



TARGET SELECTION

Target Sector Selection Regional Economic Growth Strategy for the Pennyriple Region

Prepared for the:
West Kentucky Workforce Investment Board and the
Pennyriple Area Development District



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INTRODUCTION

This report, *Target Selection*, is part of a process to develop an Economic Development Strategy for the Pennyriple, Kentucky region. It identifies 5 target sectors that should serve as the focus of future economic development efforts in the region. An accompanying document, *Target Profiles*, provides detailed research and background information to assist community leaders as they pursue these targets.

The evaluation of target sectors builds off of prior research conducted as part of the strategic planning process including consultant tours of the region, industry and stakeholder interviews, economic and workforce analysis, and our own knowledge of national trends in industry development. The report will serve as the launching point for developing specific strategies for the region for community asset building, branding and marketing, and organizational coordination. A supporting document, *Target Profiles*, provides detailed information on each target's growth trends, competitive considerations, and a summary of the opportunity for the Pennyriple region.

The WKWIB, PADD, and consulting team thank the U.S. Department of Commerce's Economic Development Administration and the U.S. Department of Labor for providing funding for this project:



About the Regional Economic Growth Strategy

In April 2010, the Pennyriple Area Development District (PADD) and West Kentucky Workforce Investment Board (WKWIB) began a process to create a *Regional Economic Growth Strategy*, consisting of a workforce analysis and an emerging sector analysis and plan. National consultants Avalanche Consulting, Inc. and the Council for Adult and Experiential Learning (CAEL) were hired to complete this Strategy. The focus of the project is to competitively position and sustainably grow the Pennyriple region's economy through the next 10 years and beyond. Working closely with PADD and the WKWIB, the consulting team will provide a fresh approach to job creation and prosperity by aligning workforce and economic development activities across the region.

The Pennyriple region consists of nine counties located in the western area of Kentucky: Caldwell, Christian, Crittenden, Hopkins, Livingston, Lyon, Muhlenberg, Todd and Trigg. Since a significant part of the region's economy is linked to the Clarksville-Hopkinsville metro, some of our research also includes Montgomery County, TN.

For more information on the project, visit www.PennyripleFuture.com



WHY TARGET?

Targeting economic development and workforce development initiatives on specific sectors of the economy has become a proven technique for generating economic growth. It helps communities concentrate their resources on a handful of audiences that promise the highest return on investment and job creation. Targeting has been a central tenet for many of the world's most successful economies and continues to be at the root of many rapidly emerging economic powerhouse regions.

The reasons are two-fold. **First, focusing growth efforts around a specific set of industry sectors allows a community to develop clusters of interrelated businesses.** Clusters form among businesses with similar end-consumers, supply chains, workforce needs, operations, and technology. It is only through focused effort and attention that clusters of similar economic activity begin to develop. Cluster development is attractive because once a cluster begins to establish itself, it tends to be a self-fueling growth engine. Companies within clusters are more profitable and efficient due to their ability to cross-pollinate their organizations with the best talent, proven processes and innovation. This attracts other leading firms, which help the region to retain its best and brightest companies and workers. Eventually, these innovative companies and talent workers discover new breakthroughs or make new advancements, and completely new industry sectors are spawned.

Second, targeting is critical because resources available for economic development are scarce. The communities that make the most efficient use of staff time and budget are often the most successful. Each year, thousands of communities compete for a limited number of company expansions and relocations. Success takes time, money, and manpower. Creating a targeted economic development program involves identifying sectors that best fit the community, developing a deep understanding of those industries, investing in local infrastructure to support their needs, aligning workforce training, and engaging in a custom tailored marketing campaign. To develop the expertise necessary to attract a large number of sectors would be a difficult proposition and would ultimately dilute the region's impact. In trying to be everything to everyone, the community will fall short.

What this boils down to is simple: **successful regions have a good understanding of what they have that sets them apart and continually strive to maintain a leadership position in these areas.** New economic development does not occur in a region by chance. To spur growth and develop true economic clusters takes proper planning and a good deal of hard work.

The communities that succeed in generating economic growth will be those that take a diligent and deliberate approach to their future. With a concerted effort, strong collaboration, and determined leadership, the Pennyrile region will be well-positioned to grow the target sectors identified in this report.



BALANCING TARGETS

A target list should consider that each audience will require a different mix of organizational efforts. Recruiting manufacturing companies may focus on an external marketing campaign, for example, while entrepreneurial targets require program development focused on the local community.

Avalanche presents the following categories of targets for the Pennyrile region:

- 1) **Recruitment**: These targets are typically the focus of economic developers, who conduct marketing campaigns, attend industry conferences, and respond to state information requests for their prospects.
- 2) **Retention**: Most communities have a “BEAR” program (Business Expansion and Retention), which puts local ambassadors in front of a community’s larger employers to hear their needs and identify companies at risk of closure.
- 3) **Expansion**: Avalanche considers an expansion target to be different from retention activities. Providing expansion services includes helping a local company to identify new hires for their growth plan, identify and pursue new markets for their goods/services, or innovate new products. Expansion activities are revenue-oriented.
- 4) **Startup**: Some industry sectors are ideally suited for entrepreneurship. Traditionally, incubators and SBDCs are the service providers that assist small businesses to expand. These companies sometimes need expansion services as described above, but also need structural assistance (corporate formation, partnership development, funding assistance) which requires a different set of services than traditional economic development organizations are prepared to deliver. And quite often, entrepreneurs benefit the most from organized (but informal) interactions with their peers and experienced mentors.
- 5) **Community Ventures**: This type of target requires a high level of participation from local government agencies, non-profits, and/or industry associations. Each contributor has varying levels of “stake” in the success of the project. Stakeholders can include local, state, and federal agencies, funders, and advisors. See the diagram below for additional explanation:



The Community Ventures Concept



“Ready, Aim, Fire”

Ready Team:

ED/WD partners
Local companies/stakeholders

+ Aim Team:

Advisors/Experts (local/national)
Local investors
State university technical assist.

+ Fire Team

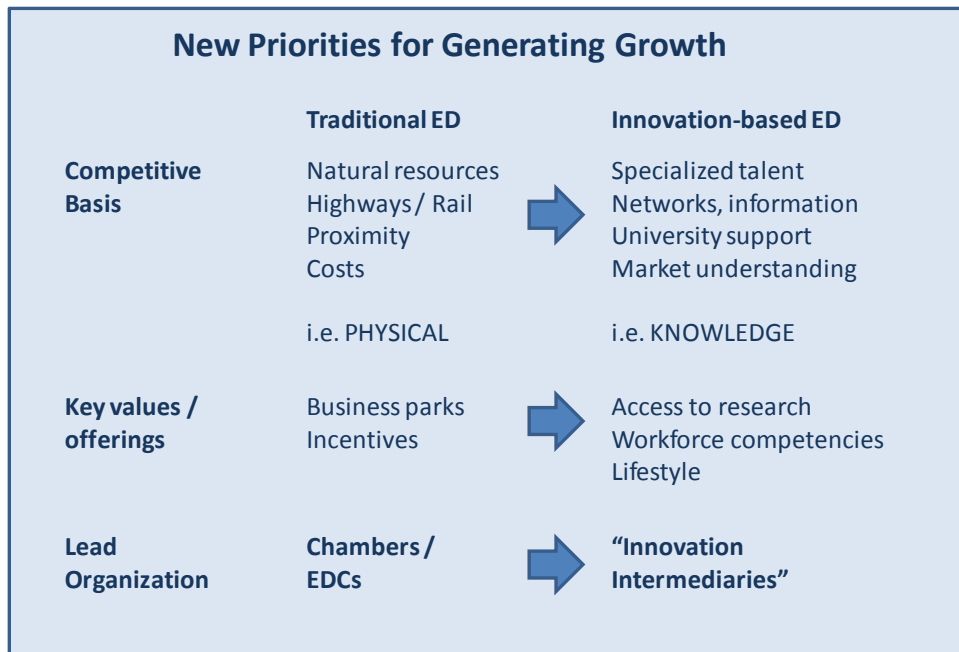
Federal/state grants
Local implementers

Public-private partnerships are not new, but have not been considered a formal component of economic development strategies. Typically, projects are conceived and pursued on an ad hoc basis and are announced to the surprise of the community when they are completed or funded.

The “Community Ventures” concept calls for a more formalized approach to the identification, evaluation, and implementation of stakeholder-driven projects. The Commonwealth Agri-Energy Ethanol Plant is an excellent example of private and public investors coming around an opportunity and securing the financing to make it happen. Downtown reinvestment programs such as TIFs or management districts use property owner-approved tax increases to fund investments that benefit all businesses in the district, or to market events to outside tourists. The repurposing of empty buildings brings public and private interests together to create a business incubator, community kitchen, or an activity/conference center. More radical efforts include the investment of public and investor dollars into production facilities to retrain workers to manufacture and sell new products.

Large levels of federal and state grant dollars for innovative concepts and projects means that “community ventures” should be considered more purposefully by community economic development organizations, particularly those that struggle to create or attract jobs. In fact, the next decade’s motto for the next-

Too often, communities focus their resources on recruitment – a long-standing focus for economic development agencies across the U.S. – even when startup activity and local business expansions may be creating more jobs. Due to this changing landscape, many communities are starting to create new “innovation intermediaries” to fill needs that don’t fall within traditional economic development priorities:



Innovation intermediaries come in various shapes and sizes: business accelerators, research parks, entrepreneur associations, research institutes, and issue-focused economic development non-profits.

The rest of this report provides a detailed explanation of Avalanche’s recommended target sectors for the Pennyrile region in the areas of recruitment, expansion, startup, and community ventures. The *Economic Development Strategy* will contain recommendations for aligning resources, improving infrastructure, and marketing to these target audiences.

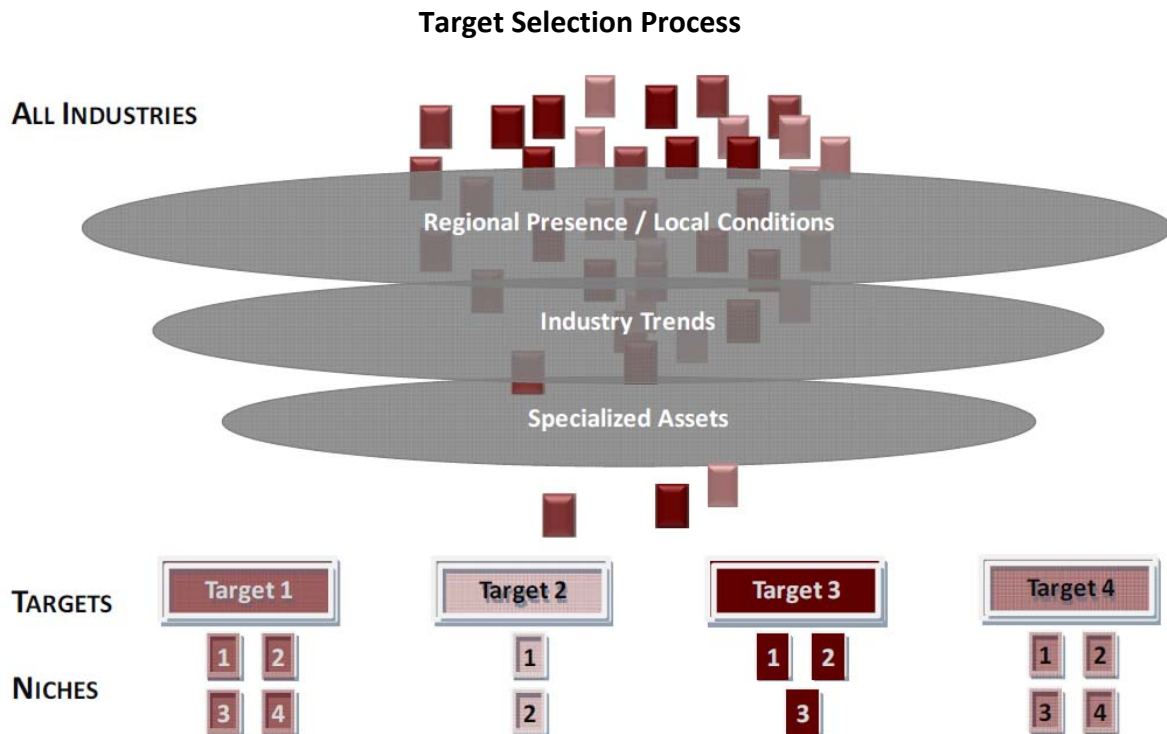


SELECTION PROCESS

The selection of the target sectors for the Pennyrile region follows an iterative process. Individual sectors are examined through research:

- Does the local asset base match the needs of the industry? Avalanche considers physical infrastructure, current businesses, workforce skills, and cost conditions.
- Is the industry growing at the national level and offer opportunities for communities to participate?
- Does the local community exhibit areas of relative competitiveness, which would compel an industry to relocate or expand locally versus elsewhere in the U.S.?
- Does the industry's "ROI" match the community's vision? We consider the impact on job creation and increasing the average salary.
- Does the target provide some type of "strategic" value to the community, such as creating synergies with assets or industries already found in the region?

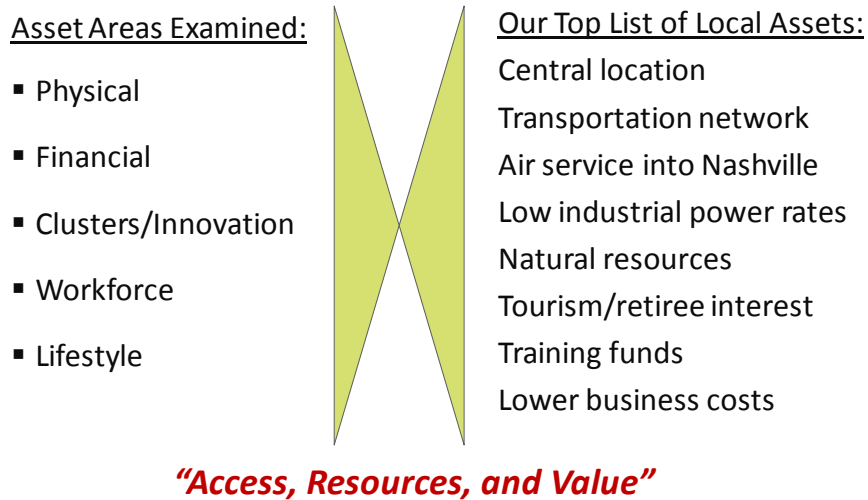
Research and a stakeholder/employer input process is conducted and the broader list of potential targets is narrowed down to a final "best list" for the region. "Niche" targets are identified under a smaller set of macro targets, as shown by the following diagram:



To provide an understanding of how target sectors were identified, this report begins with a review of several key findings from earlier studies in the Pennyrile region’s *Economic Development Strategic Planning Process*.

Summary of Sector Analysis Findings

The table below illustrates the findings of an Asset Map that critically evaluates the strengths and challenges of the region.



Assets were examined across five core topics: physical infrastructure, financial climate, industry clusters and innovation, workforce, and quality of life. From this evaluation, the region’s top assets were identified.

The region’s core competitive assets can be fit within three categories: “Access, Resources, and Value”. The region is strong from a transportation and access perspective, as most stakeholders, companies, and citizens recognized in our input process. Abundant natural resources serve strong agricultural, ethanol, and food industries. Industrial parks serve as resources for manufacturers and distribution. Tourism amenities, particularly parks, lakes and picturesque farm land, have attracted retirees to the region and provide workers with a high quality of life environment as a low cost. A history of manufacturing and workforce development training programs have yielded a workforce that gets the job done at a good price (though employers say recruiting higher-skill workers is difficult).

After identifying the region’s assets, the consulting team examined the region’s competitiveness trends across major industry sectors and in comparison to the U.S. The following table summarizes those findings:



Summary of Competitiveness Trends

Pennyrile, KY Region

Major Industry Sector	Local Relative Concentration	Local Job Growth, Historical	Local Job Growth, Forecast	US Job Growth, Forecast	Local Competitiveness Trend
Agriculture	Very High	Negative	Negative	Slightly Negative	Advancing
Construction	Average	Moderate	Moderate	Low-Moderate	Advancing
Manufacturing	Above Average	Very Negative	Negative	Negative	Lagging
Retail	Above Average	Slightly Negative	Slightly Positive	Slightly Positive	Lagging
Transportation & Warehousing	Average	Very High	Moderate	Slightly Positive	Advancing
Information	Very Low	Slightly Positive	Slightly Positive	Slightly Positive	Flat
Professional Services	Low	Very High	Very High	High	Advancing
Administrative Services	Low	Negative	Very High	High	Advancing
Health Care	Average	Moderate	Moderate	High	Lagging
Accommodation and Food	Below Average	Moderate	Low	Low	Flat
Other Services	Average	Moderate	Moderate	Moderate	Advancing

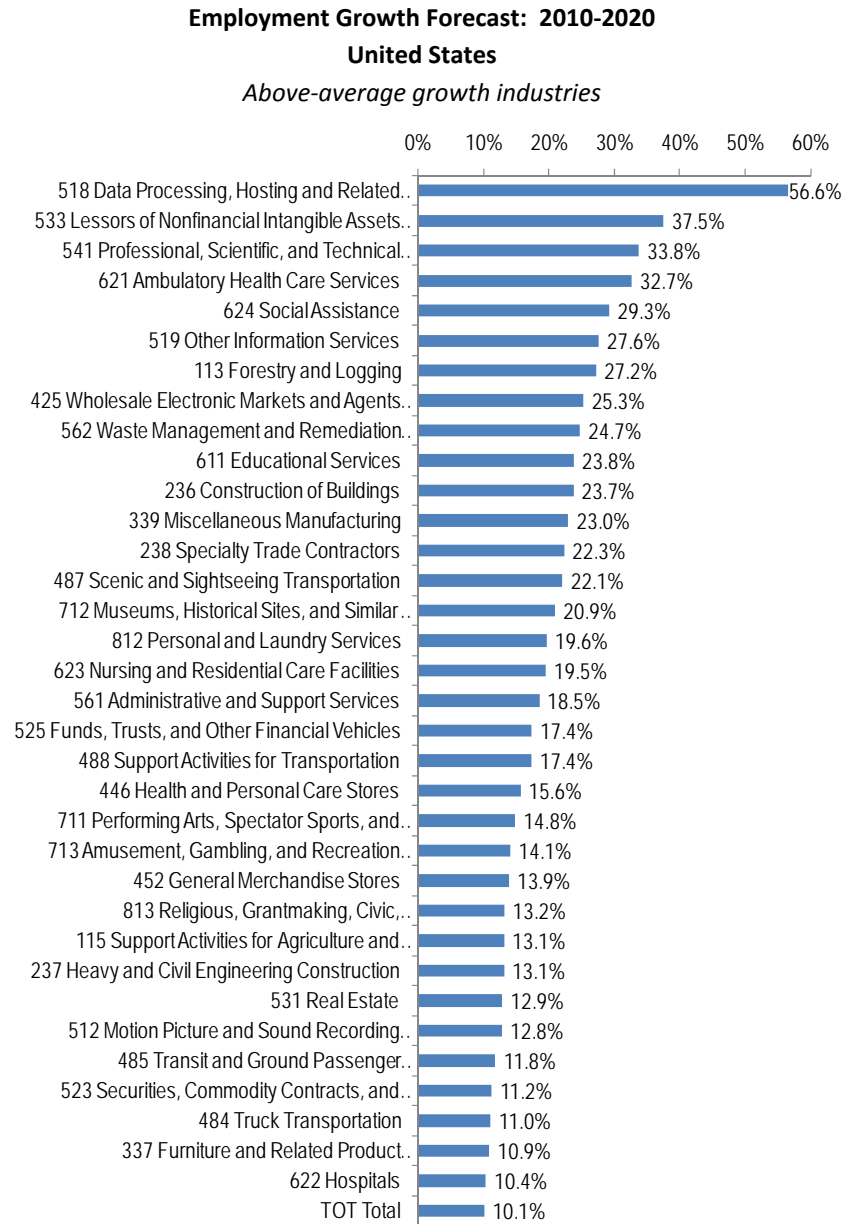
Source: Avalanche Consulting analysis

The Pennyrile region has been historically defined by its agricultural roots and transition to a manufacturing economy. More recently, the economy has benefited from the location of large distribution centers and the health care economy has performed reasonably well.

Today, trends point to yet another “rebalancing” of the economy. Traditional sectors in agriculture and manufacturing still have high concentrations (location quotients greater than 1) but are losing jobs, which is also seen at the national level. Small sectors are emerging in professional services and back office operations, which are playing catch-up locally to national trends. Health care is increasing its share of the local economy and creating jobs, but at a slower rate than seen nationally. Warehousing achieved strong growth in recent years and all signs point to continued growth at the local and national level. Local growth in retail (which is connected to tourism) is negative and lagging the rest of the local economy despite positive national growth trends.

Overall, the region's industry composition is turning upside down: previously large, growing industries have reversed their growth trend (at least on a jobs basis for the agricultural industry) and under-developed sectors are emerging as high growth.

An evaluation of the region’s assets must be balanced with an eye on what is happening within the national and global marketplace. Part of the sector analysis included a look at the industries forecasted to experience the highest annual growth rates over the next 10 years in the United States:



Source: EMSI

Currently, many of these fast growing industry sectors at the U.S. level have little to no presence in the Pennyrile region. If the region is to keep pace with the nation, some of these fast growing sectors must be nurtured, or at least kept “in mind” as the community moves forward. (See the end of this report for a list of low-growth industries and negative growth industries.)

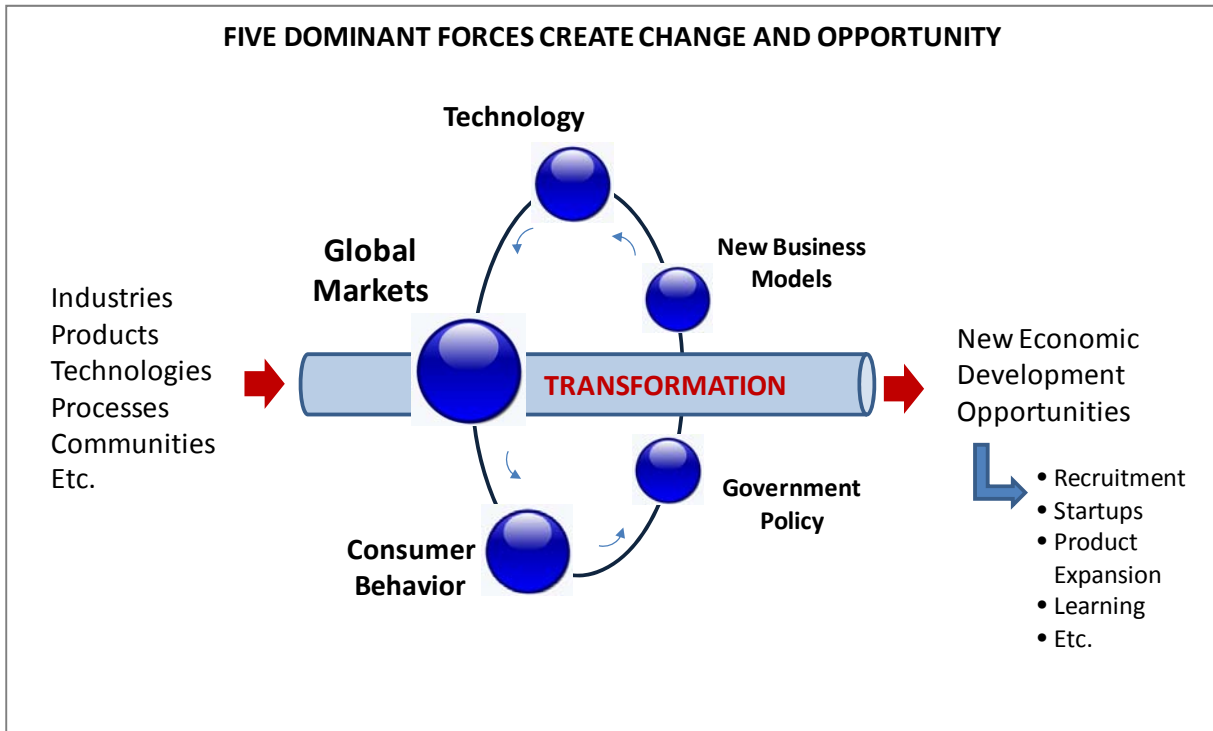


Finally, to grow the Pennyrile region’s economy, one must also examine the “Global Forces” that create change and opportunities in prospective target sectors. Avalanche Consulting continually monitors trends in technology, industry, and globalization to assist clients with anticipating where the economy is moving. Understanding the drivers of growth, or at least the change-agents at play, will help position the Pennyrile region to participate in future economic growth and opportunity.

Through extensive research, Avalanche Consulting organizes Global Forces within the following five topic areas:

- **Technology**
- **Global Markets**
- **Consumer Behavior**
- **New Business Models**
- **Government Policy**

These topics, and the Global Forces within each, will affect every company, industry, organization, and individual in the Pennyrile region. The ability to anticipate how Global Forces are changing the world will separate the winners from losers in the future economy. In following pages, we highlight the Top 10 Global Forces that the Pennyrile region should monitor and consider how they will impact the region’s current and future industries.



TOP 10 GLOBAL FORCES TO MONITOR

Topic	Top Global Forces	Opportunities for the Pennyrile Region
Technology	<p>The Mobile Economy: Smart phones will change how we consume information, connect with our peers and conduct marketing.</p>	<p>As the PC-centric world wanes, the region’s companies and communities can leap ahead of competitors by creating lower-cost mobile web applications to market and sell themselves, or mobile applications to replace competitors’ existing web products.</p>
	<p>Open Source and The Cloud: A decade of open-source volunteer communities has yielded free software that anyone can use to run their business or website: Apache server software, MySQL databases, and content management systems. Web hosting providers now manage more virtual servers (the Cloud) than physical machines, which are distributed across the Internet and provider lower costs and limitless, on-demand scalability.</p>	<p>It has never been easier to start a Web services company, or a web-based retail store. Lower barriers to entry means that Pennyrile companies can quickly catch up to their larger competitors. However, knowledge within the local technical workforce must be developed, so that opportunities can be seized and executed quickly.</p>
	<p>New Materials: Biomaterials are being developed to provide alternatives to petroleum-based plastics and coatings. Carbon fiber composites are replacing metal structures to provide greater efficiency and strength. Boeing’s future Dreamliner will consist of a fuselage built out of composites, not aluminum, and will enjoy a 25% improvement in fuel efficiency.</p>	<p>As with ethanol, the bioplastics industry will provide new opportunities for corn producers to sell into a new market. Carbon fiber technology may soon impact the region’s automotive suppliers, requiring a new set of skills and technologies.</p>
Consumer Behavior	<p>Social Networking: New social media such as Facebook, Twitter, and LinkedIn will impact the way companies market to their customers (particularly Gen Y), workers collaborate with each other, and social agendas are pursued. Social networking is not a fad: Facebook members grew from 100M to 500M this past year, and over 50M people use facebook every data to stay connected.</p>	<p>Every entrepreneur, business marketer, and economic developer should be a member of LinkedIn, which primarily serves the business community. Discussion boards allow business people to share ideas, promote business opportunities, or look for a job. The strength of a community in the future will be defined by how well-connected its business leaders are, and how well they work together to solve social problems and capture new business opportunities.</p>

Topic	Top Global Forces	Opportunities for the Pennyrile Region
	<p><u>Retiring Baby Boomers and Longevity:</u> The demographics of the U.S. show that 79 million baby boomers are entering retirement. Many are reconsidering the standard plan of moving to beach locations (higher insurance costs, poor perceived investment potential). Some are choosing to continue to work to compensate for poor returns on their investments. Others dream of starting their own business for the first time, known as “encore entrepreneurs.” Boomers’ wealth will be a significant driver in the communities that they relocate to, either for early retirement or permanent retirement. Longer life spans mean a larger impact, both in spending but as potential entrepreneurs.</p>	<p>The Pennyrile’s central U.S. location should make it an attractive location for many who hope to leave their children with the option of driving for visits. Baby Boomers have high expectations for their vacations and quality of retirement. While the Pennyrile region has been able to attract individuals looking for a more rustic experience, the vast majority of retirees and older vacationers want comfort, quality, and community. Activity-oriented resorts and retirement communities are the norm, and many retirees feel that a quality meal and bottle of wine is their reward for their hard work. Making the Pennyrile region a destination to the next generation will require a clear vision, coordination, and community investment.</p>
<p>New Business Models</p>	<p><u>Virtual Incubators and Bootstrapping:</u> After years of subsidizing incubator facilities, governments and investors alike are considering new models for helping the next generation of startups. Virtual incubators promise all of the services without the centralized location. “Virtual tenants” are still hand-picked, and services are provided by members of the business community, not the incubator staff. Demand for high-cost incubator space is also down, as more startups are trying to “bootstrap” their development stage, rather than accept money at lower valuations so that they can afford incubator space and salaried workers.</p>	<p>Rural communities continue to struggle with creating and supporting its base of entrepreneurs. Often, long distances and low population densities mean that incubated companies are less-than-ready, or simply too far to relocate their critical staff. Virtual services can be provided to a higher number of companies than those in a traditional incubator, without forcing companies to relocate. Virtual services can also be provided by people outside the community, which can fill local shortages of ideas and expertise.</p>
<p>Government Policy</p>	<p><u>Food Safety and Security:</u> Concerns have grown that the U.S. faces a future where much of our food production is done outside of the U.S., or in far-flung locations not near the major population centers. The safety of the food supply that crosses U.S. borders is increasingly a national security issue.</p>	<p>The Pennyrile region’s central location will become even more valuable if food production is desired to be closer to the end consumer. Ft. Campbell is already considering its contingency plan if its food supply is disrupted. Manufacturing more food products from the region’s agricultural sector will benefit local consumers and farmers.</p>

Topic	Top Global Forces	Opportunities for the Pennyrile Region
	<p><u>Energy Management, Efficiency, and Alternatives:</u> Concerns for the environment and global politics has led the U.S. government to promote and fund the development of new energy technologies. Businesses and consumers are also seeking more energy efficiency in their products, automobiles, and buildings to save money and shield themselves from future energy price spikes. Some analysts believe that energy-efficient technologies will result in a replacement phase for our existing infrastructure: Replacing florescent lightbulbs with LED lights will be the quickest (low cost, quick return), but replacing the car fleet with electric, natural-gas, or other power sources will clearly take more time.</p>	<p>Producing ethanol from corn has been a large revenue generator for Pennyrile farmers. New energy production from bio-based products are growing, including biomass plants, wood pellets for export, and new forms of ethanol. Coal gasification is a large opportunity for Muhlenberg county if the plant is approved and funded. Smaller coal gasification plants may prove technically and financially viable soon.</p>
<p>Global Markets</p>	<p>A Growing Middle Class in China, India, and the Developing World: While the story of China and India for the past decade has been one of exporting goods and call center services to the U.S., the new story will be about the growing consumption by their middle class. This will affect all aspects of the economy, from agricultural commodities, energy products, and technology products. Today, most global companies are being judged by stock investors on their ability to tap into these large developing markets. Furthermore, growing global demand will like cause energy and commodity prices to fall, requiring the U.S. to shift its own consumption patterns.</p>	<p>The Pennyrile region currently has a port in Eddyville that is available for future expansion as the market dictates. Expansion of the Panama Canal will now enable more traffic to pass to/from the Midwest on barges via the Gulf of Mexico, rather than on congested train tracks to the West Coast. More commodities will be demanded from the Midwest for shipment to China, and feedstocks from the Pennyrile region will support growing meat exports from the South.</p>
	<p><u>Foreign Direct Investment into the U.S.:</u> For the past several decades, global investments have been made across borders as corporations seek to access new markets. Examples abound of foreign companies investing in the U.S.: German and Japanese automakers, Italian fashion designers, Korean semiconductor companies, British oil companies, and Swiss drug companies. Now, Chinese companies are poised to invest. Trillions of dollars have been shipped to China to finance our trade imbalance and the attractiveness of U.S. bonds have diminished for governments and companies alike (low rates, currency devaluation risk). China is awash in dollars (as are Middle Eastern countries) and investing in U.S. assets through M&A or investment will be a growing trend.</p>	<p>Kentucky has successfully attracted numerous Japanese and European manufacturers. The region’s topography and climate is reminiscent for many of their home states (particularly the Europeans). The manufacturing heritage creates a easy cultural connection. Chinese manufacturers will increasingly seek a foothold for U.S. distribution and production. Indian software firms are already making acquisition of U.S. companies so that they can provide service from local employees (think “on-shoring” of call center jobs back to the U.S.).</p>

PROSPECT TARGET EVALUATION

As mentioned in the previous section, industries with strong forecasted growth nationally are considered to be attractive prospects. Those that align with current or possible Pennyrile assets warrant further examination. Avalanche Consulting developed a 6-point evaluation system to aid in the selection, but also prioritization, of target sectors for the region. We evaluated potential industries across the following:

1. Local Asset Fit: Does the region have the assets needed to support the industry?
2. National Growth: Is the industry growing nationally and/or represent a growth opportunity for the Pennyrile region?
3. Relative Competitiveness: Does the Pennyrile region offer a stronger value proposition to the industry than its regional competitors?
4. Job Impact: Will the successful growth of the industry create a large number of jobs?
5. Wage Improvement: Will the wage level of these jobs be high enough to increase the overall average wage of the region or county?
6. Strategic Value: Does the industry connect to other industries in the region, thereby strengthening both in the process (e.g. energy connecting to agriculture)?

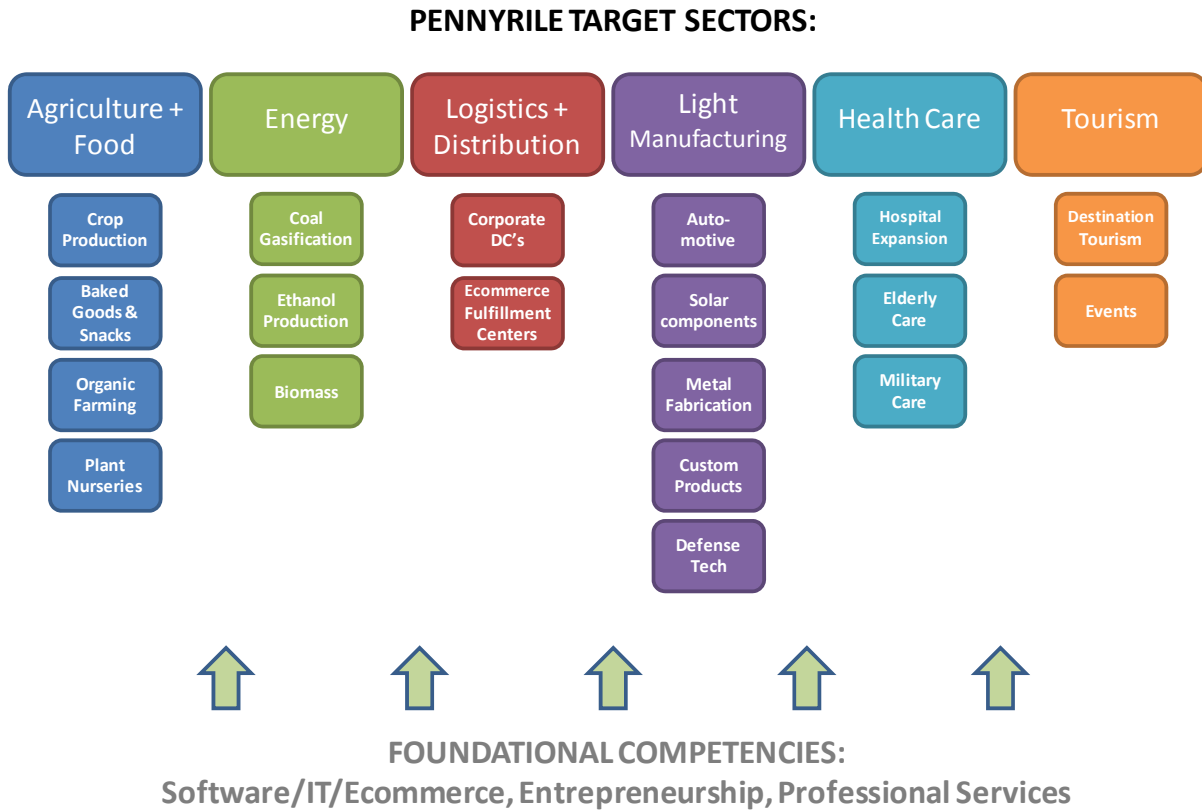
In the table to the right, the six target selection criteria are evaluated for select industries that were considered. Green indicates a “go” for pursuing the industry; yellow represents a warning sign; red denotes a serious problem and reason not to target. **Although, it is rare to find an industry in which all selection criteria are met, there are several on the list that are strong finalists in our opinion: agriculture, food, manufacturing, energy, distribution, and tourism.**

Target Decision Matrix	Local Asset Fit						Score
	National Growth						
	Relative Competitiveness						
	Job Impact						
	Wage Improvement						
	Strategic Value						
Agriculture	Green	Green	Green	Yellow	Yellow	Green	●●●●●●
Biomass	Yellow	Green	Yellow	Green	Green	Yellow	●●●●●●
Coal Gasification	Green	Yellow	Green	Green	Green	Green	●●●●●●
Food Manufacturing	Green	Yellow	Green	Green	Yellow	Green	●●●●●●
Component Assembly	Yellow	Red	Yellow	Yellow	Yellow	Yellow	●●●●●●
Distribution	Green	Green	Green	Green	Red	Yellow	●●●●●●
Online Retail/Fulfillment	Yellow	Green	Red	Yellow	Green	Green	●●●●●●
Tourism	Yellow	Green	Yellow	Yellow	Red	Green	●●●●●●
Call Centers	Yellow	Yellow	Yellow	Yellow	Red	Yellow	●●●●●●
Datacenters	Yellow	Green	Yellow	Yellow	Green	Yellow	●●●●●●
Software/IT Services	Red	Green	Red	Green	Green	Green	●●●●●●
Limestone-related	Green	Yellow	Yellow	Red	Red	Red	●●●●●●

We believe that **software/IT services** is such an important part of today’s economy, that it deserves to be a target, but not in the traditional sense.

TARGET FINALISTS AND NICHE SEGMENTS

Based on the above analysis, we recommend the following macro targets with their corresponding niche targets:



Drilling into niche segments allows the Pennyrile region to further distinguish itself. While numerous other regions may be pursuing software and IT services, few are targeting agriculture-related software and even fewer have the breadth of agriculture activity and workforce needed to form an ideal climate for these specialized businesses.

We also offer “foundational competencies” as targets for the region. These include the skills and technologies which are gaining some traction in the local region, but must be **forcefully developed** by local workforce, education, and economic development institutions. Simply put, the success and profitability of creating the next generation of industries in the Pennyrile region will require these skills.

It is interesting to notice how agriculture pervades all target sectors. Biomass and agriculture are closely if not often entirely connected to one another. Within Distribution, the logistics of storing and transporting agricultural products and food is a major niche segment. Agritourism is an exciting

niche within tourism that has terrific potential. Finally, as mentioned above, agriculture-related software is a special opportunity that isn't found in many other regions. **In a sense, agriculture is the umbrella of the Pennyrile region's economic development initiative.** It is in large part the foundation of the local economy and will continue to be so well into the future.

A detailed description of each target audience and the core selling points for the Pennyrile region is contained within the *Target Profiles* report.

As we have said before, not all targets should be treated the same. Each target should be approached with a different mix of community investments, collaboration, and marketing. This not only depends on the locational needs of the industry sector but also on the nature of the sector itself. Some niches are more likely to be recruited into the region, while others will need new resources to expand from within. In addition, several niche sectors lend themselves to entrepreneurship and community ventures. The following table illustrates the niches in terms of the type of economic development activity that is required to pursue it:

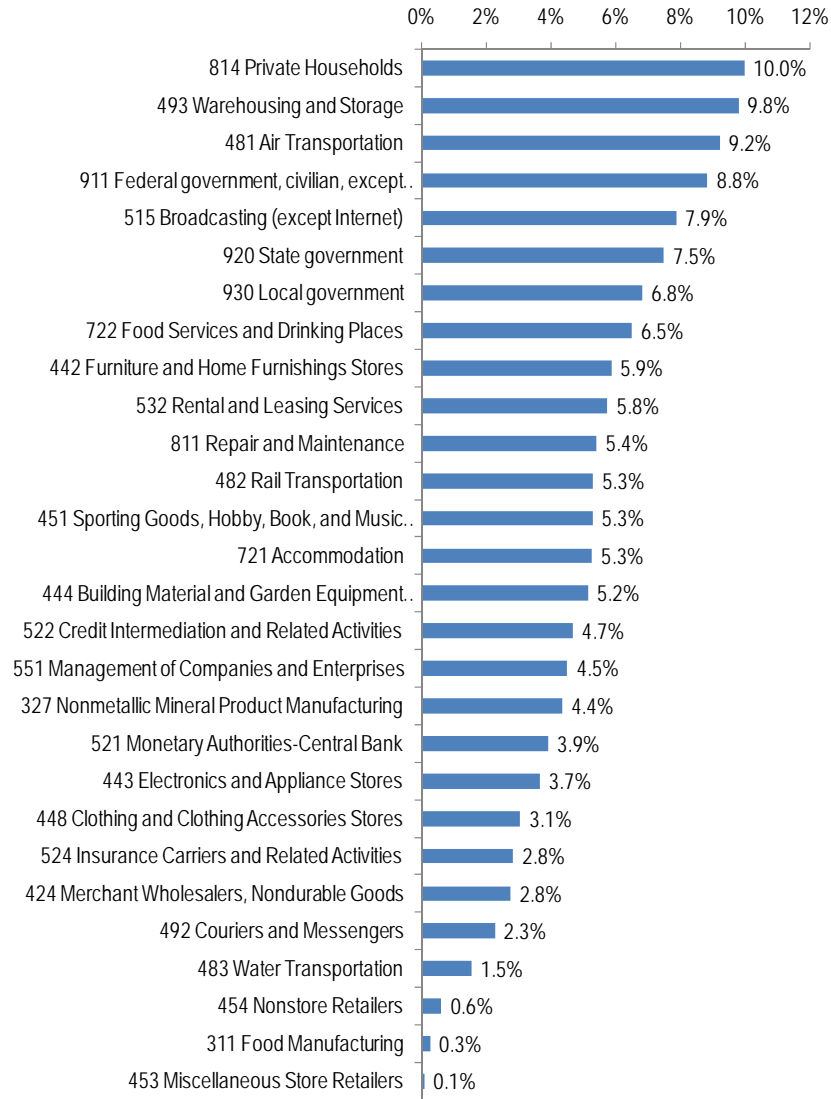
Niche Targets' Primary "Type"

Recruitment	Expansion/Retention	Community Ventures	Startups/Entrepreneurs
Event Tourism	Crop Production	Biomass	Ecommerce/Fulfillment
Destination Tourism	Automotive Mftg	Aquaculture	Custom Product Mftg
Food Manufacturing	Ethanol	Organic Dairies	Professional Services
Coal Gasification	Health Care		
Solar Components	Defense		
Distribution			
Nurseries			
Metal Fabrication			

In the accompanying report, *Target Profiles*, we provide detailed research on the targets and their niche sectors.

APPENDIX: ADDITIONAL CHARTS

Employment Growth Forecast: 2010-2020
United States
Low growth industries: Positive, but less than the average



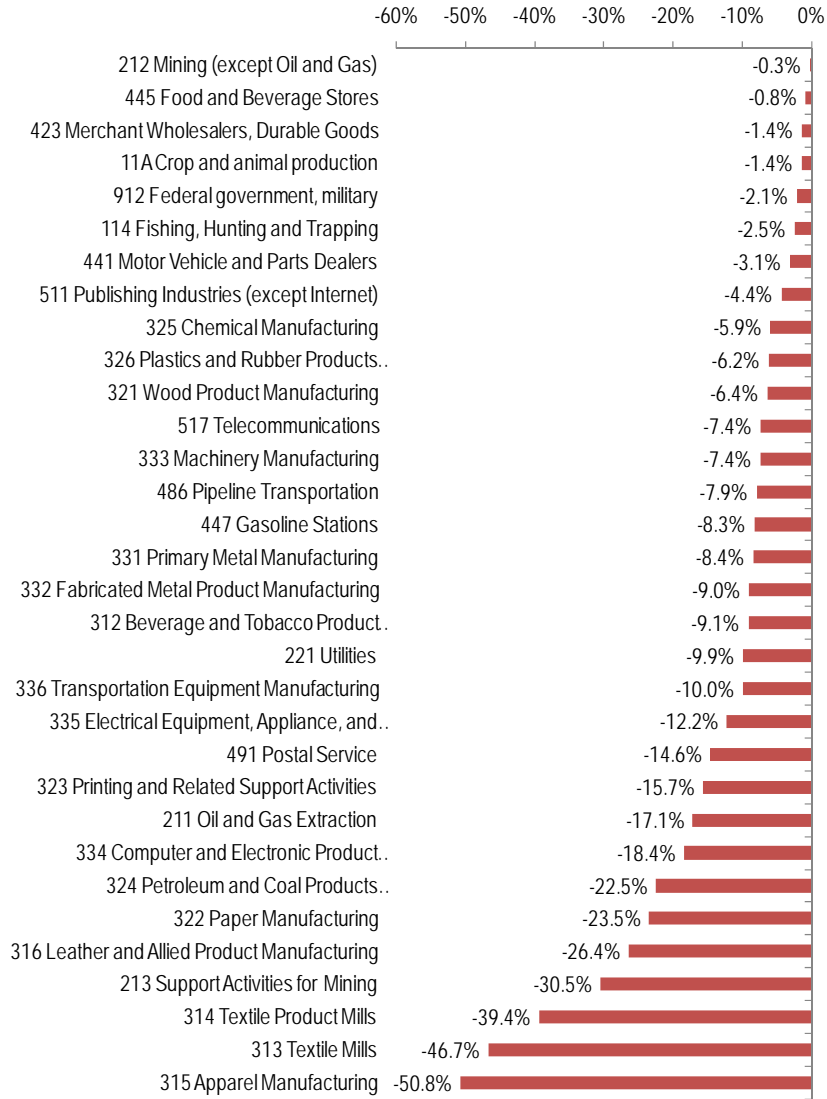
Source: EMSI



Employment Growth Forecast: 2010-2020

United States

Negative growth industries



Source: EMSI

