



Community and Economic Development for Sustainable Prosperity



In today's global economy, the strength of communities drives regional economic growth and innovation. Every region faces the challenge of establishing and sustaining its economic foundations through community and economic development. At ICF International we support the sustainable prosperity of regional economies through an integrated approach that reaches across the community. We can help you:

- **Build Prosperity:** Understand the structure and competitive position of your economy, and take steps to increase competitiveness;
- **Reduce Disparity:** Understand the economic, social, geographic, and participatory "fairness" of your communities, and take steps to improve equity for all citizens;
- **Increase Sustainability:** Understand the environmental and growth challenges facing your region and how best to manage them;
- **Strengthen Agility:** Understand how information and communications technology can be used to redefine and improve the delivery of public and private services.

Growing Local Economies.

Empowering Communities.

Developing Entrepreneurs.

ICF International has the tools to help you.

A Proven Collaborative Strategy Process

ICF offers a strategic approach to assisting clients with community and economic development, strategy development, and implementation. Our clients include federal, state, and local government agencies; tribes, foundations, and nonprofit organizations; lending institutions; trade associations; and private businesses.

Economic Development Strategy. ICF delivers comparative assessments of regional performance by providing in-depth analysis of industry clusters and their accompanying input foundations. The strategy is grounded in a collaborative process that identifies and develops regional and local-based actions for stakeholders to target, expand, and attract enterprises within both existing and emerging industries. To support these processes we provide implementation services, including information technology solutions that enable monitoring regional performance on a continuing basis.

Community Development. ICF provides housing and community development strategies for urban areas, with a focus on affordable housing, commercial development, and widespread community involvement. The community development process assists communities with identifying service gaps, developing recommendations for improving local approaches, and providing tools to achieve sustainable development goals. ICF often facilitates collaborative sessions that convene private, public, and non-profit stakeholders to secure "buy-in" and support; to identify priority challenges in workforce and business development; and to formulate action initiatives to address priority challenges.

Workforce Development. Recognizing the importance of training and attracting a diverse workforce to local economic prosperity, ICF supports workforce development strategies at the local, state, and federal levels. At the local level, our four-phase approach to community-based workforce development includes convening the marketplace for targeted industry clusters (the exporting industries, suppliers, and economic input institutions) in a series of strategic work sessions; identifying baseline regional performance successes and challenges; setting the stage for collaborative strategy solutions and providing technical assistance to local government and private entities in designing and implementing these collaborative solutions.

Passion. Expertise. Results.

Featured Projects

Economic Development Strategy

Ontario Investment Readiness Strategy. ICF worked with the Ontario Chamber of Commerce to leverage research, analysis, and stakeholder input from six communities to analyze community-level capacity to grow, retain, and attract business investment for long-term economic growth. We employed its four-phase competitiveness strategy to assess the structure and competitiveness of a portfolio of 12 clusters. ICF also measured the performance of each economic input delivery system. We conducted more than 35 interviews with economic development, site selection, and institutional leaders and facilitated two rounds of strategy work sessions in all six communities. The result was a competitive analysis and strategy building blocks for each community and an overall report for the OCC integrating the findings—Ontario Investment Ready Communities Strategy Building Blocks.

Connecticut Hydrogen and Fuel Cell Analysis. Having already led the Connecticut Next Generation Competitiveness Initiative—a statewide nine-cluster analysis and strategy process—ICF was asked by Connecticut Department of Economic and Community Development and Connecticut Center for Advanced Technology to lead a state hydrogen and fuel cell analysis and strategy with industry, government, and non-governmental stakeholders. ICF analyzed and benchmarked Connecticut’s workforce and R&D capabilities to support fuel cell development, developed comparative analysis of organizational models and structure for this cluster, and facilitated a collaborative strategy with the state’s fuel cell companies, their suppliers, and economic input institutions. The final report integrated a baseline analysis of the hydrogen and fuel cell cluster, its workforce, R&D capabilities, and collaborative agreements for accelerating the Connecticut Fuel Cell Cluster’s development and growth.

Community Development

Revitalizing a Richmond Neighborhood. ICF helped the City of Richmond, Virginia revitalize its Iron Triangle neighborhood, one of its most distressed inner-city neighborhoods. ICF prepared a comprehensive housing and commercial strategy for the area, with significant input from the community, and made recommendations for improving the City’s affordable homeownership and rehabilitation programs. ICF’s redevelopment plan and financing strategy gave city officials the tools needed to attract private developers and negotiate commercial development terms for future retail developments.

Charleston’s Affordable Housing Initiative. Charleston, South Carolina engaged ICF to help create up to 200 affordable for-sale housing units in dilapidated neighborhoods. Over a two-year period, ICF conducted housing market analyses and provided technical assistance on housing finance, program design, and acquisition and recapture regulations. Then ICF developed acquisition procedures and an implementation plan. The initial outcome, approved by the City Council, was the acquisition of nearly 100 properties for development and the commitment of millions of public and private funds.

Workforce Development

National Biotechnology Labor Market Initiative. The San Diego Workforce Partnership, the Workforce Investment Board for San Diego, was awarded a contract with the U.S. Department of Labor to develop a national biotechnology labor market center—an online resource to link companies, workers, and educational institutions in the biotech industry and provide labor market information in major regional biotechnology clusters. ICF prepared the website’s labor market information. Working with an Advisory Group from the private, educational, and public sectors, we created NAICS and SOC definitions of the biotechnology industry and biotechnology jobs and linked them to working industry job descriptions. ICF also prepared national and regional profiles of biotechnology industry occupations, including developing regional-specific biotechnology industry staffing patterns.

Alamo Region Cluster Skills Analysis and Strategy. ICF identified sources of growing high-skill jobs to help Alamo WorkSource, the regional workforce development coordinator in the greater San Antonio region, set funding priorities and make a more strategic contribution to economic development. We examined the prevalence of high-skill industries across the twelve-county region, and how their growth was tied to the competitiveness of six industry clusters that formed the economic base of the region. ICF conducted a competitiveness analysis of the six clusters, examining their competitive performance against competing clusters in peer regions. A survey of companies in the cluster was administered, dealing with why the companies located in the region, skill shortages, relationships and satisfaction with local educational institutions, recruiting methods, and the level of basic skills in the work force. The project culminated in a series of focus groups with private sector executives, association leaders, economic development officials, and educators, who were challenged to develop a workforce development agenda for each cluster.

About ICF International

ICF International (NASDAQ: ICFI) partners with government and commercial clients to deliver consulting services and technology solutions in the energy, climate change, environment, transportation, social programs, health, defense, and emergency management markets. The firm combines passion for its work with industry expertise and innovative analytics to produce compelling results throughout the entire program life cycle, from analysis and design through implementation and improvement. Since 1969, ICF has been serving government at all levels, major corporations, and multilateral institutions. More than 3,000 employees serve these clients worldwide. ICF’s Web site is www.icfi.com.

For more information, contact:

Cynthia Sherlock
cynthiasherlock@icfi.com
+781.676.4057

Christina Techico
ctechico@icfi.com
+703.277.6697