

US EPA ARCHIVE DOCUMENT

# It Takes a Village



*The power of a connected community*

*in driving innovation*

United States Department of Commerce

Julie Lenzer Kirk

Director, Office of Innovation and Entrepreneurship



## Why do we do what we do?

- Increase U.S. global economic competitiveness
- Help communities become:
  - Resilient
  - Agile
  - Economically stable

*Improved quality of life*



## *Creating the conditions for economic growth.*

- Regional approach → address unique needs
- Invest in the ecosystem builders
- Focus on capacity building
- Preference for public / private partnerships
- Looking for catalytic investments



## *Investments, Tools, and Connections*

### Inputs

Construction  
Planning  
Special  
Initiatives  
Technical  
Assistance

### Project Outputs

Facilities  
Programs  
Plans  
Strategies  
Infrastructure

### Capacity Outcomes

Community  
Capacity

Firm and  
Industry  
Capacity

New Firm  
Formation

Innovative  
Infrastructure

### Realized Outcomes

Startups  
Jobs  
Innovation  
Earnings  
Exports  
Sustainability  
Business  
Growth  
Wealth

### Vision

Prosperity

Quality of  
Life



# HIERARCHY OF NEEDS

Transportation  
Utilities

Basic Infrastructure

# HIERARCHY OF NEEDS

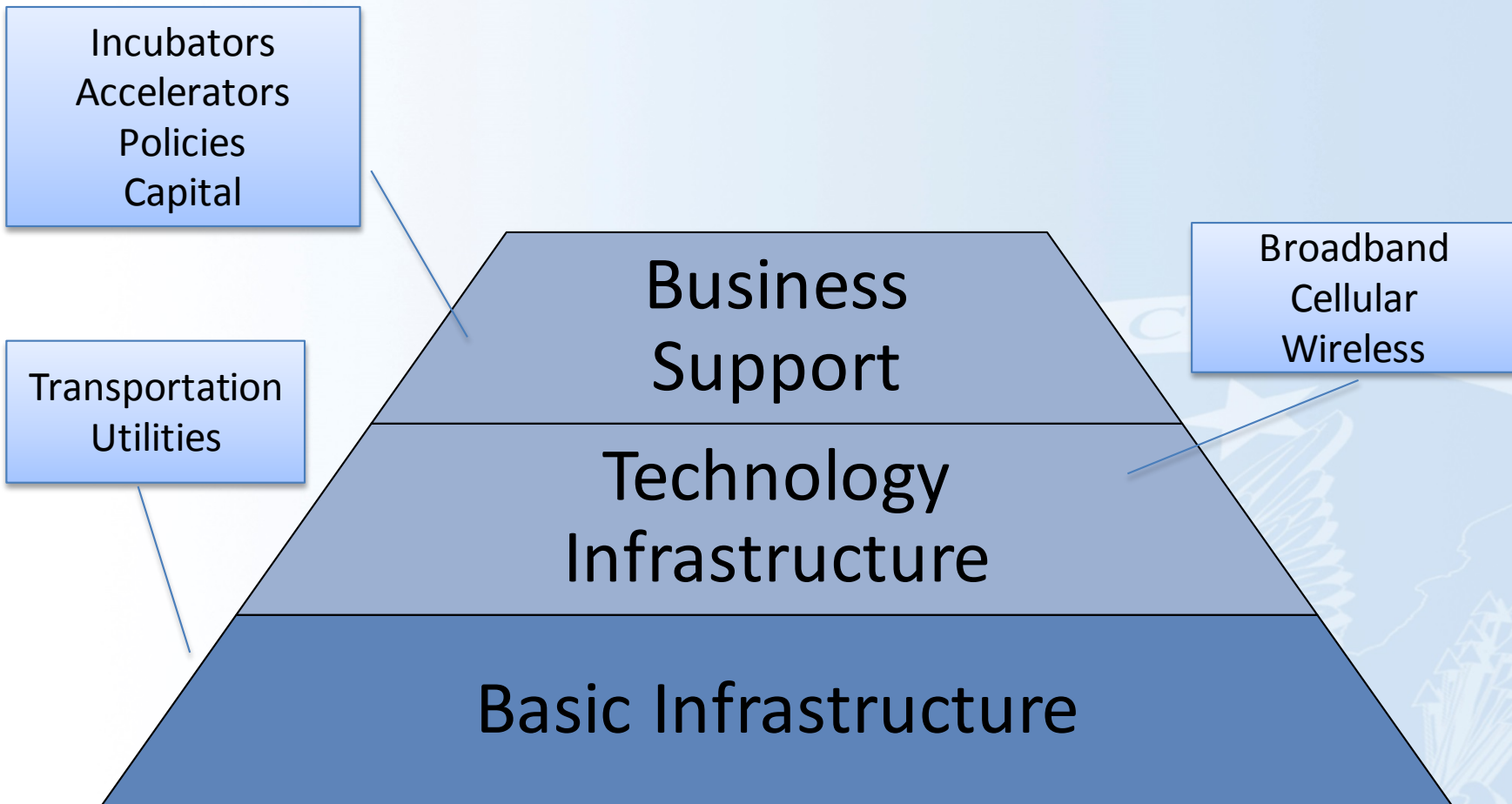
Transportation  
Utilities

Technology  
Infrastructure

Broadband  
Cellular  
Wireless

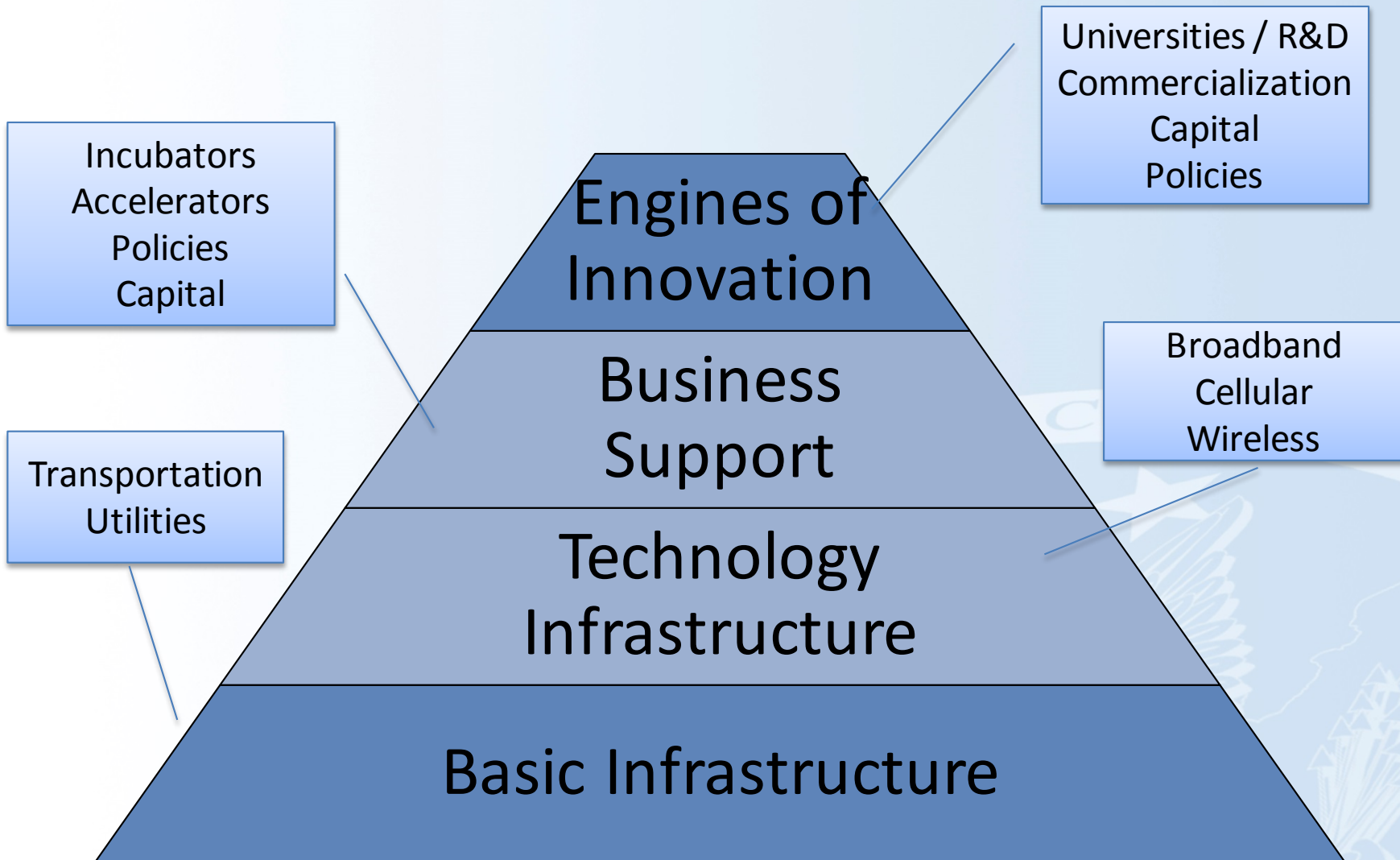
Basic Infrastructure

# HIERARCHY OF NEEDS





# HIERARCHY OF NEEDS



## ECOSYSTEM

### Talent

- Entrepreneurs and Small Business Owners
- Workforce
- Mentors (been there, done that)
- Pipeline (students)

### Innovation

- University Researchers
- Federal Labs
- Private industry R&D
- Individuals

### Support

- Technology and Facilities
- Programs and Services
- Policies
- Mentoring

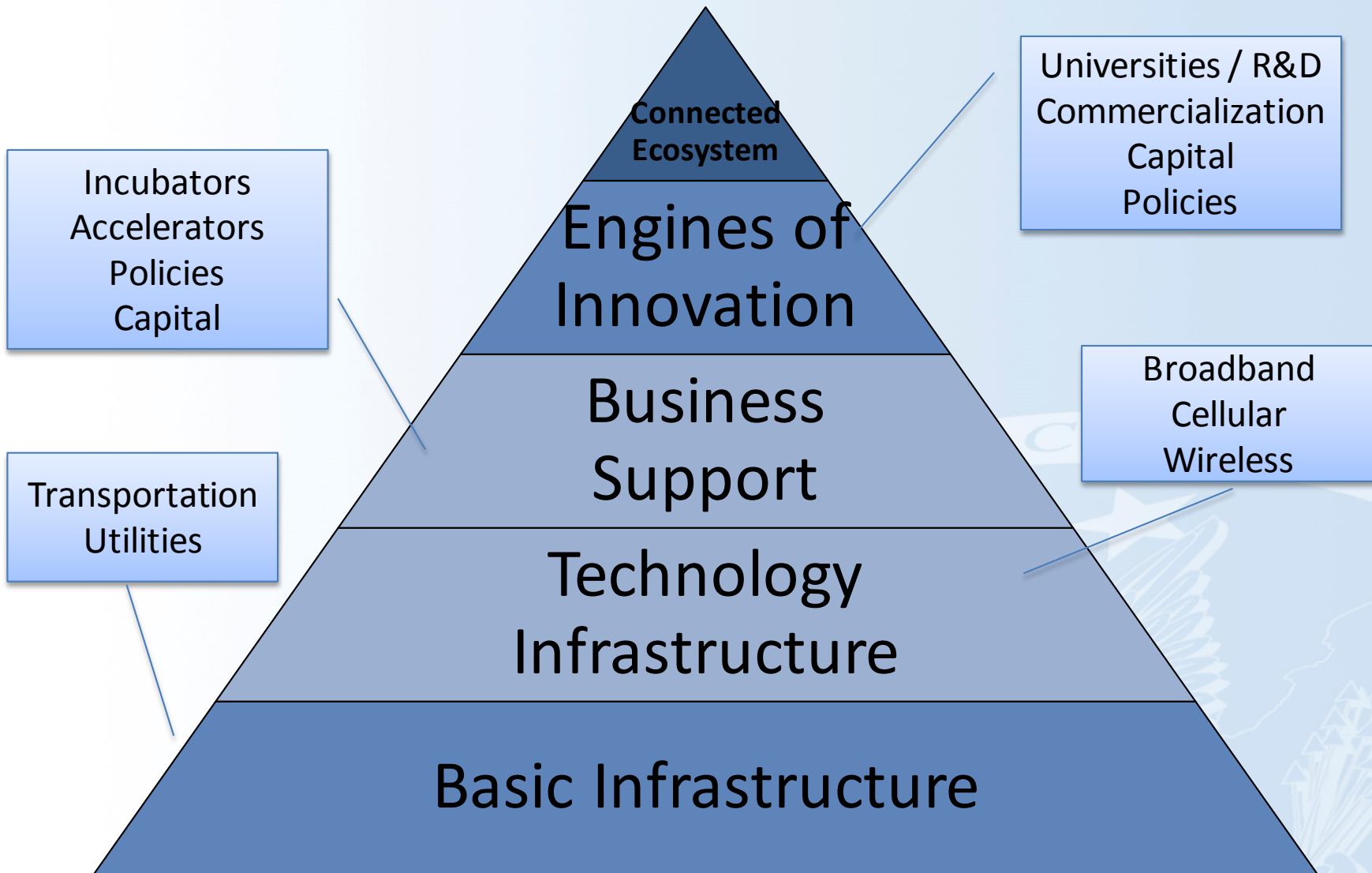
### Capital

- Loans
- Grants
- Investors
- Customers



- EDA investment for construction: \$1,886M in 2003
- Opened in 2007
- Supported by BlueTech Valley Water Cluster

# HIERARCHY OF NEEDS





# CLUSTER MAPPING

The screenshot displays the U.S. Cluster Mapping website. At the top, a green header bar contains the 'U.S. CLUSTER MAPPING' logo, the text 'POWERFUL TOOLS FOR ECONOMIC DEVELOPMENT', and navigation links for 'INSTITUTE FOR STRATEGY AND COMPETITIVENESS' and 'U.S. ECONOMIC DEVELOPMENT ADMINISTRATION'. A note states: 'Note: This is an "alpha" version of a website that we will continue to develop throughout 2013-2014. We welcome your suggestions and comments.' Links for 'PRIVACY | TERMS OF USE', 'LOGIN TO SEE YOUR FAVORITES', and 'REGISTER HERE' are also present. Below the header, a navigation bar includes 'About', 'Resources', 'Organizations & People', 'MicroBlog', and 'Help', along with a 'I want to' dropdown menu. The main content area is titled 'Explore U.S. Cluster Data' and features three buttons: 'Examine Clusters', 'Examine Regions', and 'Evaluate Performance'. A map of the United States is visible in the background. Below this, a section titled 'Data QuickStarts' includes the text 'The top charts and maps — all in one place.' A green bar with 'Open/Close' and 'RECENT ANALYSIS' is followed by links: 'Related to this data: MORE DATA | RESOURCES | PEOPLE & ORGANIZATIONS'. The 'Welcome' section contains a video player showing Michael Porter and a text block: 'Welcome to the newly redesigned U.S. Cluster Mapping website. Here, policymakers, economic development professionals, and researchers can find powerful data and tools to understand clusters, improve institutions, and locate appropriate partners across the country. This site was developed by a consortium of academic institutions and U.S. regions, led by Professor Michael Porter through the Institute for Strategy and Competitiveness at Harvard Business School, and supported by the U.S. Economic Development Administration.' The 'EXPLORE THE DATA' section includes a 'Map' tab, a 'Charts' tab, and a map of the United States. A sidebar on the right titled 'Related to Data Dashboard' contains a link to the 'Cluster Mapping Primer' and a 'RELATED RESOURCES' section with a button 'Click to view in the left panel' and a thumbnail for 'Cluster Mapping - A Primer'. The URL 'http://clustermapping.us' is displayed at the bottom right, along with the number '2'.

U.S. CLUSTER MAPPING  
POWERFUL TOOLS FOR ECONOMIC DEVELOPMENT

INSTITUTE FOR STRATEGY AND COMPETITIVENESS U.S. ECONOMIC DEVELOPMENT ADMINISTRATION

Note: This is an "alpha" version of a website that we will continue to develop throughout 2013-2014. We welcome your suggestions and comments.

PRIVACY | TERMS OF USE  
LOGIN TO SEE YOUR FAVORITES.  
REGISTER HERE

About Resources Organizations & People MicroBlog Help I want to

## Explore U.S. Cluster Data

- Examine Clusters
- Examine Regions
- Evaluate Performance

### Data QuickStarts

The top charts and maps — all in one place.

Open/Close RECENT ANALYSIS Related to this data: MORE DATA | RESOURCES | PEOPLE & ORGANIZATIONS

## Welcome

Welcome to the newly redesigned U.S. Cluster Mapping website. Here, policymakers, economic development professionals, and researchers can find powerful data and tools to understand clusters, improve institutions, and locate appropriate partners across the country. This site was developed by a consortium of academic institutions and U.S. regions, led by Professor Michael Porter through the Institute for Strategy and Competitiveness at Harvard Business School, and supported by the U.S. Economic Development Administration.

WELCOME FROM MICHAEL PORTER

EXPLORE THE DATA

Map Charts Automotive Cluster Specialization, 2006 by Economic Areas

Related to Data Dashboard

For more information, see the [Cluster Mapping Primer](#).

RELATED RESOURCES

Click to view in the left panel

Cluster Mapping - A Primer

<http://clustermapping.us> 2

[Cluster Mapping Website](http://clustermapping.us)



**Cluster:** a regional concentration of related industries

## Traded Clusters

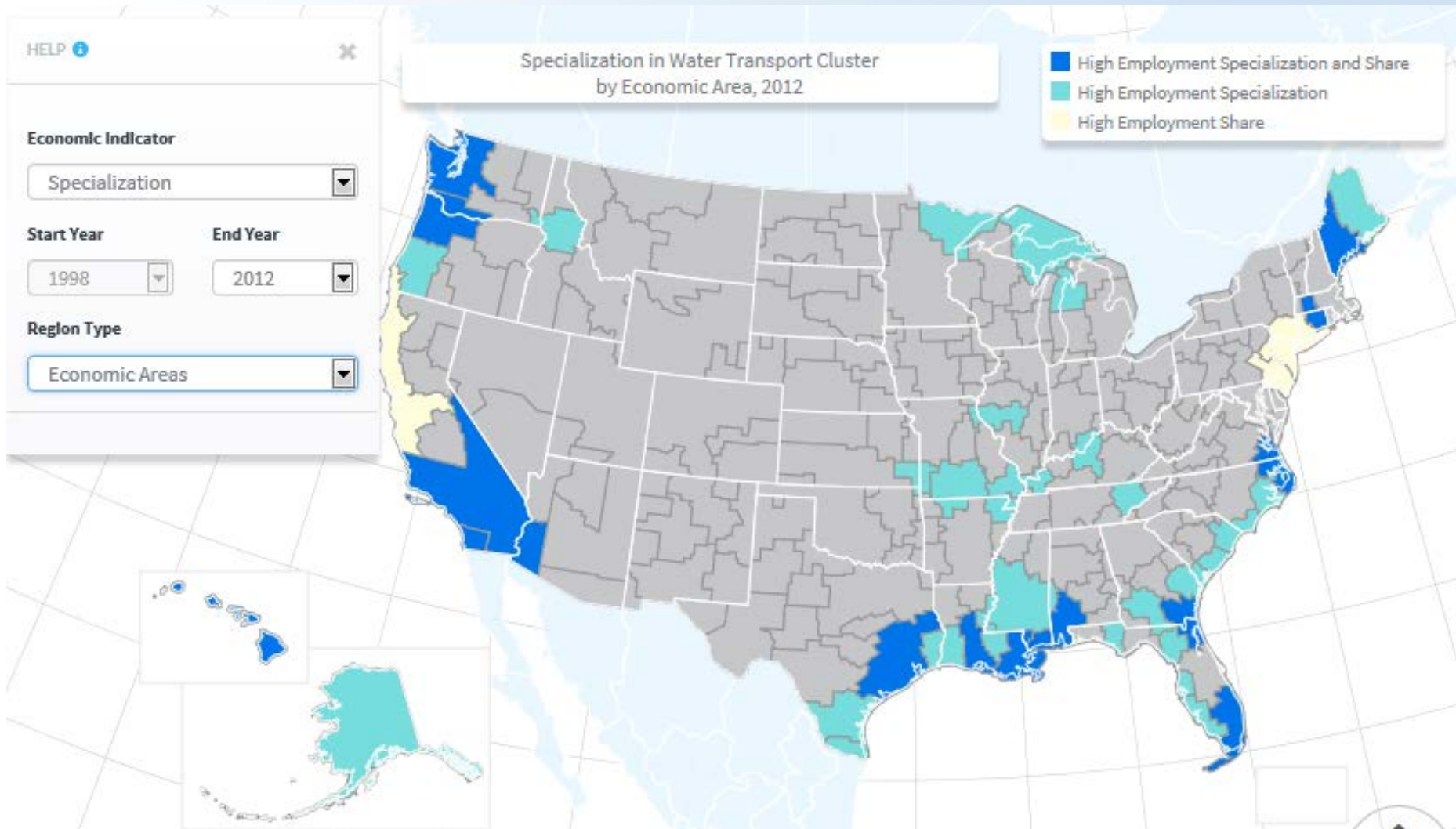
*Engines of regional economies*

- Serve markets in other regions or nations
- Concentrated in regions that afford specific competitive advantages
- Examples industries: water technologies, aircraft manufacturing, nano-technology

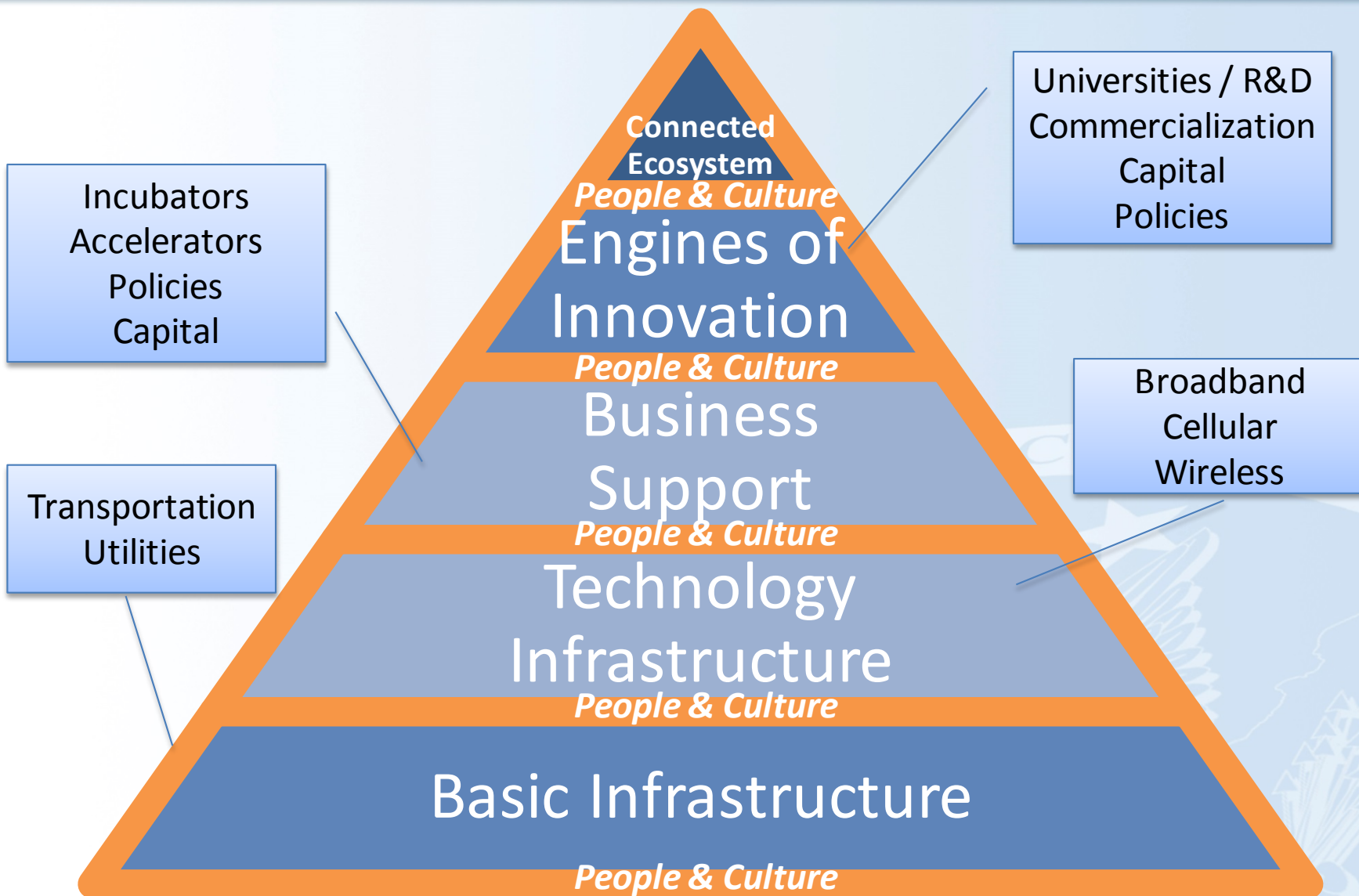
## Local Clusters

*Foundation of local economies*

- Sell products and services primarily for the local market
- Located in every region
- Example industries: drug stores, physician offices, elementary schools, radio networks



# HIERARCHY OF NEEDS



- Culture is the glue that helps assure resilience
- Critical elements of an innovation culture include:
  - Openness
  - Diversity
  - Tolerance for risk
  - Trust
  - Role models
  - Feedback loops

Without **PEOPLE**, none of this works!



Realized potential.

---

Economic resilience.

---

Improved quality of life.





# THANK YOU!

Julie Lenzer Kirk

*[jkirk@eda.gov](mailto:jkirk@eda.gov)*

---

Director, Office of Innovation and  
Entrepreneurship

U.S. Department of Commerce  
Economic Development Administration

