Type



Key Performance Metrics

Key performance metrics, such as those listed here, provide any economic development team with the hard data to better understand their own local economy and their efforts. Many of these items are also the kinds of information that site location consultants would need to have to help inform a business' site location decision.

Pittsburg should work to keep track of these metrics and consider reporting on a number of them on an annual or quarterly basis to the public (with a report posted online). Not all information will be specific to the City of Pittsburg, but having an understanding of county-wide or regional performance can also be informative.

Business Climate

Permitting

- Number of commercial/residential permits issued annually
- Average duration of commercial/residential permitting process
- Percentage of permitting completed online
- Ratings of permitting process through post-permitting survey

EDO

- Deal conversion rate (rate of prospects into projects)
- Number of prospect inquiries
- Number of prospect visits
- Number of annual BR&E visits
- Percentage of businesses surveyed and profiled
- Ratings of overall business climate through BR&E survey

Marketing and Branding

- Website visitor engagements
 - Average number of clickthroughs on website
 - Average number of page views by visitors
 - Average time spent on website
- Number of social media followers (twitter, linkedin, facebook, etc.)
- Number of social media shares (re-tweets, likes, etc.)
- Number of subscribers to content (newsletter)
- BR&E survey

Key Performance Metrics

Economy

- Average wage
- Total wages and percent change
- Per capita income
- Public vs. private sector income
- Total new jobs
- Average wages for new jobs
- GDP growth
- Population/ demographic changes
- Higher degree attainment of 25-44 demographic
- Local new job listings
- Unemployment rate

Quality of Life

- High school graduation rates
- Average commute times
- Regional cost of living
- Housing prices
- Rent as a proportion of household income
- Health care coverage
- Property crime rates
- Violent crime rates
- Civic engagement

Entrepreneurial Metrics

Business Creation

- New business starts (incorporations)
- Number of incubated businesses

Capital and R&D Activity

- Angel and venture funding
- R&D spending
- ROI of private investment to public investment (annual)

Infrastructure

Residential

- Average price of multi family rent
- Average price of housing sales
- Average price of new homes
- No. of months in single family inventory

Commercial

- Office, industrial absorption/vacancy
- Office, industrial price/square feet
- Average no. of days to issue development permits

Transportation

- Average commute time
- Average speed on major roadways, including highway

Target Industries

Growth

- Jobs created/lost related to target industries
- Number of total firm expansions/relocations
- Total capital investment
- ROI of ED budget to total new jobs and income (annual)

Target Industry Talent Pool

- Total number of annual higher degree graduates
- Percentage of annual STEM related graduates vs. non-STEM graduates
- Number of high school graduates
- Percent of high school graduates enrolling in college/technical school
- Number awarded certificates via workforce development programs

International

- Foreign direct investment
- Number of international inquiries
- Number of qualified leads

Implementation Matrix

To guide implementation of this strategy, a document (referred to as the implementation matrix) designating timeline and responsibilities for each action has been developed. The implementation matrix is provided as an editable excel document separate from the body of this report. A sample illustrating the structure of the document is provided below.

1	A	B	Implementation Timeline			Implementation Partners							Q	R		
			Short Term (1 Year)	Mid Term (2-3 Years)	Long Term (3 years+)	Economic Development Office	City Government	Public Schools	Local Utilities	Workforce Development Entities	Private Sector Leaders					
2	Economic Development															
3	Priority 1															
4	L	Strategy 1														
5	1	Action		X			X	X	1			X	X			
6	2	Action		X			X	1	X				X			
7	3	Action			X		X	1					X			
8	4	Action		X			X	X	X				1			
9	II.	Strategy 2														
10	1	Action		X			X	1					X			
11	2	Action			X		X	1		X			X			
12	3	Action		X			X	1	X				X			
13	4	Action		X			X	1	1	X			X			
14	5	Action			X		X	1					X			
15	III.	Strategy 3														
16	1	Action			X		X	1					X			
17	2	Action			X			1								
18	3	Action		X			1	X					X			
19	4	Action		X			X	1								
20	IV.	Strategy 4														
21	1	Action		X			1	X	X				X			
22	2	Action		X			X	1								
23	3	Action		X			1	X								
24	4	Action		X			1	X					X			
25	5	Action		X			1						X			
26	6	Action		X			X	1								
27	V.	Strategy 5														
28	1	Action			X											
29	2	Action		X									X			
30	3	Action			X											
31	4	Action			X		X									
32	VI.	Strategy 6														
33	1	Action					1	X	X			X	X			
34	2	Action					1	X				X	X			
35	3	Action					1	X				X	X			
36																
37	Priority 2															
38	L	Strategy 1														
39	1	Action		X			1	X								
40	2	Action			X		1	X								
41	3	Action				X	1	X		X						
42	II.	Strategy 2														
43	1	Action		X			1	X								
44	2	Action		X			1						X			
45	III.	Strategy 3														
46	1	Action			X		X	1					X			
47	2	Action		X			1	X					X			
48	3	Action		X			1	X					X			
49																
50	Priority 3															
51	L	Strategy 1														

Sample

Economic Development Organizations

ECONOMIC DEVELOPMENT ORGANIZATIONS

Industrial Asset Management Council (IAMC)

Founded in 2002, the IAMC describes itself as “the leading association of industrial asset management and corporate real estate executives, their suppliers and service providers, and economic developers.”

Membership in the IAMC provides access to the organization’s bi-annual meetings. These meetings provide high-quality education and networking opportunities in a low-key, professional environment.

For more information, visit:

<https://www.iamc.org/>

American Chambers of Commerce Abroad (AmChams)

Organized under the U.S. Chamber of Commerce’s International Division, AmChams are organizations of business leaders that represent U.S. business interests to the government, business leaders, and communities of the host countries. Currently, there are 116 AmChams representing U.S. business interests in 103 countries worldwide. Membership in AmChams not only provides networking opportunities and business leads, but also access to publications, libraries, and consolidated information on business climate’s and regulations.

For more information, visit:

<http://www.amchamsineurope.com/>

<https://www.uschamber.com/international/directory>

<http://www.aaccla.org/amchams/>

SelectUSA

Created by the Federal Government under the Department of Commerce, SelectUSA was created to showcase the United States as a prime location for business. To this end, SelectUSA provides both industry profiles and a searchable guide on Federal grants, loans, loan guarantees, and tax incentives. SelectUSA also provides Economic Organization Development Counseling to state, regional, and local organizations. This counseling includes best practices, outreach methods, and marketing strategies.

For more information, visit:

<http://selectusa.commerce.gov/>

Site Selector’s Guild

The Site Selector’s Guild is the most prestigious professional organization for corporate site selectors in the world. Founded in 2010, the Guild maintains the highest standards of membership, with demonstrated site selection experience and peer vetting both requirements for membership.

The Site Selector’s Guild seeks to push professional site selection to the forefront of corporate location decisions through collaboration between site selectors, corporate customers, and economic development organization. The Guild also seeks to create the future of professional site selection through education opportunities and mentorship of the next generation of site

For more information, visit:

<http://www.siteselectorsguild.com/>

Target Industry Conferences

Advanced Manufacturing

<p>Defense Manufacturing Conference (DMC)</p>	<p>The DMC is where top government and industry leaders and manufacturing subject matter experts get together to communicate and collaborate on policies, strategic direction, best practices, funding opportunities, and the latest innovations in support of defense manufacturing priorities.</p> <p>http://dmcmeeting.com/pages/overview.html</p>	<p>Denver, Colorado</p>	<p>Nov 28- Dec 1, 2016</p>
<p>National Plastics Exposition</p>	<p>NPE2018: The Plastics Show has it all, from the full array of plastics-related services, equipment, suppliers, and resources to the industry's emerging innovations, expert insights and game-changing opportunities that are driving the market today. As the world's largest event for plastics, NPE attracts more than 65,000 professionals.</p> <p>http://www.npe.org/</p>	<p>Orlando, Florida</p>	<p>May 7-11, 2018</p>
<p>Medical Design & Manufacturing West</p>	<p>The world's largest annual medtech event has helped take medical devices from concept to market by uniting cutting-edge technology for 32 years. Source from the world's largest collection of suppliers. Connect with over 20,000 engineers and executives. Learn from industry luminaries presenting their insights.</p> <p>http://mdmwest.mddionline.com/</p>	<p>Anaheim, CA</p>	<p>Feb 7-9, 2017</p>
<p>International Manufacturing Technology Show</p>	<p>One of the largest industrial trade shows in the world, featuring 2,407 exhibiting companies and 115,612 registrants. Manufacturing industry professionals from all over the world attend IMTS to see more than 15,000 new machine tools, controls, computers, software, components, systems and processes that can improve their efficiency.</p> <p>https://www.imts.com/</p>	<p>Chicago, IL</p>	<p>Sept 10-15, 2018</p>

Target Industry Conferences

Creative & Technical Services

Electronic Imaging 2017	<p>For nearly 30 years, the Electronic Imaging Symposium has been serving those in the broad community—from academia and industry—who work on imaging science and digital technologies. The breadth of the Symposium covers the entire imaging science ecosystem, from capture (sensors, cameras) through image processing (image quality, color, and appearance) to how we see and interpret images. Applications covered include security, virtual reality, machine vision, and data analysis, among others.</p> <p>http://www.imaging.org/Site/IST/Conferences/EI_2017/Symposium_Overview.aspx?WebsiteKey=6d978a6f-475d-46cc-bcf2-7a9e3d5f8f82&hkey=4b5eca92-e2dc-4ba2-b33b-f531d99ff6df&New_ContentCollectionOrganizerCommon=3</p>	Burlingame, CA	Jan 29-Feb 2, 2017
ISTE 2017	<p>The world's largest and most comprehensive ed tech meeting. ISTE attracts 500 companies, 1,000 sessions and 16,000 educators. ISTE provides attendees with opportunities to connect with other innovative educators and to push the boundaries of education by harnessing the power of technology to advance learning and teaching.</p> <p>http://conference.iste.org/2017/</p>	San Antonio, TX	June 25-28, 2017

Target Industry Conferences

Health Care

HIMSS	The largest health IT event in the industry, HIMSS17 brings together healthcare professionals, clinicians, and executives from around the world to explore and discover new ways to advance innovation, make a greater impact, and improve outcomes. http://www.himssconference.org/	Orlando, FL	February 19-23, 2017
Interphex	INTERPHEX is a premier pharmaceutical, biotechnology, and medical device development and manufacturing event and sponsored by the Parenteral Drug Association (PDA). Dedicated to Innovation, Technologies and Knowledge, the show focuses on the entire product development life cycle. http://www.interphex.com/	New York, NY	March 21-23, 2017
BioMedevice	Connecting top suppliers and new technology, BioMedevice is a trade show for those in the medical device manufacturing industry. BioMedevice also includes a speed-networking event that allows attendees to quickly connect. http://biomedevice.mddionline.com/	Boston, MA	May 3-4, 2017
Institute for Healthcare Improvement Annual Forum	2016 marks the 28th year of an event that has shaped the course of health care quality improvement in profound, enduring ways — IHI's annual National Forum on Quality Improvement in Health Care. This conference is more than a chance to network with nearly 6,000 health care professionals and gain actionable ideas for your organization. It's also an opportunity to play a part in effecting real change in health care quality and safety. http://www.ihl.org/education/Conferences/Forum2016/Pages/default.aspx	Orlando, FL	December 4-7, 2016

Target Industry Conferences

Destination Retail & Entertainment

Retail Live!	Retail Live! is a unique trade show in that, with the exception of a few VIP sponsors, only retailers are allowed to have an exhibit at the show. This gives brokers, developers, and municipalities an opportunity to directly present their markets and available properties to actively expanding regional retailers. https://www.retaillive.com/about-us/	Chicago, IL	March 2, 2017
Roam Mobile Food Expo	This conference is an exhibition of mobile food vendors, food educators, suppliers, and government policy makers where interested individuals can learn about best practices and the trends in this growing industry. https://www.roamconference.com/home	Oklahoma City, OK	April 1-2, 2017

About AngelouEconomics

AngelouEconomics partners with client communities and regions across the United States and abroad to candidly assess current economic development realities and identify opportunities.

Our goal is to leverage the unique strengths of each region to provide new, strategic direction for economic development.

As a result, AngelouEconomics' clients are able to diversify their economies, expand job opportunities and investment, foster entrepreneurial growth, better prepare their workforce, and attract 'new economy' companies.

To learn more, visit www.angeloueconomics.com



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