

The background of the top half of the cover is a photograph of a vast, flat South Dakota landscape under a blue sky with wispy white clouds. The foreground is a golden-brown field, likely a prairie or agricultural field, stretching to a flat horizon.

# South Dakota High Performance Region Development N2TEC Institute Report

*Leveraging community and  
regional assets to create global  
opportunities*

Background for the Study

Who is N2TEC Institute?

Communities in the Study

General Trends Reported by Participants

Methods for Leveraging Assets

Conclusions and Recommendations

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South Dakota is facing a unique transformational opportunity in its history. A perfect storm of events has presented itself that could catapult the state into international recognition and turn a rural region that is currently losing population into a vibrant state that offers new opportunities to its existing citizens and to those who want to return to the state or make South Dakota their new home. Two events in the past year have achieved international press and precipitated this opportunity.

1. The naming by the National Science Foundation of the **Homestake Mine** as the next federal deep underground scientific laboratory (DUSEL). This lab will bring leading scientists from the global community to Homestake. The gift from T. Denny Sanford to this project includes the development of the Sanford Science Education Center where K-12 students and their teachers will have a unique opportunity to be inspired by the work of world-class scientists doing cutting-edge research and to learn about science using state-of-the-art tools and methodologies. The DUSEL will likely serve as a catalyst for the development of a technology corridor in the Black Hills similar to that which developed around the Oakridge National Laboratory in Tennessee.
2. The development of the **Sanford Health Children's Research Institute** through an unprecedented gift from T. Denny Sanford, which will work to solve childhood diseases in conjunction with the new Sanford Children's Hospital and five clinics to be developed in North America. When this gift is combined with the ground-breaking work that Avera Research Institute is doing, there is the potential for a global center for medical research and clinical trials.

These events have set the stage for entrepreneurial opportunities never before seen in the state.

### Background for the Study

Representatives of N2TEC Institute visited a total of six communities in the East River region to learn about their level of preparedness as High Performance Communities and their potential contribution to High Performance Regions in Eastern and Western South Dakota. The

community visitations took place from July, 8, 2007 through July 18, 2007 with preliminary investigation conducted in May and June of 2007. Each community was asked to gather prominent leaders and citizens involved in economic development, entrepreneurship, and related issues to meet with N2TEC Institute to discuss their current status and to express desired future status. For the past two years N2TEC Institute has also been active in the Black Hills region working with local organizations to facilitate the development of a High Performance Region™. In this report, we will suggest ways to link these two regions.

This report is not intended to be an in-depth analysis of the region. Rather, the focus is on identifying community assets that can be applied toward the development of a High Performance Region™ or regions in South Dakota and providing a proposal for a possible pathway to achieve this goal. A High Performance Region (HPR) is based on seven action strategies: connectivity, entrepreneurship, job growth from within, global awareness, industry clusters, inter-firm collaboration, and regional collaboration. An HPR is a place where individuals, companies, organizations, and government agencies are enabled to be fast, flexible, focused, networked, customized, and global. An HPR attracts its customers and its workforce from the global marketplace. Communities within the region contribute their unique assets—expertise, technology, people, business resources—to benefit not only their own community but the region at large. In this way, small rural communities can tap into resources that could never be developed within their own community.

### N2TEC Institute™

N2TEC Institute™ (hereinafter referred to as N2TEC) is a 501(c)3 non-profit organization, incorporated in South Dakota, with a focus on technology entrepreneurship in underserved areas of the U.S. N2TEC is a collaboration of university, industry, and government partners that assists rural communities and the broader regions in which they do business and to which they are culturally linked to tap into the wealth creation process associated with technology entrepreneurship.

The greatest benefits from the wealth creation process include

- An **entrepreneurial culture** that serves as a seedbed for new businesses, particularly technology-based businesses. About two-thirds of net new jobs come from companies with fewer than 20 employees. And the vast majority of net new jobs are created by locally-owned companies.
- **High-skilled, high-paying new jobs** that will encourage people to settle in the region and attract South Dakota natives back to their state to live and work.
- The ability to tap into a **global marketplace**, which will bring new sources of revenue into the region.
- **Community-university linkages** to bring new innovations to market in the region with the goal of serving the global marketplace.
- **Industry clusters** comprised of producers, suppliers, distributors, and retailers to create a critical mass of competitive regional activity that insures the success of all.

N2TEC Institute works with local, regional, and state organizations to facilitate the development of High Performance Regions™.

### Communities in the Study

The six communities visited are all part of the East River Region of South Dakota or what is also identified as the I-29 Corridor: Aberdeen, Brookings, Madison, Mitchell, Sioux Falls, and Vermillion. Each community has one or more universities or related research institutions that might serve as a catalyst for varying degrees of technology research and development. With the exception of Sioux Falls, the largest city in the state, all of the other communities have populations under 30,000.

N2TEC founders, Kathleen Allen and Timothy Stearns, spent a full day in each of the six communities. Each community organized their day according to the needs and interests of community leaders from education, industry, and government. In general, there were several meetings with different leaders in the community and tours of critical community assets: businesses, incubators, and research labs.

Discussions were designed to elicit a sense of the vision people had for their community, the assets or unique advantages they saw, any

problems or issues that might affect their ability to achieve their goals, and what they thought was needed most by way of advice and support. The next sections will provide some findings based on the community visits.

### General Trends Reported by Participants

It was not surprising to learn that there were a number of common themes that came out of the community meetings. These common themes are described below.

#### Population decline: “Our children are leaving the state.”

Every community, including the largest—Sioux Falls—described a serious concern for the loss of their young people to other states and even to Sioux Falls in the case of smaller communities in the East River Region. One community of about 1,000 people that is served by Aberdeen said that the average age in the town was now 67. The young people are leaving, older people are dying, and no one is replacing either group.

Most of the communities seem to be focused on finding ways to keep their young people from leaving; they believe that if they once leave, they will probably not come back. So the goal is to keep them in the community long enough so that they settle in with spouse and family and it will not be so easy to leave. The general thinking by community people did not seem to be focused on understanding the very different needs of this generation of young people and figuring out how the community might have to change to better serve these needs.

#### “We find ourselves having to catch up on the research front.”

Communities with universities that have a defined research program seem to recognize the importance of supporting research. Historically, research was not a priority and the emphasis was on teaching. Under Governor Rounds’ 2010 Initiative, which has funded a number of Research Centers and PhD programs, universities are now scrambling to catch up and develop serious research programs that can secure major federal agency funding.

Some research clusters have been identified through the 2010 Research Centers and new PhD programs:

- Infectious Disease Research and Vaccinology – SDSU/USD
- Light-Activated Materials – SDSU/USD/Avera Research
- Signal Transduction - Cardio Research Institute/USD/Sanford Research
- Bioprocessing - USD/SDSMT/SDSU
- Accelerated Applications at the Nanoscale – SDSMT/SDSU
- Center for Drought Tolerance Biotechnology-SDSU/SDAES

In addition, other specific research clusters identified were

- Occupational Science – USD
- Disaster Mental Health Institute - USD
- Human Factors Lab – USD
- Telecommunications – DWU/industry

**“The state is putting most of its resources into Sioux Falls”**

Every community, with the exception of Sioux Falls, commented that the state’s focus for expenditures has been largely in Sioux Falls. They believe that the state should be providing more support for the smaller communities to give them an opportunity to grow like Sioux Falls. It should be noted that this was a common comment in the Black Hills as well with regard to Rapid City. The smaller communities throughout the Hills expressed the belief that all efforts are focused on Rapid City.

**“We don’t have enough workers for the jobs we have.”**

Nearly every city visited was faced with a problem caused by 2% unemployment in the state. For example, in Brookings, Daktronics was forced to build its expansion plant in another community because it couldn’t find sufficient skilled workers in and around Brookings. Two companies that spun out of Dakota State University in Madison started their businesses in Sioux Falls because they weren’t able to tap the right workforce in Madison. This is a problem that will not go away easily because predictions are that both population and job growth will slow in the U.S. for at least the next decade, so the ability to attract skilled workers into a region will become even more competitive.

**“We don’t want to change the way of life in our community, but we may be too late to make a difference.”**

There was a real sense of urgency that perhaps the communities should have been thinking about the need to diversify their economic base at least a decade ago. Most communities expressed that there were a significant number of community leaders who had lived in the community all their lives, were content, and wondered why things couldn’t just stay the way they had always been. The younger community activists were frustrated because they saw the window of opportunity to save the community rapidly coming to a close.

**Significant Barriers to High Performance Region Development Observed**

Our regional visits revealed several significant barriers to the development of a high performance region in both East and West River regions. To be successful, a High Performance Region must include all of the communities in the region and all of the communities must benefit to varying degrees from the collaboration depending on the role they play within the region.

Stage of Readiness	HPR Action Strategy
1	Modern telecommunications/broadband capability
2	Promotion and support of an entrepreneurial culture in universities and the community
3	Job growth from new businesses started in the region with higher-wage, high-skilled positions attracting knowledge workers
4	Awareness, interest, and participation in the global marketplace
5	Identification of industry clusters that build on local and regional resources and expertise
6	Inter-business collaboration and networking/partnering outside the region
7	Cultivation of civic institutions and regional collaboration opportunities

Table I: High Performance Region Readiness

At the beginning of the development process, it is important to assess at what stage each community is on the path to an HPR. Table 1 displays the criteria by which communities are assessed relative to high performance readiness.

We observed a number of barriers that all the communities (with the possible exception of Sioux Falls, which has a unique challenge discussed later) reported facing in attempting to improve their standard of living, increase the community's per capita wealth, and create an entrepreneurial culture that supports new business development in technology sectors. We address these challenges in more depth in the recommendations portion of the report, but in general, they are as follows:

1. Lack of a vibrant and active entrepreneurial interface between the universities and the communities that would involve universities in regional economic development.
2. No "last mile" pathway for technologies developed at universities and other technical centers to translate those technologies into products that can be sold in the global marketplace.
3. Unwillingness to share knowledge and resources even within the same community for fear of losing credit for accomplishments.
4. Too few champions willing to take on the risk of a major effort.
5. Not enough focus on quality-of-life amenities needed to attract knowledge workers and keep university students in the region.

Over a number of years, Sioux Falls has successfully focused on an attraction model of economic development. As a result, the city has developed a critical mass of people and amenities that make it an attractive home for knowledge workers and the businesses in which they're employed. The challenge now facing Sioux Falls is to create a sustainable entrepreneurial environment that encourages the development of new businesses from within the community. The same can be said for Rapid City, which has primarily focused on attracting businesses away from other communities. We discuss this issue further in our recommendations.

## Results of the High Performance Community Index Survey

We wanted to get a picture of where each of the six communities in the study saw themselves in terms of the High Performance Community Index<sup>1</sup> and their readiness for technology economic development. We asked our lead person in each community to solicit three to four community leaders to independently fill out the index survey and return it anonymously to us. A copy of the index can be found in the appendix of this report. We received the following numbers of surveys as of the date of this report.

Madison	3
Vermillion	4
Brookings	1
Aberdeen	2
Mitchell	4
Sioux Falls	1

Although we had only 15 responses to consider, some clear perspectives emerged across the East River Region. For example, the areas self-ranked lowest in readiness (need to be developed) by all the communities with the exception of Sioux Falls, were the following:

- **A culture of entrepreneurship that supports and rewards new ideas and innovation.** This identified weakness is not surprising given that, like most rural regions, the focus of economic development has been on attracting new businesses to the region rather than supporting and encouraging the development of new businesses from within the region. However, an entrepreneurial culture is important, because small firms create two-thirds of net new jobs and entrepreneurial ventures are still the primary means to wealth creation and overall economic prosperity.
- **An information technology association** (or equivalent body) capable of providing planning, marketing, training, and coordination in the use of advanced information technologies. Given the importance of technology to regional collaboration across significant geographic boundaries, communities recognize that this activity needs development.
- **Local/regional international trade initiatives** that build global connections, including export

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<sup>1</sup> Developed by N2TEC partner CEO Praxis

processing services and facilities. It is not surprising that global support services for regional businesses are not generally in place. Today with exports comprising the most rapidly growing marketplace, especially for smaller firms, it makes sense for businesses to embrace globalization.

- **International trade know-how and market intelligence resources.** Businesses that want to go global need support services that are not often available in the plains states. Nevertheless, they are required for successful economic growth. Research has found that each \$1 billion in exports creates about 19,000 to 24,000 new jobs, which typically pay approximately 17% more than domestic jobs.<sup>2</sup>

The area rank highest by all the respondents was “connectivity anywhere, anytime to high-speed, broadband technologies.”

The average score across the five communities in all categories was 45, which can be interpreted as *communities are doing well in one or several of the high-performance areas, but they need to see the total picture and how it fits into the global economy and how it functions in the three sectors – public, civic, and enterprise.*

### Critical Assets Observed in the Region

A successful High Performance Region builds on assets already available in the region—existing businesses, labor force quality, natural resources, educational and research resources, financial institutions, and support organizations. The asset required to aggregate and mobilize all these resources is an energized and entrepreneurially minded community leadership. Without it the community’s assets cannot be leveraged.

We noted a number of **critical assets** in the region that can and should be tapped as the basis for a High Performance Region.

1. The **2010 Research Centers and new PhD programs**, which can form the foundation of an innovation pipeline leading to new businesses and new opportunities.
2. **Institutions of higher education** in each community visited. These are a vital source

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<sup>2</sup> Burgess, Philip M and Delore Zimmerman. “High-Performance Communities: New Economy Ideas into Action.” Center for the New West, 2000.

of knowledge and knowledge workers and can assist in the area of entrepreneurial education.

3. **Critical communications infrastructure** that will facilitate collaboration and linkages throughout the region and the state.
4. **Incubator facilities and research parks** in every community. These facilities can and should provide expert support services in addition to space.
5. **The Avera Research Institute and the Sanford Research Institute**, which, in addition to cutting-edge research in human behavior, cardiology, and pediatric research, offer an opportunity to provide large-scale clinical trials to medical research facilities and teams around the world.
6. **The Sanford DUSEL and Science Education Center** has put South Dakota on the map for physics research and potentially cutting edge science and math curriculum and pedagogy.
7. **The distance education network** developed at Northern State University can serve a much wider region including areas outside the state.
8. The **telecommunications hub** in Mitchell, which is a unique center of knowledge workers that should be leveraged to develop a true industry cluster.
9. **Existing entrepreneurship courses** at the universities in each of the communities that should be expanded into centers and programs.
10. **Successful entrepreneurs** with businesses selling to a global marketplace.

These assets are present in South Dakota at a time when global information, which traditionally was the province only of large metropolises, is now readily available to anyone in the state via the Internet.

These assets can also be the basis for capturing some of the out-migration from large metropolitan areas. Research has noted that this out-migration trend has accelerated since 2000 with over 2.7 million Americans having moved out of the largest cities to locations with community populations of 50,000 to 500,000.<sup>3</sup> In general, only the smallest communities, those under 10,000 people, are losing population. Both Sioux Falls and Rapid City are considered Heartland “growth nodes,” communities that have continued to enjoy growth even while other communities in rural areas have shrunk in size. These two growth nodes can serve as significant resources for the entire state.

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<sup>3</sup> Cox, Wendell. *Demographia*. United States metropolitan Area Internal (Domestic) Migration Report: 2000-2005.

## Methods for Leveraging Assets

Higher education plays an important role in the communities located in the I-29 corridor. We are impressed with the desire and commitment of university leaders and personnel who seek ways to leverage university resources to facilitate economic development in the region. However, like many State systems, financial support for building programs and facilities to achieve economic development ends are scarce. While a challenge, this situation also provides an opportunity to develop a regional collaborative partnership that will greatly enhance the future economic potential of individual communities in the region.

Each university in the region has an entrepreneurship program and/or facility to support the education and development of entrepreneurs both on and off campus. These are valued entities and can be utilized not only to support students in entrepreneurship education, but also to foster the translation of university innovation and intellectual property into commercial products and services. Intellectual property in these terms can consist of laboratory research conducted by faculty and students, software to manage information or perform tasks, or “idea stage” concepts. Universities, colleges, and technical schools contain a treasure trove of innovation that languishes or ends up being commercialized elsewhere. A small number of large universities across the country have made enormous investments in building systems for capturing the value of intellectual property, but this type of investment is beyond the reach of the vast majority of schools of higher education.

One solution to this barrier is for universities and colleges in the region to collaborate in the development of a technology commercialization “pathway” that will capture campus-based innovations as well as innovations from the community. In most instances, the entities best positioned to be the linchpin in this collaborative network are Entrepreneurship Centers (ECs). On any university campus, an EC is a focal point for the development and support of an entrepreneurial “mindset” and innovation/opportunity culture that is critical to fostering the commercialization of technology. In addition, an EC is a logical interface between the university and the community. The EC serves as neutral territory

where people from both “town and gown” can work together to develop an entrepreneurial culture and a pipeline of new businesses.

A network of ECs in a region would enable a number of important benefits that would be difficult to achieve by one center alone.

- Cross-training: sharing the expertise of one EC with another
- Access to technical knowledge across campuses, which enables collaborative research and development efforts as well as the ability to quickly find commercial applications for applied research.
- A unique environment for students to develop entrepreneurial skills and experience
- Cross-school teams of trained entrepreneurship students who can evaluate and assess the feasibility of potential technology opportunities.
- Greater chance for multi-campus success in securing grant money from foundations, governmental agencies, and private companies.

With the development of a collaborative network of ECs in the I-29 region linked across the state to the Black Hills region, a critical mass of expertise and activity will be created that will speed the transition to an innovation and entrepreneurial economy.

- Viable technologies can be more effectively developed for new venture launches or for licensing/royalty agreements with the private sector.
- An innovation pipeline with a pathway to commercialization can lead to high-valued job creation and further economic diversification.
- Students will enjoy greater opportunities to remain in the region to participate in new ventures or to access quality jobs.
- Universities reap rewards through equity participation in the commercialized technology, which, over time, provides needed funds to attract faculty, improve labs, and provide students with scholarships.
- Young talent will now have opportunities available in South Dakota that other regions of the country offer, enabling many to choose to stay close to their roots.

## Conclusions and Recommendations

Based on our assessment we recommend that

communities in the region pursue the following actions:

### Year One: Regional Innovation and Entrepreneurship Initiative

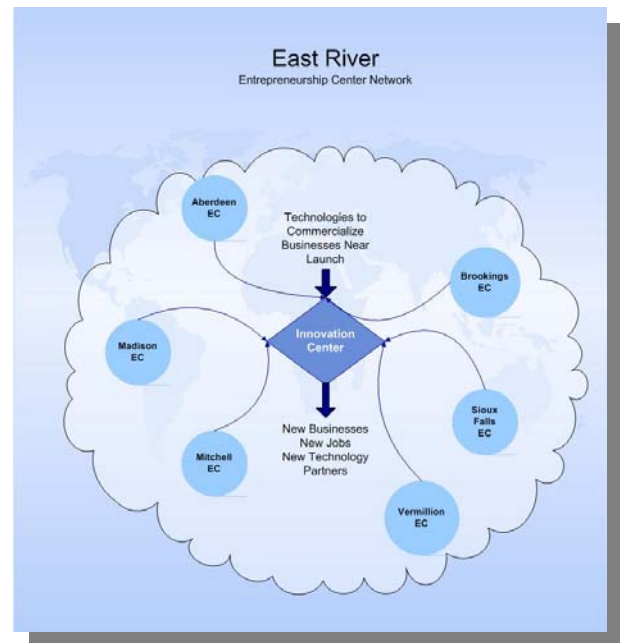
The figure below is a representation of an EC network. The “cloud” means that any center within the network is linked to every other center and to the Innovation Center described in the next section. The following are some suggested action items for the first year of this initiative.

- Each community should convene an action summit to assess the status of their High Performance readiness.
- Each university or college seeking to be part of the EC network should fully assess their current development of entrepreneurship programs on campus and identify a method for expanding programs and services to the campus and the community.
- The region should convene a regional one day summit to formulate an action plan designed to implement a collaborative network among EC’s
- The region should create a collaborative regional initiative (CRI) that will identify resources that can be leveraged collectively to build an innovation and entrepreneurial culture in the region with an eye toward global trade.

### Year Two: Development of a Regional Innovation Center

A network of ECs is an important first step in the creation of new businesses to strengthen the region. However, the missing piece in the equation is the “last mile,” the in-the-trenches support that entrepreneurs need to get their ventures launched. An innovation center that is focused on coordinating 1) the resources devoted to entrepreneurs, 2) the efforts of the statewide ECs at universities, 3) the linking of entrepreneurs to the resources and expertise they need to launch, 4) the attraction of substantial venture capital, and 5) the finding of ways to leverage the opportunities created by the DUSEL and the Sanford Medical Research initiative would complete the translational process from discovery to commercialization in the region. The East River Innovation Center would serve four important purposes:

1. A **catalyst** for change—inspiring an entrepreneurial mindset, new attitudes, and unique behaviors through its community programs and resources.
2. An **integrator** of collaborative research and commercialization. With the identification of high potential technologies through student/faculty feasibility teams in the various communities, the innovation center would provide a “finishing” opportunity with programs designed to fast forward the hardening of the technology and the launch of a business.
3. A **process facilitator**, to assist the region in developing the skills and people required to make innovation and entrepreneurship the source of economic growth in the region.
4. **Attract world class expertise** to participate in a unique venue where entrepreneurs, inventors, and community leaders collaborate in the development and commercialization of state-of-the-art technologies.



### Non-Technology Based Communities

During our research on both the western and eastern sides of the state, we observed that many small communities, like Hill City, do not have universities or technical colleges, but they have an emerging creative community that is focused on art and culture and contributes to a quality of life that makes these communities very attractive.

Although our efforts have been focused on technology economic development, we cannot ignore the importance of creative communities to the success of the region as a whole. The arts and nonprofit sector comprise the “social sector” of any high performance region and remind us all of the importance of “doing well by doing good.” It is estimated that at least 30 percent of the national workforce belongs to the creative class, those who produce new ideas. Therefore, in communities like Hill City where technology-based businesses may not be the norm, a vibrant community can still be developed by using the same entrepreneurial skills and attitudes that we propose for technology businesses to build an exciting community of artists of all types. Certainly technology can play a role even in this type of community as artists seek ways to share what they do with the global marketplace.

## Appendix

### High Performance Community Index

# High Performance Community Action Index

*Rating Your Community or Region's Readiness for Technology-Based Economic Development*

	Aware of Need/ No Action	Action Started	Action Underway & Progress Evident	Already Strong & Improving
	2	3	4	5
Development strategies that focus on working with local entrepreneurs to penetrate higher-value markets and create higher-wage jobs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A culture of entrepreneurship that supports and rewards new ideas and innovation.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Management, marketing, financial and technical resources available for businesses throughout the life-cycle, particularly for startups.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Transportation connections that meet the mobility needs of business travelers and facilitate sourcing freight from and supplying to other regions.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A focus on target industry sector/cluster initiatives that build on local competitive advantages, skills and resources.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Linkages between business and research, education and training institutions to upgrade jobs, commercialize and adopt new technologies, and enhance workforce skills.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
An information technology association (or equivalent body) capable of providing planning, marketing, training and coordination in the use of advanced information technologies.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local/regional international trade initiatives that build global connections, including export processing services & facilities.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Connectivity anywhere, anytime to high-speed, broadband technologies that enable electronic exchange of communications and information, i.e. continuous field of presence.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Local firms and organizations connecting and networking with key partners in business and government from outside the region.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
International trade know-how and market intelligence resources available.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
User-friendly, customer-focused government, responsive to citizen direction.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Public and private sector participation in multi-community and regional efforts.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
A "community forum" process that enables civic leaders and citizens to meet and address issues, solve problems, and think about the future.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

**Your HPC Score =**  
**Maximum = 70**



# Using the High Performance Community Action Index

The High Performance Community Action Index is a selection of characteristics and development actions that represent significant elements of the seven high performance principles.

Completing the index will give you a snapshot of your community's readiness for innovation and technology-based development. Completing it periodically at different points in time can serve as a mechanism for tracking your progress in becoming a High Performance Community. Comparing your total index score and individual items with those of other communities and regions will give you a better understanding of how your community stacks up with others.

## What Your HPC Index Score Means

The maximum score that can be obtained using the High Performance Community rating system is 70, approximately 10 points for each of the seven high-performance principles.

### HPC Score - 70 through 63

Your community is well on the way to success. Fine-tuning may be needed in one or more of the high performance areas but overall your community is already working in the public, civic and enterprise sectors.

### HPC Score - 62 through 49

Your community is on the right track but as Mark Twain once said, "Even if you're on the right track you will get run over if you just sit there." Take a look at the individual items in the high performance rating system and identify those areas that are your strongest and weakest. Build on your strengths and take stock of those high performance areas that need attention.

### HPC Score - 48 through 35

Your community may be doing fine in one or several of the high performance areas but needs to take a look at the total picture. Becoming a high performance community means taking a new look at how your community fits into the global economy and how it functions in the three sectors - public, civic and enterprise.

## What is a High Performance Community?

A High Performance Community is a place where the public, civic and enterprise sectors work. A community where individuals, companies, organizations, and government agencies are enabled to be fast, flexible, focused, networked, customized and global – the hallmarks of a new economy enterprise and a new economy community.

A High Performance Community can be an individual town or city, a county, an urban neighborhood, a regional group, or multi-community and county groups. The key is to assemble a group of motivated people with a common interest in implementing the seven high performance action strategies.

Today's high performance communities recognize that building upon existing momentum and local capacity is critically important. They also understand that, in the network economy, prosperity is increasingly determined by the power of a community's connections elsewhere.

## 7 High Performance Community Action Strategies?

1. **Connectivity** anywhere, anytime via high-speed, broadband telecommunications and transit and transport systems.
2. Promotion of **entrepreneurship** in private and public sectors.
3. **Job growth from within** and a focus on higher-wage technology and information industries in manufacturing and services.
4. Awareness, interest and participation in the **global** market place.
5. An economic development focus on **industry targets/clusters** that build on local interests, resources and competitive advantages.
6. **Building networks** that include key partners in business & government from outside the region.
7. Cultivation of civic institutions and **regional collaboration**.