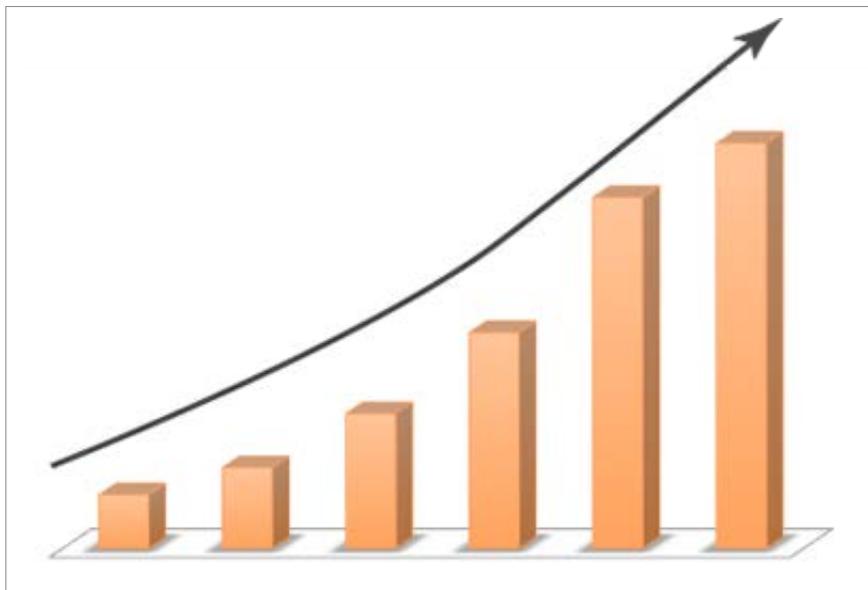---

INTRODUCTION

Business Development

Economic profiles prepare you for change.

This tutorial will guide you through the process of creating an economic profile for your city. We will use Forrest City, AR in St. Francis County as our city for the sake of example.

To view this document offline, click here:

Click Step 1 in the navigation menu at the top of your screen or scroll down to get started.

### STEP ONE

The Introduction
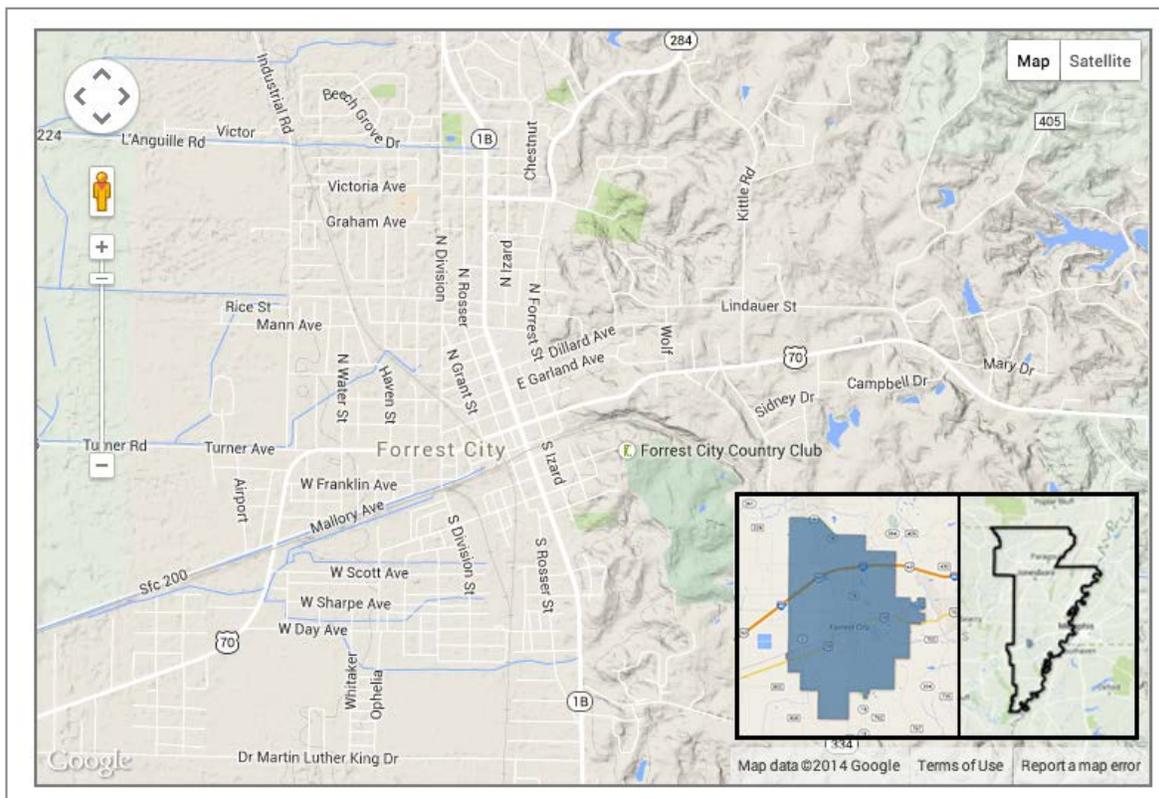
This tutorial will show you how to make a very basic map

Include a narrative opening to the community economic profile. It should provide:

1. Brief Introduction (one or two paragraphs) of the community:
   - Current population and any recent growth statistics. You can collect some of this data at the Data Warehouse or the Interactive Map.
   - Identify as county seat and largest community in St. Francis County.
   - Location relative to interstates and major cities (e.g., approximately 47 miles west or 45-minute drive of Memphis on Interstate 40).
   - Interesting historical trivia, geological characteristic, tourist attraction, etc. (e.g., located on Crowley's Ridge National Scenic Byway which is "one of the most scenic motorcycle rides in the state").
2. Map
   - Here you could use the Interactive Map to create one and maybe take a screenshot.

Tips on taking a good screenshot:

- If you are using a PC, use the Print Screen button and paste into MS Paint. Use Paint to crop your image appropriately. If you are using a Mac, press command + shift + 4 to open the screenshot tool for outlining your image.
- When using the Interactive Map, which uses Google Maps, take advantage of the Terrain option at the top-right, which can make for a better image.
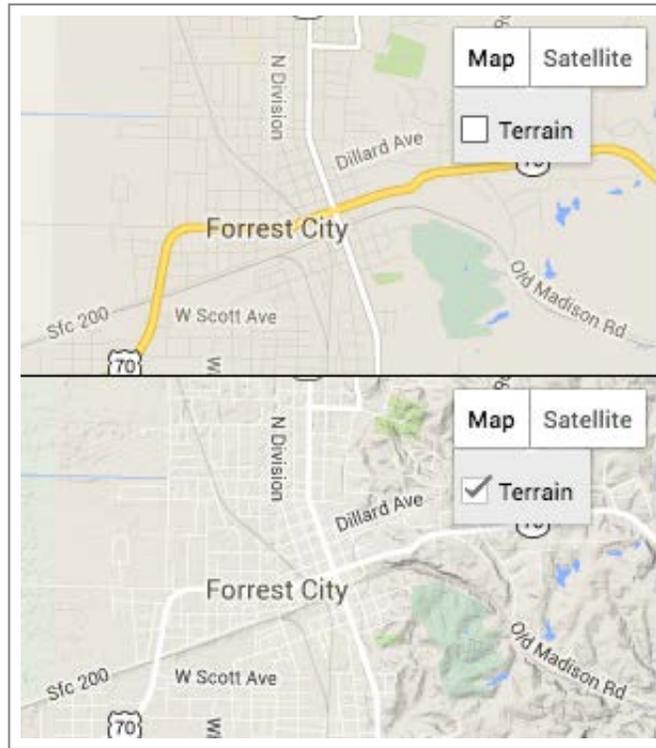
The terrain option can sometimes improve your screenshots

- Boundaries are great, too! Use the Interactive Map to query the name of your town and place that image at the lower-right side of your main screenshot. Use the EAPDD Service Boundary to add some context. This process will involve some cropping and layering of images.
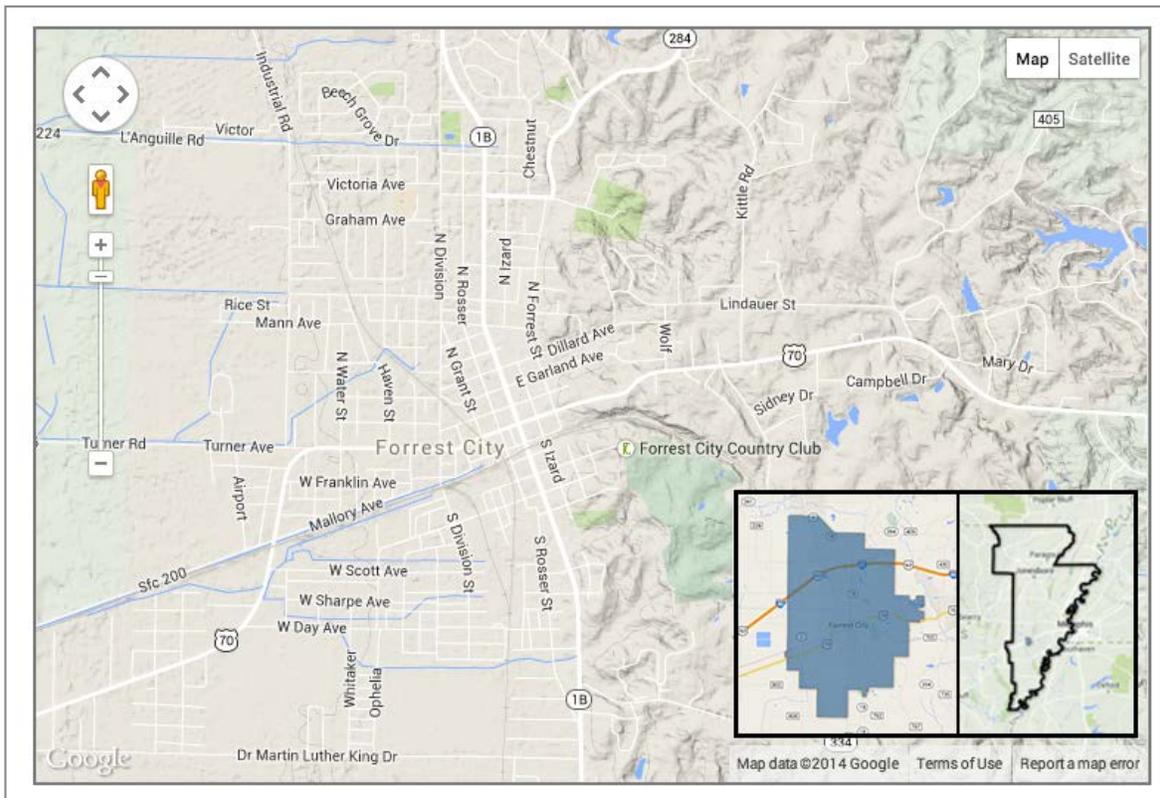

Use the query tools to customize the layer
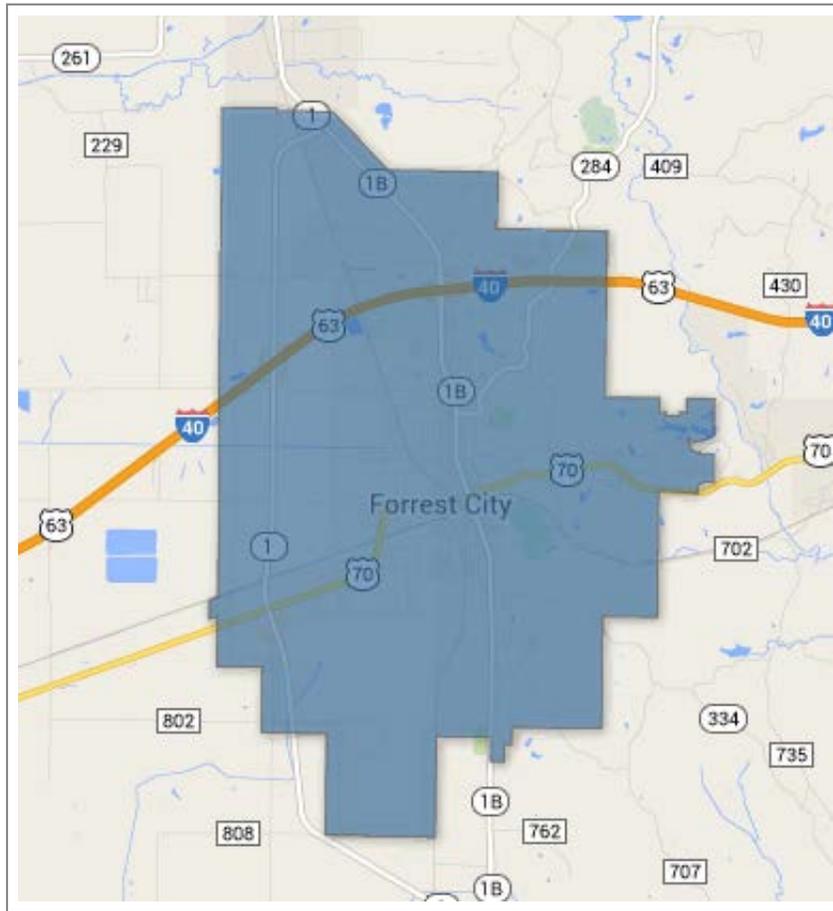
City limits layer
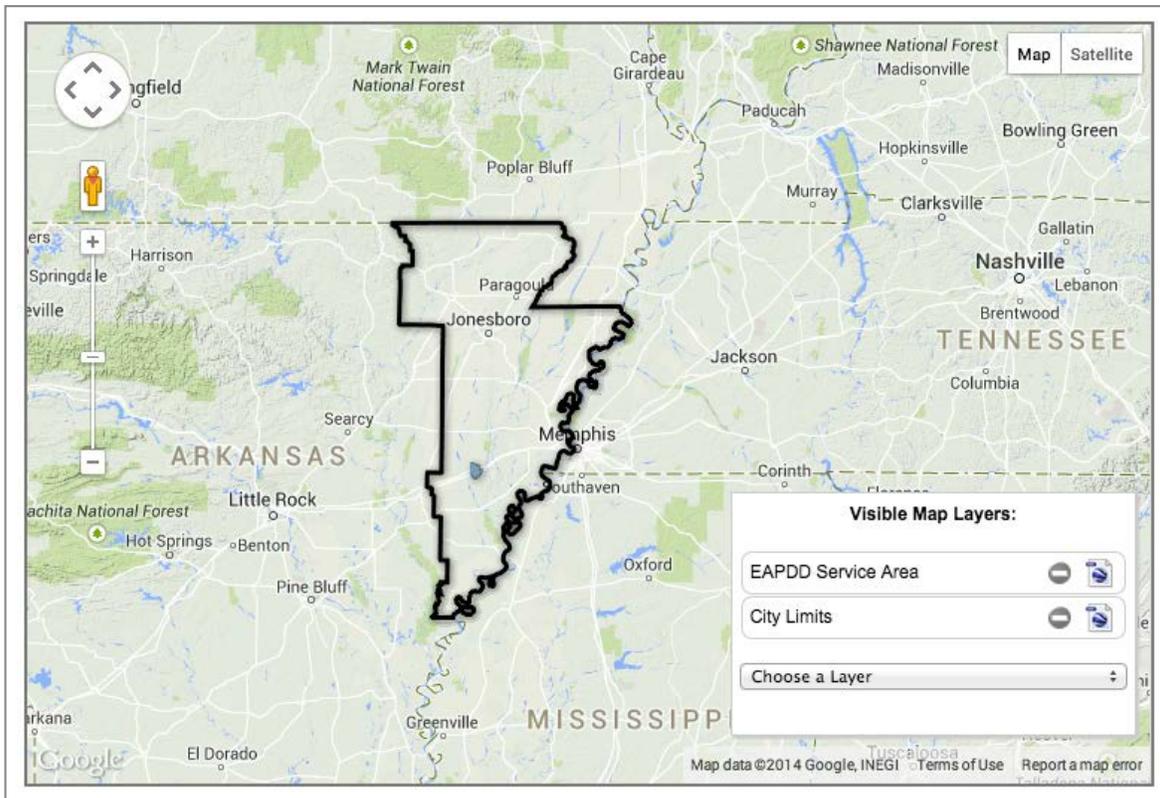
Crop with the EAPDD Service Boundary to add context

Quick finished map as a result

S T E P   T W O

Major Industries

Some of the major industries in Forrest City

Identify major industries at the county level, where detailed data is available. Include information on the number of establishments, employment, and wages. This data provides an overview of the economy the city operates in, which is important context for people unfamiliar with the region. The goal here is just to provide a snapshot of data that is available—prospects evaluating the community should follow up with city officials or EAPDD to obtain data on their specific industries.

Visit the Data Warehouse and find the Business Summary for Forrest City under **Retail by Trade Area**.

Find the Business Summary within the data warehouse

Choose either the XLSX option and look for the top industries in the area by either SIC or NAICS code. Then click the download icon at the to download the data
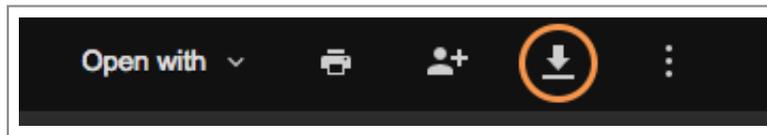
Icon for downloading the data

Then, order your industries by number of employees and use Excel to create a Table. Below I removed the sub-industries to make this simplified.

	Industry	Number of Businesses	Business by Percent	Number of Employees	Employees by Percent
1	Industry	Number of Businesses	Business by Percent	Number of Employees	Employees by Percent
2	Agriculture, Forestry, Fishing & Hunting	269	10.7	780	5.5
3	Mining	0	0	0	0
4	Utilities	10	0.4	152	1.1
5	Construction	131	5.2	430	3
6	Manufacturing	41	1.6	386	2.7
7	Wholesale Trade	78	3.1	1340	9.5
8	Retail Trade	288	11.5	1948	13.8
9	Transportation & Warehousing	120	4.8	517	3.7
10	Information	30	1.2	169	1.2
11	Finance & Insurance	70	2.8	248	1.8
12	Real Estate, Rental & Leasing	106	4.2	463	3.3
13	Professional, Scientific & Tech Services	143	5.7	404	2.9
14	Management of Companies & Enterprises	2	0.1	3	0
15	Administrative & Support & Waste Management & Remediation Services	275	10.9	554	3.9
16	Educational Services	57	2.3	2180	15.5
17	Health Care & Social Assistance	183	7.3	1384	9.8
18	Arts, Entertainment & Recreation	21	0.8	70	0.5
19	Accommodation & Food Services	96	3.8	911	6.5
20	Other Services (except Public Administration)	302	12	740	5.2
21	Public Administration	92	3.7	1429	10.1
22	Unclassified Establishments	198	7.9	4	0
23					
24	Total		2513 100.0%		14109 100.0%

Put all the main industries in a new sheet

Industry	Number of Businesses	Percent	Employees	Employees by Percent
Agriculture, Forestry, Fishing & Hunting	269	10.7	780	5.5
Mining	0	0	0	0
Utilities	10	0.4	152	1.1
Construction	131	5.2	430	3
Manufacturing	41	1.6	386	2.7
Wholesale Trade	78	3.1	1340	9.5
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Public Administration	92	3.7	1429	10.1
Unclassified Establishments	198	7.9	4	0
Total	2513	100.0%	14109	100.0%

Use a custom sort to sort by number of employees

Custom sort menu

Industry	Number of Businesses	Business by Percent	Number of Employees	Employees by Percent
Educational Services	57	2.3	2180	15.5
Retail Trade	288	11.5	1948	13.8
Public Administration	92	3.7	1429	10.1
Health Care & Social Assistance	183	7.3	1384	9.8

Sorted data

Format it and it is ready for a report.

Industry	Number of Businesses	Business by Percent	Number of Employees	Employees by Percent
Educational Services	57	2.3	2180	15.5
Retail Trade	288	11.5	1948	13.8
Public Administration	92	3.7	1429	10.1
Health Care & Social Assistance	183	7.3	1384	9.8
Wholesale Trade	78	3.1	1340	9.5
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Arts, Entertainment & Recreation	21	0.8	70	0.5
Unclassified Establishments	198	7.9	4	0
Management of Companies & Enterprises	2	0.1	3	0
Mining	0	0	0	0
Total	2513	100.0%	14109	100.0%

Table 1 Major Industries in St. Francis County

STEP THREE

Clusters

St. Francis County
Employment by Local Cluster, 2012
Private, Non-Agricultural Employment

	Rank in US
Local Health Services	1568
Local Hospitality Establishments	1690
Retailing of Clothing and General Merchandise	1375
Real Estate, Construction, and Development	1773
Local Motor Vehicle Products and Services	1635

Top 5 Clusters in St. Francis County

Clusters are geographic concentrations of related industries that share common markets, workforce or infrastructure needs, and supply chains. Clusters are important because they are associated with higher rates of business formation, higher average wages, and greater export activity. Many research analysts and site selection consultants are interested in evaluating a potential location's "ecosystem" because co-locating a company with similar companies can have benefits such as access to workforce with skills specialized for a particular industry or occupation, access to training programs at education institutions tailored for local industry, and communities that are familiar with industry needs. Therefore, economic developers marketing communities should demonstrate expertise with industry and cluster data.

Let's create our own cluster chart by going to the US Cluster Mapping Project. Use the search bar at the top-right of the screen. Enter in the county, St. Francis and (without hitting enter) scroll down for your results.

Harvard Business School   U.S. Economic Development Administration

EXPLORE | st francis

WHAT ARE YOU INTERESTED IN?   x
MINNEAPOLIS, MN METROPOLITAN
AREA
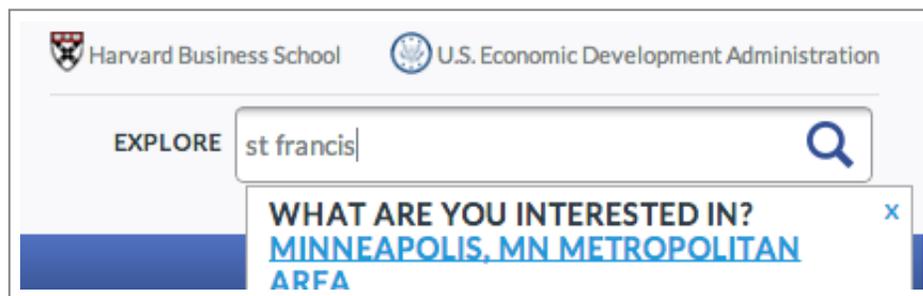
Use the search bar to find your town

ST. CROIX COUNTY, WI
ST. JAMES PARISH, LA
ST. MARTIN PARISH, LA
ST. FRANCIS COUNTY, AR
ST. LAWRENCE COUNTY, NY
ST. BERNARD PARISH, LA
ST. TAMMANY PARISH, LA

Scroll down for the results

After clicking on the link, you will be taken to a region dashboard summary for St. Francis County.

St. Francis Cluster Dashboard

Click on the Cluster Portfolio tab to see a list of all the dominate clusters in this county. You can view traded or local clusters by employment, wages, job creation, specialization, or time series. You can also do this by different years.

Different options for viewing clusters.

Next, take a screenshot or use the download or screenshot button to download a table or screenshot.
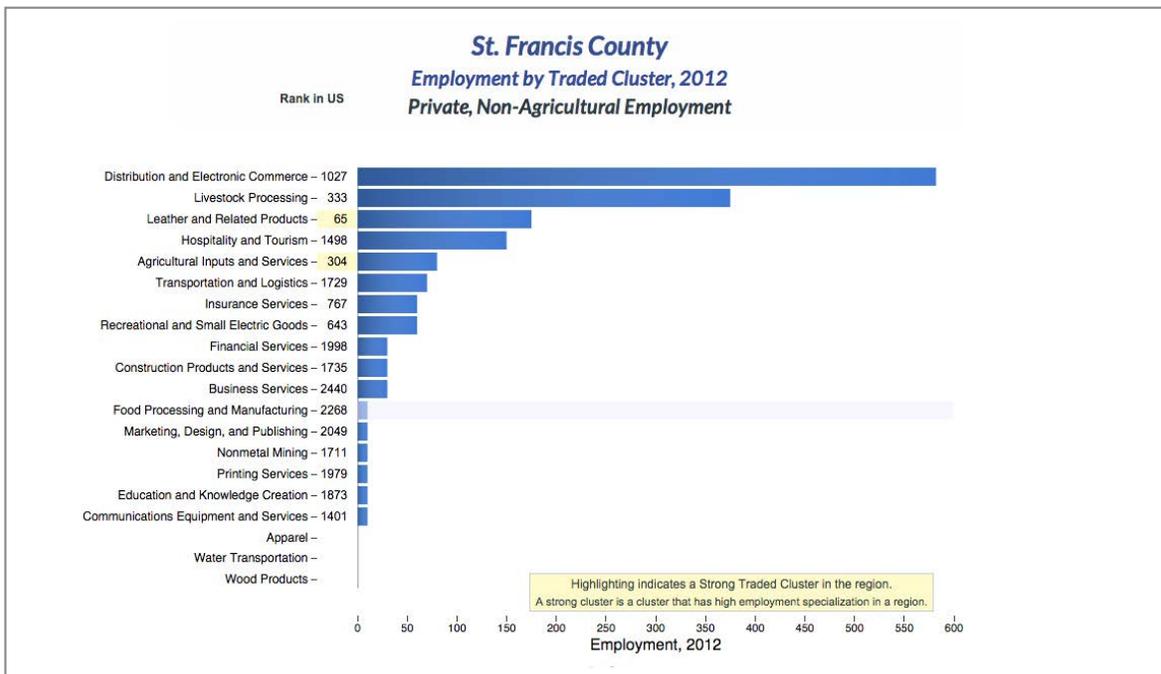

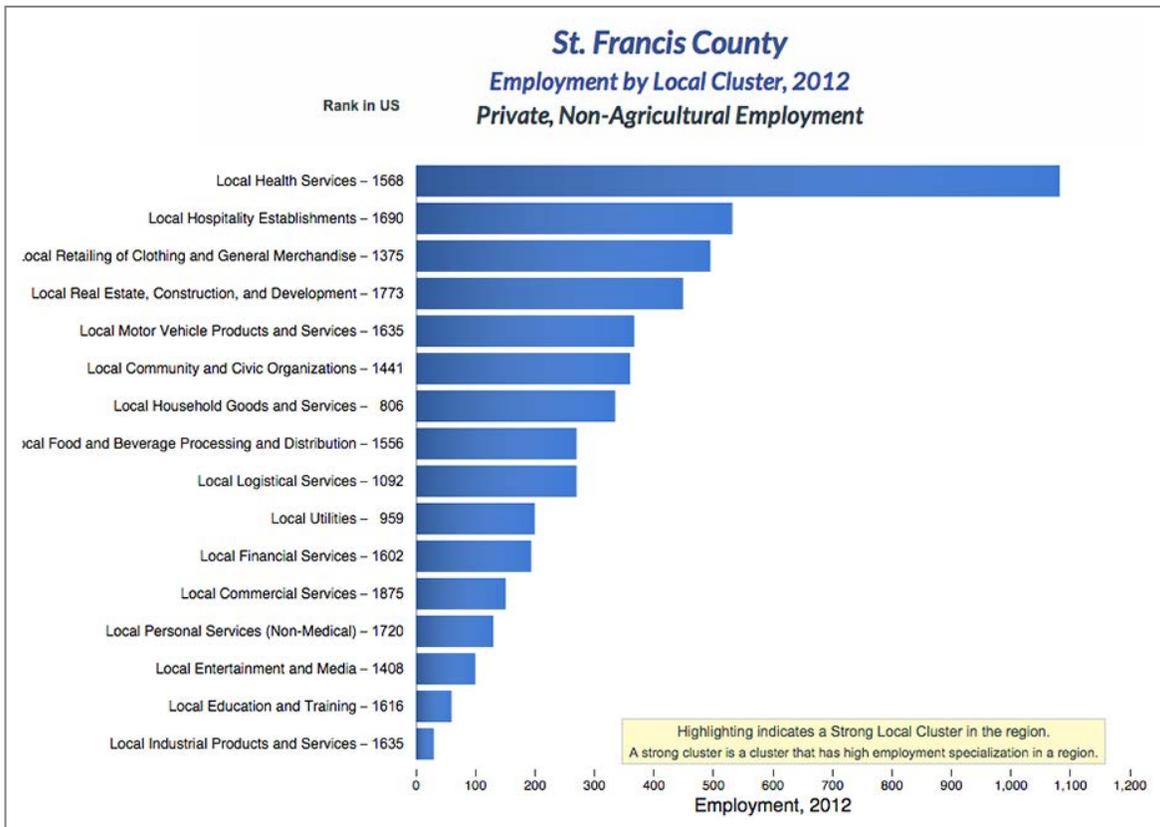Download a CSV file or Table Image

Chart of Traded Clusters in St. Francis County

Chart of Local Clusters in St. Francis County

Click on the individual rows to get a solid number for each cluster. Enter this into a table and add these charts and tables into the report.
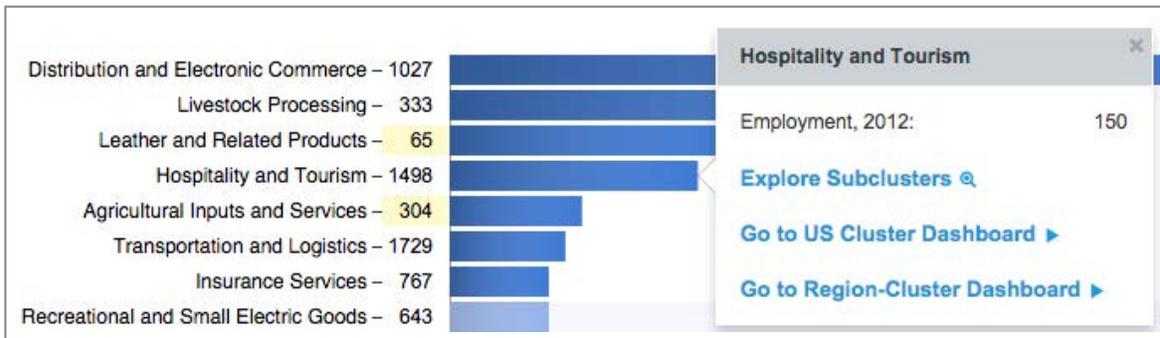
Chart of Local Clusters in St. Francis County

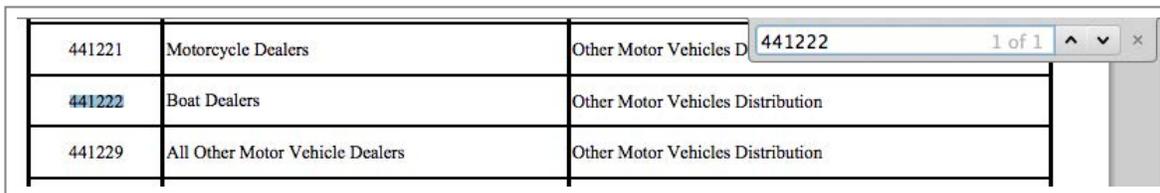| Cluster	Employment
Distribution and Electronic Commerce	582
Livestock Processing	375
Leather and Related Products	175
Hospitality and Tourism	150

Table 2 Traded Clusters in St. Francis County

Cluster	Employment
Health Services	1,082
Hospitality Establishments	532
Retailing of Clothing and General Merchandise	495
Real Estate, Construction, and Development	449
Motor Vehicle Products and Services	367
Community and Civic Organizations	360
Household Goods and Services	335
Logistical Services	270
Food and Beverage Processing and Distribution	270
Utilities	200

Table 3 Local Clusters in St. Francis County

Federally-defined industry titles and cluster names can be esoteric for people not engaged in economic development and industry research. Identify several local employers to provide context for industry and cluster data. Identifying local employers is also helpful for providing contacts to companies from outside the region considering investing in the community for peer-to-peer information sharing. Include data on local sales, employment, and purchases if local employers are willing to share it. This information can be critical for potential suppliers to these companies.

Here use EAPDD as a resource. Contact them to identify several local employers in your area along with their industry category and NAICS Code.

Once you have the NAICS code, you can find the cluster and subcluster it belongs by using the Traded Clusters Appendix or the Local Clusters Appendix. The easiest way to find this information is to search using the Browser's Search Function (CTRL + F for PC or CMD + F for MAC) and type in the code. Then press enter until you come across your code.

| 441221	Motorcycle Dealers	Other Motor Vehicles D	441222	1 of 1	^	∨	×
441222	Boat Dealers	Other Motor Vehicles Distribution					
441229	All Other Motor Vehicle Dealers	Other Motor Vehicles Distribution					

Searching for NAICS Codes

Then use a basic Google Image Search to find a company logo and you are ready to insert it into the report.

Cluster: Livestock Processing

Subcluster: Meat Processing

Industry: Animal (except Poultry) Slaughtering
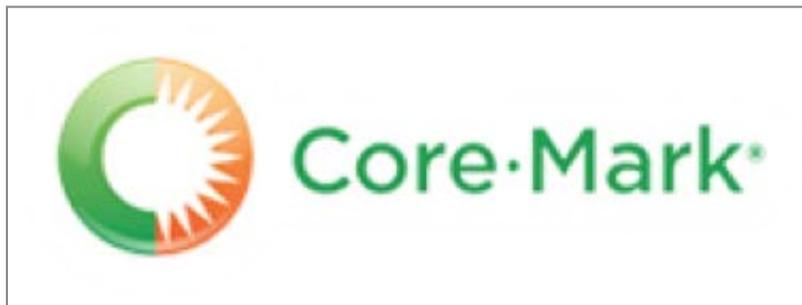
Cluster: Food and Beverage Processing and Distribution

Subcluster: Food Wholesaling

Industry: Other Grocery and Related Products Merchant Wholesalers

Cluster: Production Technology and Heavy Machinery

Subcluster: Air Handling Equipment

Industry: Heating Equipment (except Warm Air Furnaces) Manufacturing

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STEP FOUR

Workforce

Origin County	% Workforce Forrest City	Labor Supply Origin County
St. Francis County, AR	47%	8,398
Cross County, AR	12%	6,633
Crittenden County, AR	7%	20,323
Lee County, AR	5%	2,896
Phillips County, AR	3%	6,602
Mississippi County, AR	2%	16,595
Craighead County, AR	2%	35,810
Total (Selected)	**78%**	**97,257**

Forrest City workers in surrounding counties

Access to an adequate supply of labor sufficient for current and projected needs is the most important criteria for most site selection decisions. Communities in metropolitan areas with high population density have little difficulty demonstrating an adequate labor supply. For rural communities, it can be more challenging. Since workers in rural areas are accustomed to traveling longer distances for work, compared to workers in urban areas, it can be necessary for local economic developers in rural areas to show workforce supply from multiple vantage points, such as local residents of working age, labor shed (workers who live within commuting distance of a site), or perhaps a specific distance (radius in miles) or drive time specified by a prospect company based on its experience operating in similar markets.

To get commute distances, we will use the US Census's OnTheMap website. Click the link to get started.

OnTheMap by the US Census

When the page loads, use the Search section to enter the name of your site, in this case Forrest City.
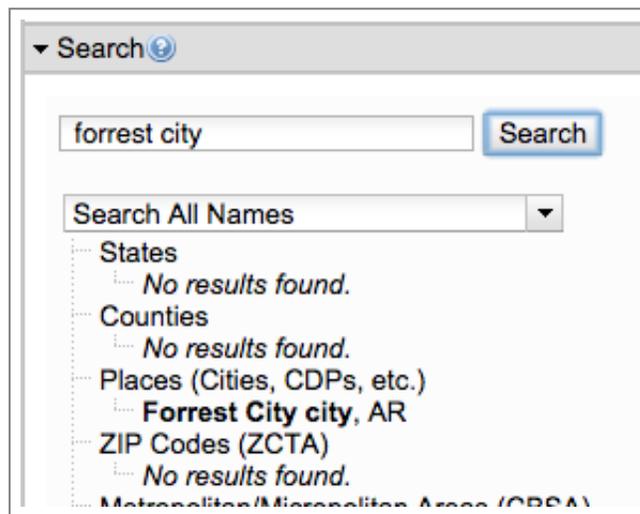
Enter Forrest City and click Search

Click on Forrest City (under Places) and your map should adjust.

Forrest City search results

Click Perform Analysis on Selection Area and you will get a choice of analysis options.

Analysis options

Set your options similar to the above image. Since we are intereseted in employees of Forrest City, we choose Work under Home/Work Area. Also, since we are interested in the most recent commuting times, we will choose the Year 2011 and the Analysis Type of "Distance/Direction". Finally, let's focus on Primary Jobs. When you are finished, click Go.
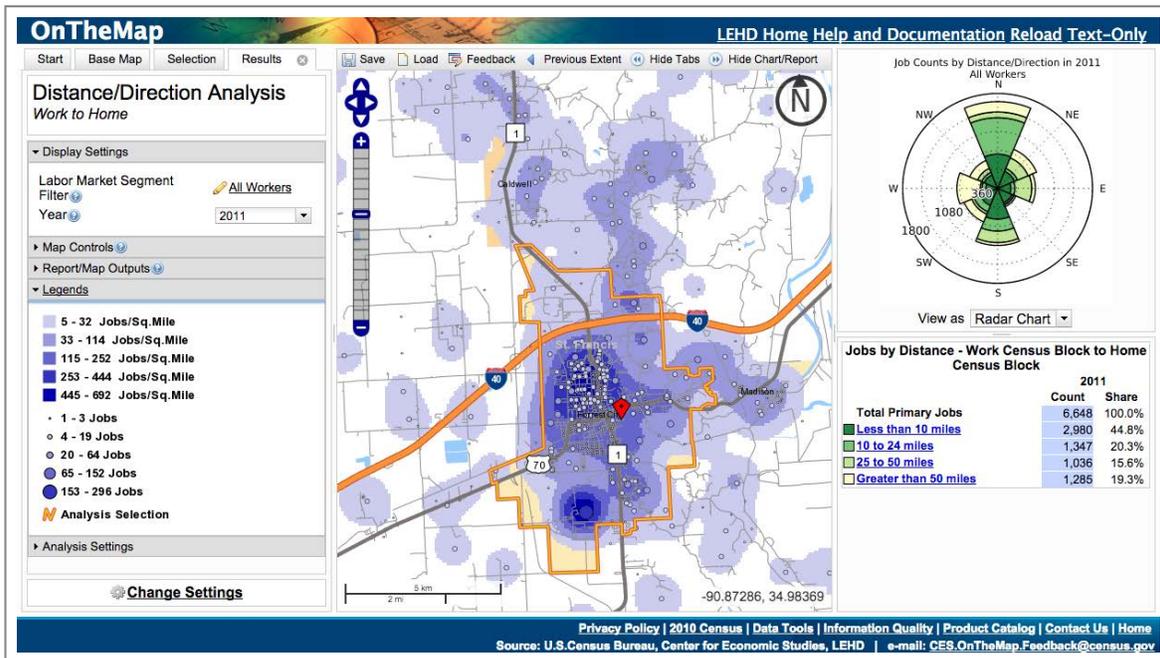

Analysis results

At the bottom right of the page, you will see commute times for workers categorized under primary jobs. Copy this data into a table.

Total Jobs by Distance - Work Census Block to Home Census Block

Before we add that table to the report, let's add a share of Manufacturing for context. In Display Settings, click All Workers > Industry Segment > Industry: Goods Producing.
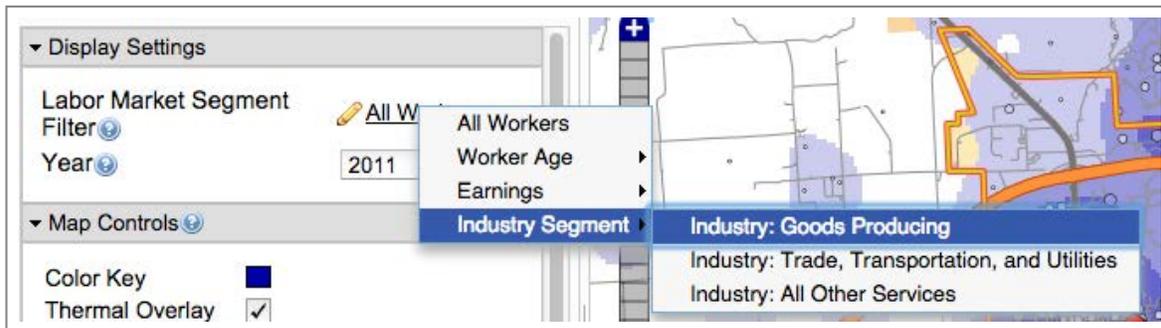
Filtering for Manufacturing Jobs

Copy these new numbers, add the previous data, and now you have a table for your report.

Jobs by Distance - Work Census Block to Home Census Block

Distance	Workers - All Industries	Workers - % Total	Workers - Manufacturing	Manufacturing - % Total
Less than 10 miles	2,980	45%	440	62%
10 to 24 miles	1,347	20%	141	20%
25 to 50 miles	1,036	16%	82	12%
Greater than 50 miles	1,285	19%	47	7%
Total	6,648	100%	710	100%

Table 4 Commute Distance for Workers Employed in Forrest City

Now, at the bottom left corner of the page, click "Change Settings", to run another type of analysis.
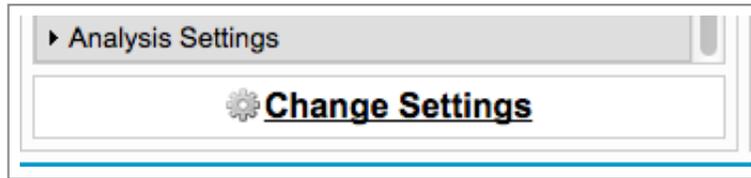
Change Settings

Change the Analysis Type to "Destination" and the Destination Type to "Counties". Also change the Job Type to "All Jobs". Then click "Go".


Analysis Settings

At the bottom right, you should see data for the number of workers that work in Forrest City and in what county they live.
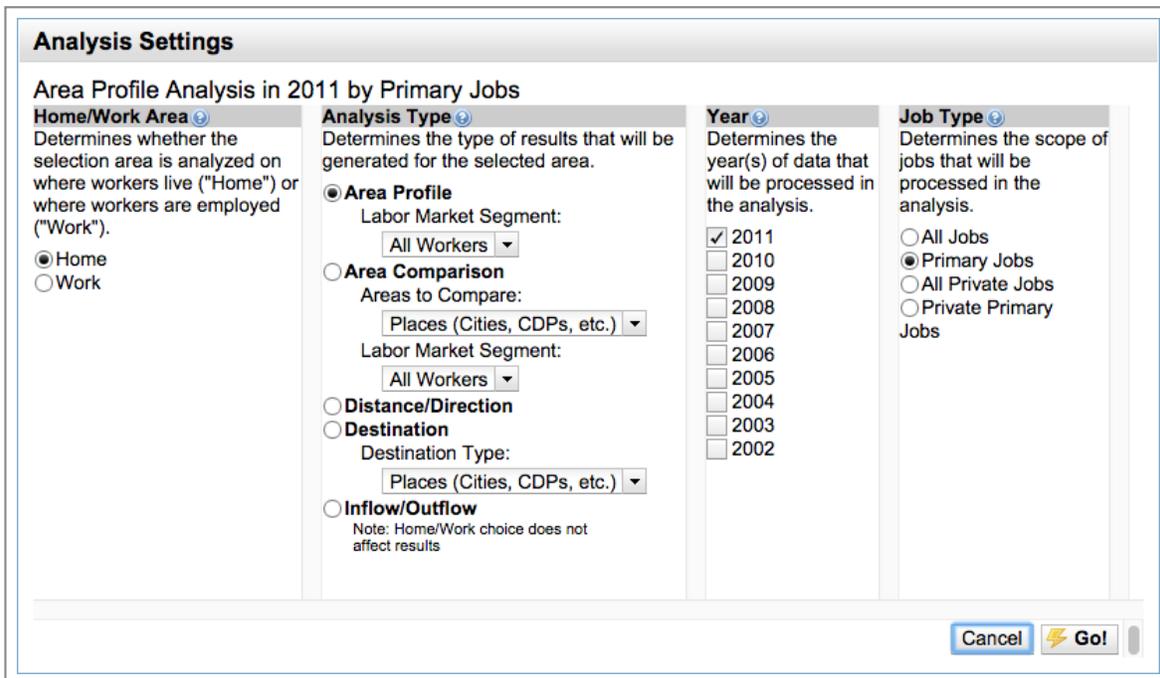

Jobs Counts by Counties Where Workers Live - All Jobs

Another good table to add, is to show the total labor supply of the above counties as well as the percentage of that county's workforce in your town (this case Forrest City). To get this data, use the search feature to find the county, change the search settings to look at the Home Area as the level of analysis, and take note of the Total Primary Jobs in the Chart/Report section on the right hand side of the screen.
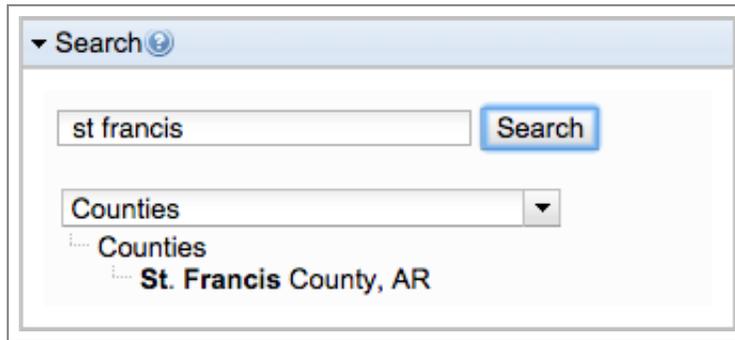
Run this search for each county

Use the Home Area as your level of analysis
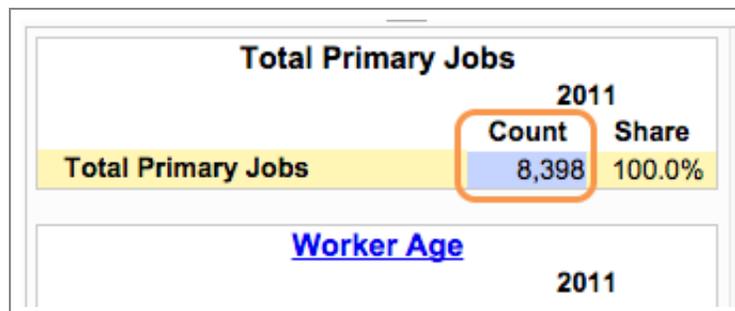
Take note of total primary jobs

Now change the search location to Forrest City and change the analysis to look at Destinations by Work Area. Next, you will see job counts by counties where workers live. Use the above information to put into a table.

forrest city	Search

Search All Names ▼

```
States
    No results found.
Counties
    No results found.
Places (Cities, CDPs, etc.)
    Forrest City city, AR
ZIP Codes (ZCTA)
```

Search Forrest City again

Analysis Settings

Destination Analysis in 2011 by Primary Jobs

Home/Work Area ⓘ
Determines whether the selection area is analyzed on where workers live ("Home") or where workers are employed ("Work").

○ Home
◉ Work

Analysis Type ⓘ
Determines the type of results that will be generated for the selected area.

○ Area Profile
   Labor Market Segment:
   All Workers ▼

○ Area Comparison
   Areas to Compare:
   Places (Cities, CDPs, etc.) ▼
   Labor Market Segment:
   All Workers ▼

○ Distance/Direction

◉ Destination
   Destination Type:
   Counties ▼

○ Inflow/Outflow
   Note: Home/Work choice does not affect results

Year ⓘ
Determines the year(s) of data that will be processed in the analysis.

☑ 2011
☐ 2010
☐ 2009
☐ 2008
☐ 2007
☐ 2006
☐ 2005
☐ 2004
☐ 2003
☐ 2002

Job Type ⓘ
Determines the scope of jobs that will be processed in the analysis.

○ All Jobs
◉ Primary Jobs
○ All Private Jobs
○ Private Primary Jobs

Cancel   ⚡ Go!

Use the Work Area and Destination Analysis Type

Jobs Counts by Counties Where Workers Live - Primary Jobs

	2011 Count	Share
All Counties	6,648	100.0%
St. Francis County, AR	3,155	47.5%
Cross County, AR	827	12.4%
Crittenden County, AR	464	7.0%
Lee County, AR	357	5.4%
Phillips County, AR	227	3.4%
Mississippi County, AR	164	2.5%
Pulaski County, AR	115	1.7%
Craighead County, AR	101	1.5%
Poinsett County, AR	94	1.4%
Monroe County, AR	91	1.4%
All Other Locations	1,053	15.8%

This report should be available on the lower right-hand side

Origin County	% Workforce Forrest City	Labor Supply Origin County
St. Francis County, AR	47%	8,398
Cross County, AR	12%	6,633
Crittenden County, AR	7%	20,323
Lee County, AR	5%	2,896
Phillips County, AR	3%	6,602
Mississippi County, AR	2%	16,595
Craighead County, AR	2%	35,810
Total (Selected)	**78%**	**97,257**

Total labor supply available to employers in Forrest City

Total labor supply available to employers in Forrest City is at least 97,000 workers, based on the working population of counties within the city's labor shed. Depending on a prospect's specific data needs, this information can be further broken down by age group, wage range, education, and industry sector.

In addition to knowing the total number of workers available in the labor supply, employers considering locating or expanding in a community also want to know that there are sufficient numbers of workers in the occupations needed for their particular industry. Include information on current workers, as well as graduates of relevant programs at education institutions in the area to capture future supply. Start with data at the county level, where more detail is available, and expand to include additional counties in the labor shed if needed. Information can be presented on workforce relevant to existing industries already in the community or industries targeted for future development.

Table 6 Selected Occupations in St. Francis County

| Occupation	Employment	Avg Wage	Degrees[11]
Personal Care Aides	375	$8.28	N/A
Home Health Aides	168	$7.96	N/A
Heavy and Tractor-Trailer Truck Drivers	138	$14.29	19
Registered Nurses	132	$27.98	76
Meat, Poultry, and Fish Cutters and Trimmers	109	$11.17	N/A
General and Operations Managers	100	$37.90	6
Nursing Assistants	92	$10.52	70
Licensed Practical and Vocational Nurses	90	$17.47	63
Team Assemblers	77	$14.20	0
Industrial Truck and Tractor Operators	52	$11.66	0

This data is available at the EAPDD

STEP FIVE

Other Important Notes

Recommended Use:

It is impossible to include everything that is needed for an economic development program focused on business development in this economic profile. Companies will request data that is customized for their unique needs. The goal of this economic profile document is to provide basic information about a local economy intended for analysts and decision makers unfamiliar with the community. Further, this profile is used to demonstrate a community's capacity to perform data collection and analysis if requested by a prospective employer not already operating in the region.

Contact Information:

Include contact information for the local economic developer, city official, or EAPDD staff member who can answer questions about information in the profile and conduct follow-up research as needed.

MORE INFO
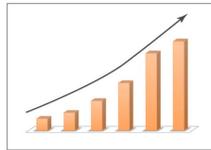
Useful links:

- US Census OnTheMap
- US Cluster Mapping Project
- Bureau of Labor Statistics Data Tools
- US Bureau of Economic Analysis

by Civic Analytics