Blue type indicates August additions

**Cluster**: Forest and Wood Products

**Strong sub-sectors (Regional Competitive Effect):**

* Reconstituted Wood Product Manufacturing
* Softwood veneer and plywood manufacturing

**What industries support this cluster? (Long Bars)**

* Logging
* Timber tract operations

**Where do leakages occur? (Large out of region expenditures)**

* Corporate, subsidian and regional managing offices.
* Crop productions
* LOGGERS ARE LOCAL, contrary to data

**Where does the region already have capacity to respond? (Large in-region expenditures)**

* Managing offices
* Crop Productions
* Farm labor contractors and crew leaders

**What Industries have the highest exports?**

* ~~N/a~~
* 2x4 and plywood to west coast

**Workforce Needs (skills):**

* Driving stick shift (13 speed), CDL

**Potential Strategies for Building the Region’s Cluster**: Forest and Wood Products

**Create**

* SBDC training at SFA and AC or potential for training

**Attract**

* Strong local companies that support timber resources and services

**Retain**

* Legislation
* Use EDC resources
* Advocacy for land owners

**Expand**

* Manufacturing innovation
* Western Gulf Tree improvement program
* Research and Development at SFA and A&M
* Utilize EDC incentives
* Future availability of resources

**Foundation (Workforce, infrastructure, Connections, etc.)**

* Texas Forestry Service Association
* Texas A&M Forestry Service
* Sufficient Healthcare
* Workforce is here
* Need to get corporate back to get loggers to have access to health insurance. Need to address new insurance issues.
* Vocational Training/Apprenticeship

**Cluster**: ~~Arts and Entertainment, Recreation and Visitor Industries~~ Tourism

**Strong sub-sectors (Regional Competitive Effect):**

* Recreational and Vacation Camps
* Golf Courses and Country Clubs
* RV Parks and Campgrounds

**What industries support this cluster? (Long bars)**

* Sport teams and clubs
* Motion picture and video production (Feasible) (Look at SFA and program to develop and bring in)

**Where do leakages occur? (Large out of region expenditures)**

* Managing offices
* Motion Picture (lack of airport)

**Where does the region already have capacity to respond? (Large in-region expenditures)**

* Motion picture and video production
* Sports (High School)

**What industries have the highest exports?**

* Recreational and vacation camp
* RV Parks and campgrounds
* Radio Stations
* Golf Courses and Country Clubs

**Workforce needs (skills):**

* College/University to provide skills
  + Need those people in the room from AC and SFA

**Potential Strategies for Building the Region’s Cluster**: Arts and Entertainment, Recreation & Visitor Industries

**Create**

* Networking/Partnership
* Plenty who are interested in area
* Access to small business at AC Center and can get grants and plan – need better marketing “Larry Cain”

**Attract**

* Some social media
* Website local agencies

**Retain**

* Encourage/support them
* Shop local 1st
* Lower tax breaks to local businesses
* Financial grants
* Partner with other business/organizations with same interest to build one another

**Expand**

* Share/Tell others individually
* Revenue
* People don’t like change
* Finding quality workers
* Not growing – lacking people to grab from
* Urban vs. Rural

**Foundation** **(Workforce, Infrastructure, Connections, etc.)**

* Good infrastructure through colleges
* Art alliances throughout counties
* Chambers (Visitor and Convention Bureaus)
* Texas Forest Trails Association Closet
* “Hospitality” Programs college level in Houston and leave
* High School vocational training (Nac. ISD, Lufkin ISD, Hudsen ISD, Diboll ISD)

**Cluster**: Advanced Materials

**Strong sub-sectors (Regional Competitive Effect):**

* Machine Shops
* Gasket, Packing, etc.
* Electroplating, etc.
* Aluminum sheet, etc.
* Basic organic chem.
* Adhesive manufacturing
* Plastics Material & Resin Manufacturing

**What industries support this cluster? (Long Bars)**

* Crop Production (forestry included)
* Rail Trans. –Transportation (includes trucking as well—connects to Forestry
  + Also includes pipelines (can get map from Railroad Commission)
* Machine shops

**Where do leakages occur? (Large out of region expenditures)**

* Petrochemical
* Metal, Iron, Aluminum

**Where does the region already have capacity to respond? (Large in-region expenditures)**

* Basic organic chemical
* Crop
* Rail
* Plastics/Resin
* Develop and Grow current entrepreneurs/small businesses (economic gardening)

**What Industries have the highest exports?**

* Basic organic chemical (Hexion Diboll)
* Aluminum Sheet, etc.
* Adhesive Manufacturing

**Workforce Needs (skills):**

* Machinists, CNC, Lathe (grouped) (trained similar)

**Potential Strategies for Building the Region’s Cluster**: Advance Materials

Potential partners: Port-a-cool

**Create**

* Interested in business – yes
* Entrepreneur programs – yes, being started in AC, Crockett, Nacogdoches
* High Risk Start ups
  + Econ. Dev. Help to subsidize.
  + Need small business investments
  + Grants to start business

**Attract**

* Raw materials do not exist in our area (petroch, metal)
  + Leakages
* No strategies in place
* Bring in raw materials and produce
* Find innovative entrepreneurs
* Developing a strategy for outreach

**Retain**

* GP, Roy Omartin Loggers, small mills
* Cheap imports
  + Market demand paper ↓
  + Flexibility as demand changes
* Labor costs
* Funding
* Succession planning (keeping talented leadership)—wages, investment, growth, benefits, other community assets—figure out what keeps talent here/would keep them here/is important to them
* Regional healthcare collaborative to make healthcare affordable

**Expand**

* Yes, they are willing, just need funding\*
* Economic Gardening
* Training in development Business Plans
  + Existing businesses

**Foundation (Workforce, infrastructure, Connections, etc.)**

* Workforce Development
  + Machine shops supervisor/management
  + SFA – Forestry Program
  + Focus/Issue
    - Math in High School (STEM)
    - Building college programs
* Transportation
  + Rail road, Jasper – Short rail hub
  + Focus/Issue
    - Rail proximity to Houston
    - Short rails - expanded
* Broadband
  + Internet in small communities extremely slow
  + Focus/Issue
    - Needs upgrading
* Water & Energy
  + Expand biomass plant usage, use of lakes

**Cluster**: Healthcare

**Strong sub-sectors (Regional Competitive Effect):**

**What industries support this cluster? (Long Bars)**

**Where do leakages occur? (Large out of region expenditures)**

**Where does the region already have capacity to respond? (Large in-region expenditures)**

**What Industries have the highest exports?**

**Workforce Needs (skills):**

**Potential Strategies for Building the Region’s Cluster**: Forest and Wood Products

**Create**

**Attract**

**Retain**

**Expand**

**Foundation (Workforce, infrastructure, Connections, etc.)**