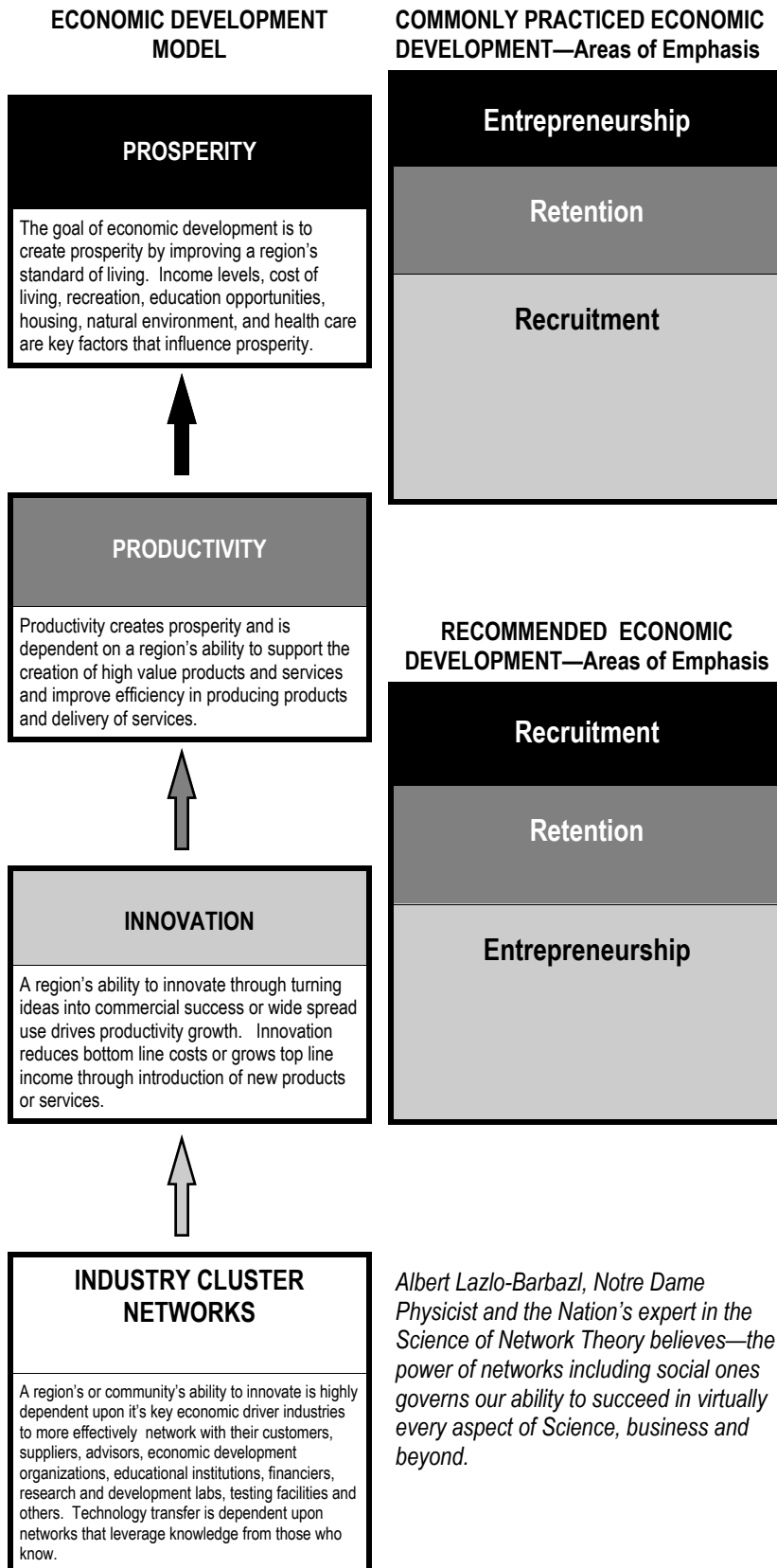


The information below illustrates the basic concepts of industry cluster based economic development and the following page shows how these concepts could be applied to our region.



Private sector leadership and public support is needed to build our Region's industry cluster and entrepreneurial capacity. The following diagrams a five phase private and public networking process to implement Industry Cluster Based Economic Development in the Region.

Developing Our Region's Industry Clusters

Phase 1, Recognition of Region's Industry Clusters

- Identify and give recognition to the key industry clusters driving the regional economy.



Phase 2, Organization

- Establish individual cluster groups, identify cluster stewards (organizers of the process) and cluster leaders (champions = industry leaders that will legitimize the initiative and bring in other industry representatives).
- Develop committed leadership.
- Engage Stakeholders – actively meet and solicit participation of others.
- Develop a communication system that keeps members involved and updated (web based).



Phase 3, Analysis

- Determine how the region is doing from an economic perspective.
- Conduct more in-depth cluster mapping by NAICS codes (not just large producers in the region).
- Identify, analyze, and compare each of the economic inputs needed for the industry cluster.



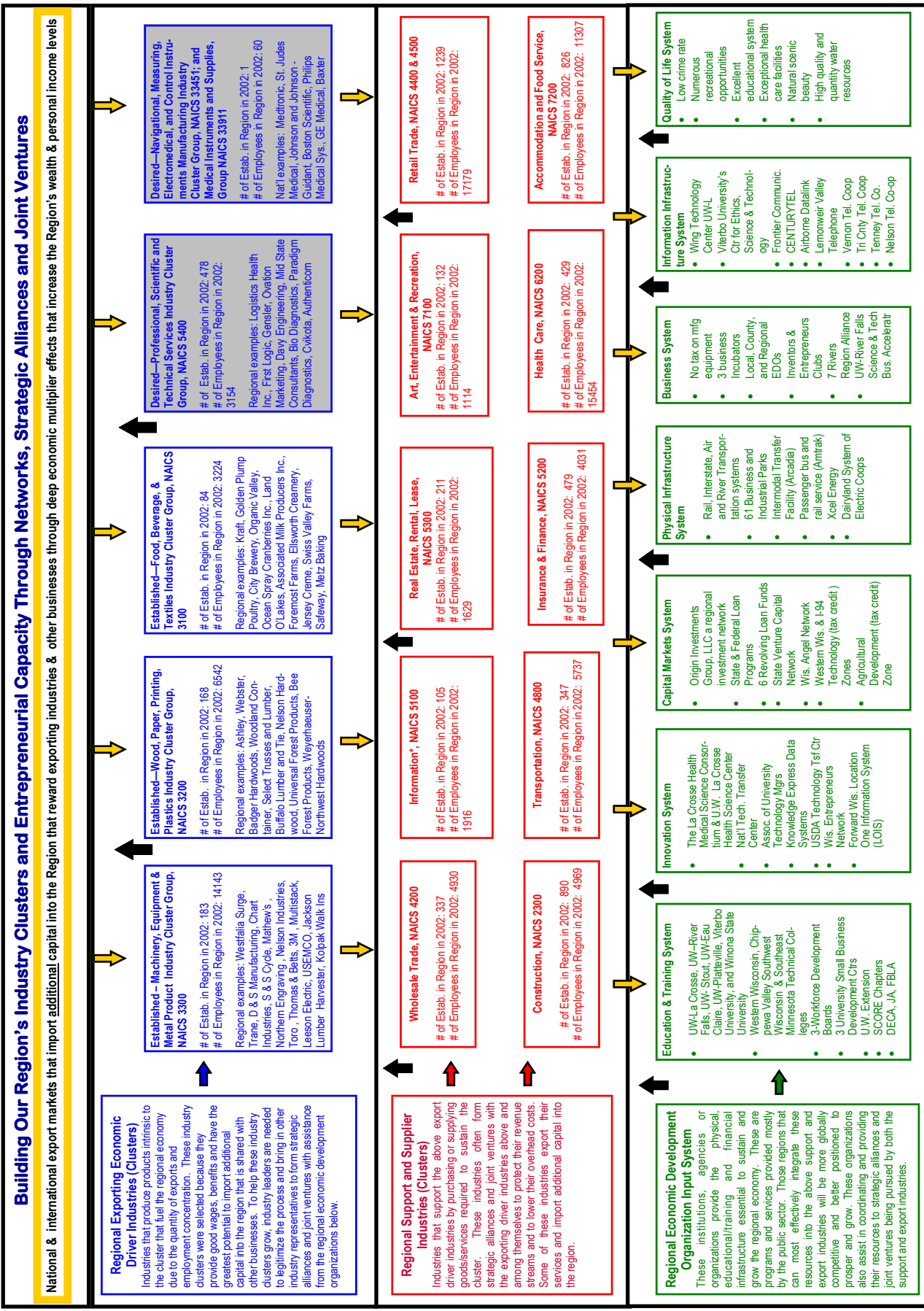
Phase 4, Facilitation to Identify Shared Problems & Opportunities

- Facilitation must involve input and participation of all industry representatives, suppliers, public and private agencies or institutions that impact the industry cluster.
- The industry cluster group should build on good competitive analysis from Phase 3 and work on identifying shared problems, reaching agreements on changes to their own policies, programs and practices to make the region more competitive.
- As other industry cluster groups are developed the various groups need to collaborate and define shared challenges and work together across clusters to solve the problems (cross-cutting).



Phase 5, Implementation and Maintenance

- Implementation should not involve just recommendations, but require actions that can be measured by results and identify who will carry out the actions.
- Strong industry cluster leadership must be developed and maintained that will help schools, universities, utilities, banks, investors developers, city and county planning, and regulatory agencies to learn more about the needs of a high performing economy and industry cluster.
- Real cluster networks must be maintained in which producers, suppliers, public agencies, and major institutions (school, banks, utilities, etc.) actively collaborate.
- Once the framework is in place, there should be strong reinforcement to continually make collaboration improvements.



The industry clusters and support industries are categorized by the North American Industry Classification System (NAICS). The number of industry establishments and employees by NAICS category include the nine counties of the Mississippi River Region. These counties are: Buffalo, Crawford, Jackson, La Crosse, Monroe, Pepin, Pierce, Trempealeau and Vernon.

Sources: U.S. Census Bureau—2002 County Business Patterns (NAICS); State of Wisconsin Department of Workforce Development—Wisconsin's WORKNET—Wisconsin's Large Employers and Mississippi River Regional Planning