

# **CEDS Best Practice Snapshots**

**Western Nevada Development District**

# **Integrating the CEDS Annual Update and the Economic Recovery and Resiliency Plan (ERRP)**

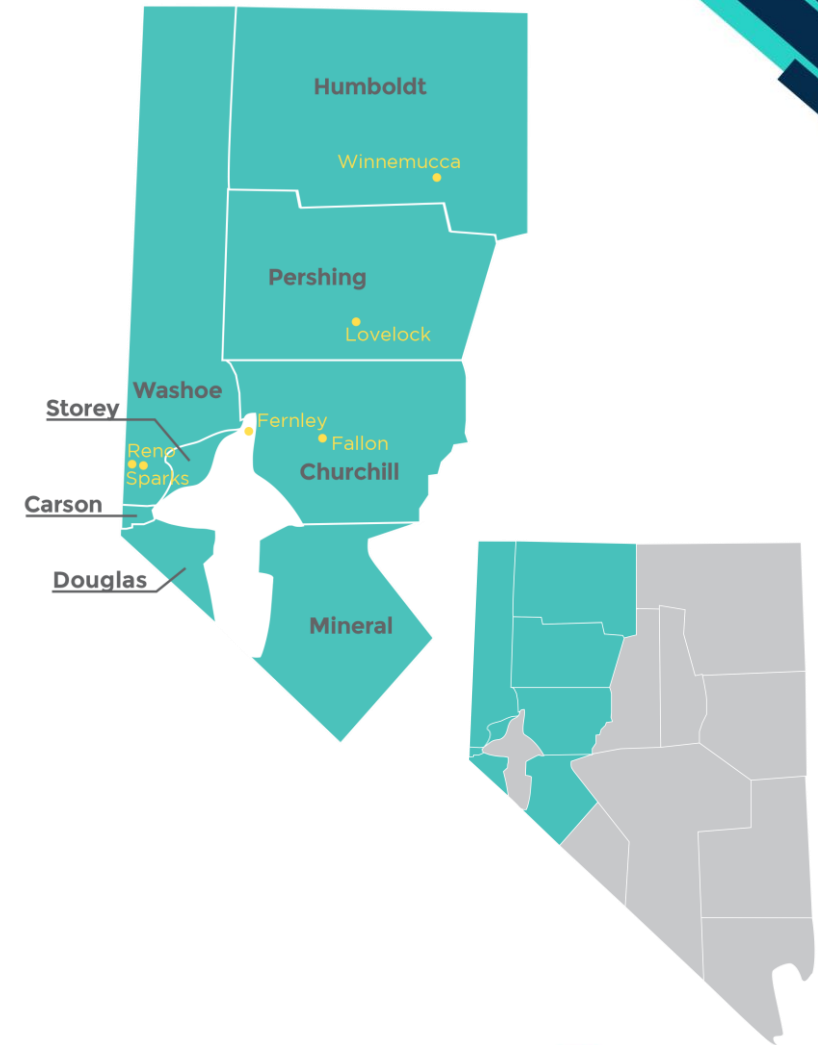


NADO Workshop: An Afternoon with the CEDS

March 16, 2022

## WNDD: CEDS Update and Economic Recovery and Resiliency Plan (ERRP)

- Until recently, WNDD only EDD in the state of Nevada.
- Comprises 8 counties and 6 incorporated cities in northwestern Nevada.
- Over 50 members: 33 from local government; the rest non-profits, education institutions and from private sector.
- Regional economic development planning a major feature and function.
- Every 5 years a new CEDS was written, and every year an Update was provided to EDA.
- Traditionally, CEDS in compliance with EDA's requirements but hard to read and digest.



# WNDD: CEDS Update and Economic Recovery and Resiliency Plan (ERRP)

- The 2020-25 CEDS used more infographics, less text, more user-friendly.
- CEDS re-write process started in late 2019. COVID-19 intervened in March 2020.
- Completed by June 2020.



## Comprehensive Economic Development Strategy 2020-2025



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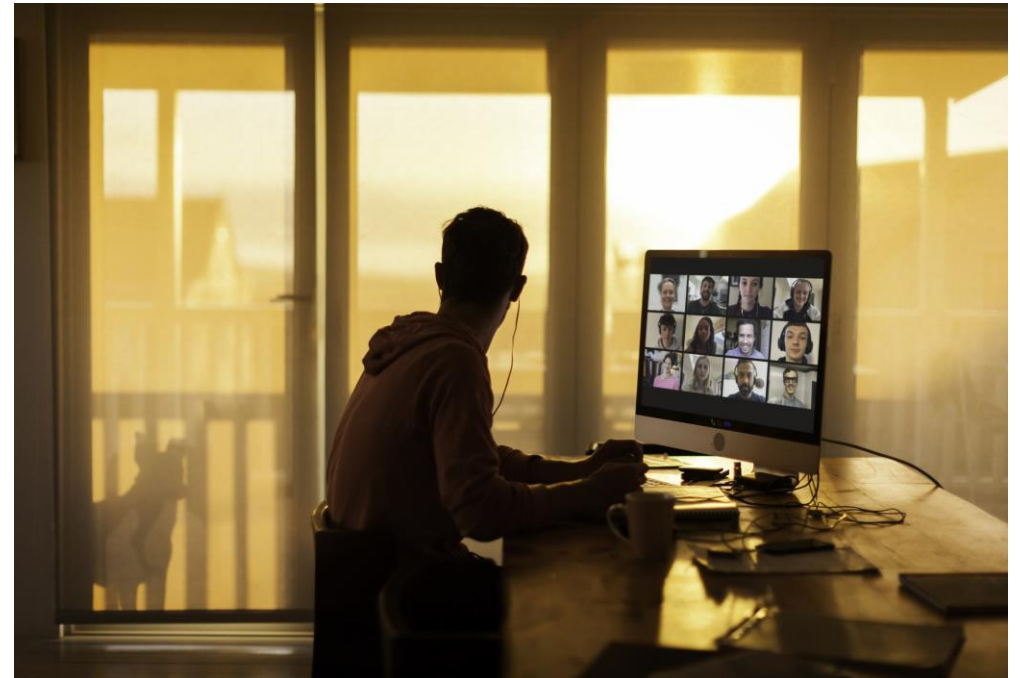
## WNDD: CEDS Update and Economic Recovery and Resiliency Plan (ERRP)

- In early 2020 WNDD given CARES Act funding for an Economic Recovery and Resiliency Plan (ERRP)
- Work started in September 2020: Economic Recovery Coordinators recruited, an ERR Council established.
- 14 Planning Teams created on Manufacturing, Construction and Trades, Mining, Tourism, Commerce/Business, Housing, Infrastructure, Technology, Agriculture, Health and Wellness, Education and Workforce, Finance, Economic Development and Government.



## WNDD: CEDS Update and Economic Recovery and Resiliency Plan (ERRP)

- Teams met to share ideas on issues and challenges, desirable outcomes, and solutions. 150 unique organizations engaged.
- Became evident that the ERRP work had much in common with the work necessary for the CEDS Update due April 2021.
- Discussions held on merging the ERRP and the CEDS Update.
- Benefits of merging the two documents.
- Final Cover and Table of Contents looked as follows:





# WNDD: CEDS Update and Economic Recovery and Resiliency Plan (ERRP)



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# WNDD: CEDS Update and Economic Recovery and Resiliency Plan (ERRP)

- Final document was a 95-page CEDS Update with an Economic Recovery and Resiliency theme.
- Core Economic Recovery and Resiliency Plan was later printed as a stand-alone document of 51 pages.
- Currently engaged in implementing the Action Plan of the ERRP.

## BUILDING BACK STRONGER

### Plan Framework

This wheel represents the framework of the ERRP, as developed by the Economic Recovery and Resiliency Council and its teams, including four target areas and 12 goals. The plan of strategies and actions to accomplish these goals can be found in the 2020-2025 Update. To bring the ERRP to life, WNDD will collaborate with stakeholders and engage action teams throughout the region to move forward with strategies and future projects identified in the plan under these four target areas and their respective goal areas.





Thank you.

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# CEDS SNAPSHOT

Kimberly Mildward, Economic Development Planner | Northwest Missouri Regional Council of Governments

# Best Practices: CEDS Planning Preparation



2019 Flooding in Atchison County, MO

- Attended CEDS training and webinars.
- Reviewed the CEDS Guidance issued by EDA.
- Reviewed the prior CEDS document and past two Annual Progress Reports. Looked at CEDS from other agencies.
- Elicited help from all economic developers in the region.
- Put together a great team of staff to work on the CEDS throughout the process.

# Best Practices: Working Document



Nodaway County Courthouse

- Look at the CEDS as the purpose for the region. Not as the direction for the agency.
- Establish your CEDS Committee and be able to defend your membership.
- All projects should be based on sound data and a determined strategy. No passion projects!
- Focus on content. Make it digestible to the average person.
- Make it look awesome!

# Goals Sheets

- The Northwest Missouri CEDS contains 5 Goals related to the vision and mission of the region.
- Each Goal was assigned a color that is used throughout the document.
- Each goal has two to five objectives to help define the goal.
- Each Objective is detailed on a single page for easy printing and work with groups.
- Each Objective has three to ten strategies.
- Each strategy has a corresponding measure to help gauge progress towards its achievement.
- Partners are listed who are potential sources of in-kind or matching funds for projects.

**Goal 1**  
**Grow and diversify the region's economic base and workforce participation.**

**OBJECTIVE**  
 Develop a culture of entrepreneurial innovation and growth.



*Rick's Kustom Designs, LLC, Grand Opening, Grant City*

**STRATEGIES**

1. Create a shark tank type competition.
2. Create A Million Cups entrepreneurial group possibly piggy-backing on existing meetings.
3. Increase the amount of funding available through microenterprise loans.
4. Create a small business owner workshop series or conference.
5. Promote youth entrepreneurship summer workshops.



*Casey's Hiring Event*

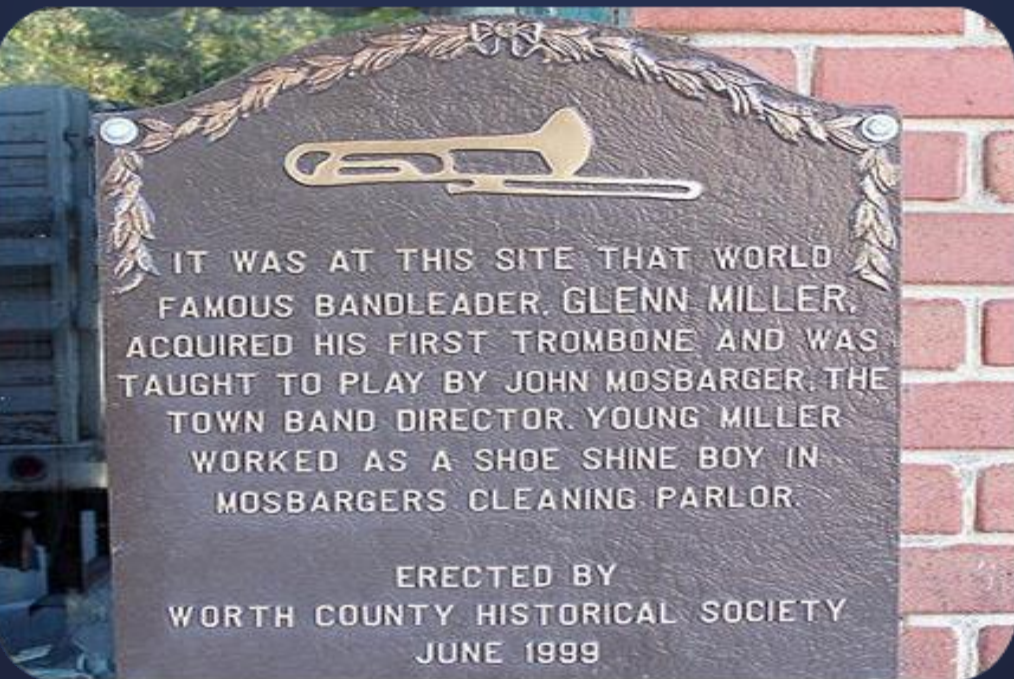
**PARTNERS**  
 Local economic developers, local chambers of commerce, and libraries, Northwest Missouri Enterprise Facilitation, Mo-Kan Regional Council, MO Department of Economic Development, MO Department of Agriculture, Small Business and Technology Development Center, Economic Development Administration, US Small Business Administration, US Department of Agriculture—Rural Development

**MEASURES**

1. Have at least three participants competing in the first "shark tank" event. Evaluate the success of the competition by how many businesses started; amount of investment in innovative ideas for business plans
2. Establish a local 1 Million Cups program for a monthly gathering for presentations by at least 40 fledgling entrepreneurs over the next five years.
3. Sustain a five-percent yearly increase in the microenterprise available loan balance and increase the number of microenterprise loans to new and existing businesses in the region by 15%.
4. Engage 10 small business owners across the region in workshops coordinated by NWMORCOG.
5. Have at least 20 youth in attendance at entrepreneurship summer workshops increasing youth participation in summer entrepreneurial activities by 10% in each of the next five years (2 more per year).



# Lessons Learn: Evaluation Framework



Glenn Miller Memorial Plaque, Grant City, MO

## Evaluation Framework

As shown earlier in this plan, strategies were devised to meet the goals and objectives put forth by the CEDS committee. Measures were included to help evaluate the success of each of those strategies. However, to measure the broad trends of the regional economy, the Distressed Communities Index will be used to get a snapshot of the current situation and will be available for comparison at the end of this plan's term.

### No high school degree

- There are 2,303 individuals with less than a high school or equivalent education within the 25-years-and-over population of 25,946. This is **8.9%**.
- Missouri rate: 11.2% United States rate: 13.0%

### Housing vacancy

- With 2,713 housing vacancies and 18,670 housing units available in the region, this calculates to a **14.5%** rate.
- Missouri rate: 10.0% United States rate: 8.2%

### Adults not working

- For July 2018 there were 775 unemployed individuals out of a regional labor force of 20,001 for an unemployment rate of **3.9%**.
- Missouri rate: 3.4% United States rate: 3.9%

### Poverty

- The poverty rate ranged from 12% to 25.5% across the region's five counties with **20.3%** of the region's population living below the poverty line.
- Missouri rate: 15.3% United States rate: 15.1%

### Median income relative to state

- Atchison: \$43,438/\$49,593= **87.6%**
- Gentry: \$44,024/\$49,593= **88.8%**
- Holt: \$41,017/\$49,593= **82.7%**
- Nodaway: \$39,908/\$49,593= **80.5%**
- Worth: \$44,974/\$49,593= **90.7%**

### Change in employment

- From January 2013 to December of 2017 the region lost 1,016 employed individuals, a change of **(-4.9%)**.
- Missouri change: 4.1% United States change: 7.5%

### Change in business establishments

- The number of businesses in the region fell by 16 across the region with one county increasing by 3.8% and another decreasing by 5%. The overage change was **(-1.5%)**.
- Missouri change: 9.8% United States change: 4.4%

Another metric that will be used to evaluate the state of the local economy and the success of this plan will be the Innovation 2.0 Index, a quantitative measure of innovation capacity. This evaluation index and the region's baseline index scores are presented in *Appendix F*.



# Lessons Learn: Disaster and Economic Resilience



The Big Pump, King City, Missouri

## Disaster and Economic Resilience

Economic resilience as defined by the US Economic Development Administration is “the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.” As the northwest Missouri economy relies largely on agriculture, vulnerabilities affecting crop ground and livestock are particularly impactful. Weather-related events that could have high impact on the region include flooding, drought, winter storms, hail, and tornados. With many miles of Missouri River in the northwest Missouri region and multiple monitored and unmonitored levees, breakage could be physically and economically catastrophic.

The following efforts ensure that proper procedures and funding opportunities are available should disaster strike:

- Coordination of regional emergency managers through the Region A—Rural Homeland Security Oversight Committee, set forth by following Threat and Hazard Identification and Risk Assessment guidelines
- County-wide planning efforts such as Hazard Mitigation, which lists past occurrences and rates county vulnerability by disaster type.
- City and school preparedness planning efforts

In addition to a shock resulting from weather-related events, large-employer displacement would have a significant impact on the region. For example, the 2013 closure of Energizer which employed 300 individuals not only impacted the local economy but also changed the community.

To help mitigate the loss of employment opportunities, city and county officials worked with the local Job Center and the Division of Workforce Development (DWD) to deploy the State’s Employment Transition Team. Trade Act benefits were secured and gave affected workers additional benefits to assist with training costs, relocation expenses, and/or pay health insurance premiums. In addition, the local Job Center to help with costs the Trade Act program could not cover related to training, the filing of unemployment insurance claims, and hosting a weekly job club.

To focus on growing local opportunities, four of the five NWMORCOG counties have designated economic developers, which play a vital role in attracting and retaining businesses to their local communities. For example, Nodaway County Economic Development is working with local manufacturers to make sure the technical school and community college offers training that meets the needs of industry. In addition, the group is working on ways to attract potential employees to the region to fill jobs opening for those companies that are interested in expanding product lines.

By focusing on strategies that link economic and workforce development with education, the region will benefit from a skilled workforce that meets the needs of local employers today and in the future and be able to proactive to their changing needs in a global economy.



Emergency Management Cycle

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## Copy of the CEDS Can Be Found At:

<https://nwmorcogdotorg.files.wordpress.com/2019/02/ceds-master-copy.pdf>

or at

<https://nwmorcog.org/programs/economic-development/>



# CEDS BEST PRACTICE SNAPSHOTS

## SOUTHEAST ALASKA



SOUTHEAST  
CONFERENCE

*Presented to*  
**NADO CEDS WORKSHOP**  
**WASHINGTON DC**

*March 16, 2022*



# ABOUT SOUTHEAST CONFERENCE

- Southeast Conference was incorporated in 1958, primarily to advocate for the creation of the Alaska Marine Highway System.
- After that success, stayed together to continue to advocate for issues that are key to the southeast region as a whole.
- Looks for consensus for the betterment of the region.
- Members from nearly every community, chamber of commerce, and economic development organization in the region.
- Conduct economic planning through CEDS process and implement CEDS, providing technical assistance and project development support.
- Southeast Conference is the federally designated Regional Economic Development District and the State-designated Alaska Regional Development Organization.





# CEDS: "In the Beginning"



**Sticky notes, survey tools – Collaborate!!**



# SOUTHEAST ALASKA'S STRENGTHS, WEAKNESSES, OPPORTUNITIES & THREATS



At Southeast Conference's February 2020 Mid Session Summit, nearly 300 people representing small businesses, tribes, native corporations, municipalities and community organizations participated in two types of SWOT analyses: one for the region overall, and sector specific SWOTs within the Southeast Conference committee areas. Follow up work occurred between March through October in Zoom meetings and through surveys to improve and prioritize the sector-specific SWOTs. **This document is a summary of each of these Southeast Alaska SWOT analyses.**

A SWOT analysis is an in-depth analysis of strengths, weaknesses, opportunities, and threats. These regional SWOT analyses identify the region's competitive advantages along with internal or external factors that keep us from realizing our potential. It helps answer the question, "Where are we now?" by identifying critical internal and external factors that speak to the region's unique assets that we can leverage to maximize the economic potential of Southeast Alaska.

The sectors that received their own SWOTs include seafood, mining, energy, transportation, health care, tourism, and timber.

Conducting a SWOT analysis was the first step in a year long planning effort to develop the Southeast 2025

**Economic Plan:** A five-year economic development strategy that will act as a blueprint for regional collaboration and growth. In order to develop the elements of this plan—a clearly defined vision with prioritized goals & measurable objectives and a strategy-driven Southeast Alaska action plan—it was critical that an analysis of the region's competitive strengths and weaknesses were assessed so that the foundation of the plan could be built upon a common understanding and set of goals.

The first step for each SWOT was asking participants to write down their thoughts, and in doing so generated more than **2,500 individual written comments** that became part of this analysis. Once categories were solidified, Southeast Conference members participated in a series of prioritization exercises to determine the most significant components of the SWOT.

A full analysis of all 2,500 comments was conducted, and is presented on the following pages. A radical decline in ferry service drove three of the four top responses for each overall regional category:

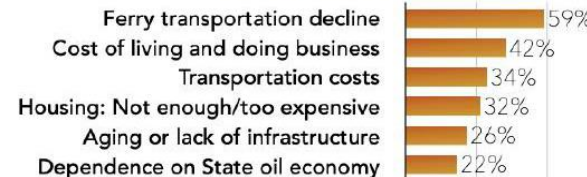
- Top Strength: **Beauty and Recreation Opportunities**
- Top Weakness: **Decline of the Ferry Transportation**
- Top Opportunity: **Strengthening Ferry Connectivity**
- Top Threat: **Loss of Ferry Service**



## STRENGTHS



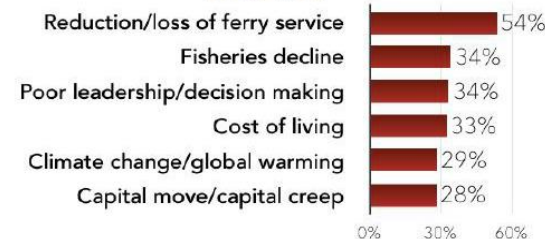
## WEAKNESSES



## OPPORTUNITIES



## THREATS



## REGIONAL SWOT SUMMARY

This page provides a summary of the full SWOT process, both for the overall SWOT of the Southeast Alaska economy, as well as for the sector specific SWOTs for seven regional industries.

### Seafood

- Top Strength: **High quality product**
- Top Weakness: **Changing ocean conditions**
- Top Opportunity: **Increase value added processing**
- Top Threat: **Ocean acidification & changing conditions**

### Health Care

- Top Strength: **Personalized care delivery**
- Top Weakness: **State budget cuts reduce workforce development options**
- Top Opportunity: **Development of health care courses at the university**
- Top Threat: **Growing health care costs**

### Visitor Industry

- Top Strength: **Natural beauty of region**
- Top Weakness: **Community communications**
- Top Opportunity: **Collaborate with Alaska Native entities on cultural tourism**
- Top Threat: **COVID 19**

### Mining

- Top Strength: **Provides high paying jobs**
- Top Weakness: **Extreme opposition by environmental groups**
- Top Opportunity: **Explore and develop new mineral deposits and expand existing mines**
- Top Threat: **Environmental groups/lawsuits**

### Timber

- Top Strength: **High quality wood**
- Top Weakness: **Frequency of litigation**
- Top Opportunity: **Increased state and private lands**
- Top Threat: **Environmental litigation**

### Transportation

- Top Strength: **Strong reliable airline services**
- Top Weakness: **AMHS service reductions**
- Top Opportunity: **Improve ferry service**
- Top Threat: **The demise of ferries**

### Energy

- Top Strength: **Abundant hydropower**
- Top Weakness: **High costs of infrastructure**
- Top Opportunity: **Expand regional intertie**
- Top Threat: **An economic downturn**

**1**  
YEAR

**9**  
COMMITTEES

**36**  
MEETINGS

**400**  
STAKEHOLDERS

**50**  
ECONOMIC  
INITIATIVES

**4**  
PRIORITY  
OBJECTIVES



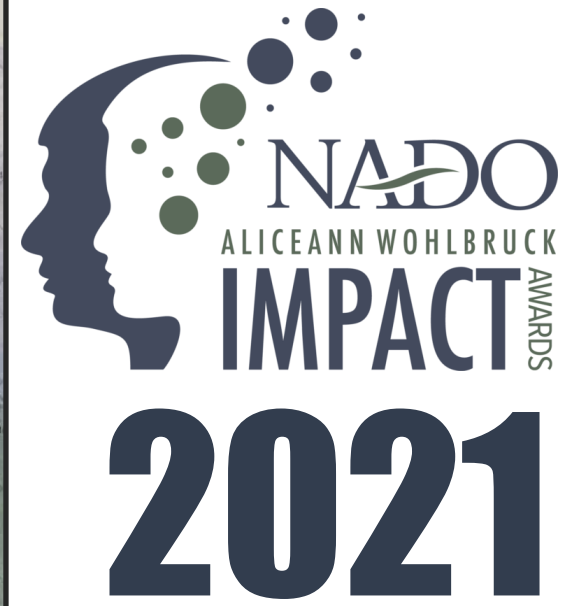
## USE OF COMMITTEES

	Transportation	Energy	Timber	Seafood	Health Care	Tourism	Mining	Other CEDS
Winter 2020	●	●	●	●	●	●	●	●
Spring 2020	●	●	●	●	●	●	●	●
Summer 2020		●	●	●				
Fall/Winter 2020	●	●	●	●		●	●	●
Spring 2021	●	●	●	●		●	●	●



# 2025 SOUTHEAST ALASKA ECONOMIC PLAN

*Recipient of the 2021 NADO Impact Award*



## Southeast Alaska 2025 Economic Plan

Southeast Conference's Comprehensive  
Economic Development Strategy  
2021-2025



June 2021

Prepared  
Rain C

## One page summary

# SOUTHEAST 2025 TOP 50 ECONOMIC INITIATIVES

### TRANSPORTATION

1. **Priority** Sustain and support the Alaska Marine Highway System
2. Develop a long-term, strategic, multi-modal, regional transportation plan
3. Ensure the stability of regional passenger transportation services
4. Move freight to and from markets more efficiently
5. Ports and harbors infrastructure improvements
6. Road Development



### SEAFOOD & MARITIME

#### Seafood

1. **Priority** Mariculture development
2. Work to promote a year-round seafood economy
3. Further develop seafood markets
4. Maintain a stable regulatory regime
5. Research the effects of changing ocean conditions on the marine environment
6. Support regional processors becoming economically competitive
7. Communicate the importance of salmon hatcheries
8. Seafood sector workforce development
9. Full resource utilization & ocean product development

#### Maritime

1. Increase employment & training opportunities for Southeast Alaska residents in the Marine Industrial Support Sector
2. Increase energy efficiency & reduce energy costs

### VISITOR INDUSTRY

1. **Priority** Market Southeast Alaska to attract more visitor spending and visitor opportunities
2. Grow cultural and arts tourism opportunities
3. Increase access to public lands and expand trail network
4. Increase yacht and small cruise ship visitation
5. Educate public on the economic value of tourism



### ENERGY SECTOR

1. **Priority** Promote beneficial electrification
2. Continue to support rural Southeast communities with high-cost electric rates without access to lower cost hydroelectricity

3. Work with communities to create energy systems that provide sustainable, affordable, renewable thermal energy
4. Implement regional energy plan with a focus on "committed units" and deployment of renewables
5. Energy workforce development

### MINING INDUSTRY

1. Proactively support mining operations and mineral exploration projects
2. Support efforts to increase access to minerals and energy sources for mining on state and federal lands
3. Mining and exploration workforce development
4. Preserve access to reliable, year-round transportation for miners living in rural Southeast Alaska
5. Attract mining capital

### HEALTH CARE

1. Plan for a post COVID-19 health care system
2. Retain Alaska-trained health care students
3. Meet the health care needs of an aging population
4. Increase health care training within the region and state



### TIMBER INDUSTRY

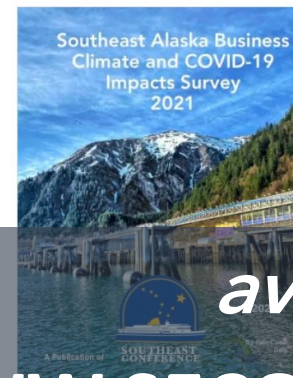
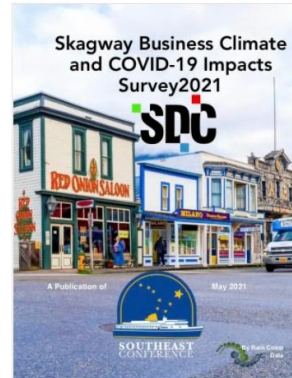
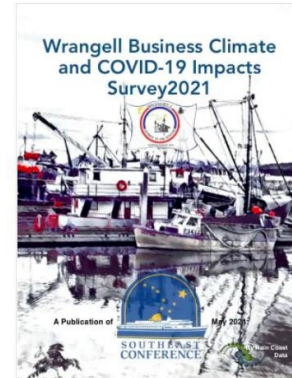
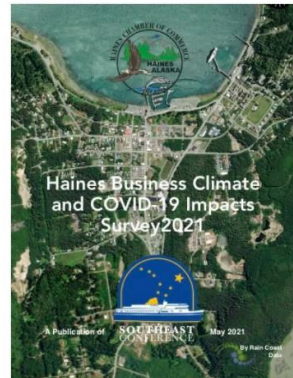
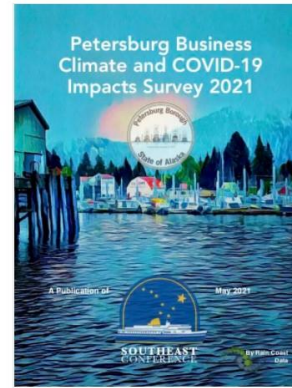
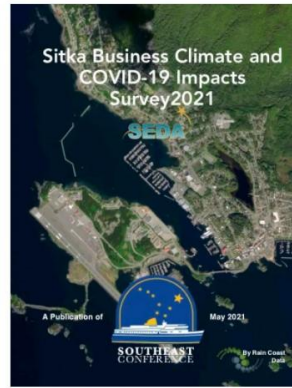
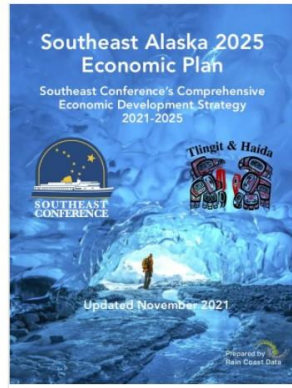
1. Provide an economically viable and dependable supply of timber from the Tongass National Forest to regional timber operators
2. Revise the Tongass National Forest Land Management Plan
3. Support an integrated timber industry that includes harvest of young growth and old growth
4. Community-based timber workforce development
5. Work with USFS to direct federal contracts and timber sale opportunities toward eligible locally owned businesses

### OTHER OBJECTIVES

1. **Child Care:** Increase child care capacity
2. **Housing:** Support the sustainable development of housing
3. **Communications:** Improve communications access
4. **Education Objective:** Partner with University of Alaska Southeast and K-12 school districts to build career pathways and meet employer needs for a skilled workforce



# 2021 PUBLICATIONS



*available to download at*  
**WWW.SECONFERENCE.ORG/PUBLICATIONS**



# SE ALASKA SHORT-TERM RESILIENCY PLAN

## *Surviving the Pandemic Economy*

- 1 Support Expedited Vaccine Distribution
- 2 Revitalization of Air, Ferry, Cruise, and Freight Transportation Services
- 3 Regrow the Visitor Industry
- 4 Economic Disaster Declaration Request
- 5 Plan for a post COVID-19 SE Alaska Health Care System
- 6 Ensure the Short-term Viability of the Seafood Sector
- 7 Keep Southeast Alaskans in their Homes
- 8 Advocate for Childcare Prioritization in an Effort to Restart the Economy
- 9 Support Expedited Resolution to Solid Waste Shipping
- 10 Request Tariff Relief



# ACCELERATING ALASKA MARICULTURE DEVELOPMENT



- AK Mariculture Alliance includes 90+ new members to date
- 7+ years of planning and research building a broad base of support and understanding in Alaska for mariculture development

Initial seaweed farms now have 4 years of experimentation and wave of new farms in permitting pipeline

Several biorefinery and feed companies have raised money and are actively scoping projects in Alaska after proving technologies

Mariculture Revolving Loan Fund – 11 active loans for a total \$1.0 M

State working to implement recommendations of Mariculture Task Force. Exxon Spill Fund committed \$25 million in seaweed research.

USDA \$500,000 award for pre-construction activities for a shared processing facility in Southeast Alaska

\$50M EDA BBBRC application for Alaska Mariculture Cluster

# ALASKA MARICULTURE CLUSTER

*\$500,000 planning grant; chance for Phase 2 of \$50 million*  
(SEC = Lead, Coalition Steering Committee = KPEDD, PWSEDD, SWAMC, AFDF, AMA, University, ASG, ALFA, Central Council, State of Alaska)

**FINALIST**  
\$1 Billion  
Build Back Better  
Regional Challenge

- 1) Alaska Integrated Hatchery Network
- 2) Capital to expedite private investment in mariculture development
- 3) Workforce development to support the mariculture industry
- 4) Vessel energy audits and efficiency improvements
- 5) Innovation Fund
- 6) Product and market development
- 7) Coordination between industry, university, government & Alaska Native participants
- 8) Public education & outreach for continued acceptance and support





# THANK YOU!



**Robert Venables**

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# TRIANGLE J COG – CEDS: *STRENGTH IN NUMBERS*

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*An Afternoon with the CEDS*

## Strength in Numbers

*A Regional Plan for Economic Resilience & Prosperity*

### APPLICABLE

**Prioritizes** projects and strengths unique to the Triangle J Region

### STRATEGIC

**Plans** coordinated approaches for resilient and equitable prosperity

### COLLABORATIVE

**Encourages** public, private, and intergovernmental partnerships

### INTEGRATIVE

**Compliments** other statewide and regional planning documents

### ADAPTABLE

**Addresses** the changing needs of the current and future economic climate

### IMPACTFUL

**Leverages** funding to amplify resources and increase long-term investments





# Strength in Numbers:

## A Regional Plan for Economic Resilience & Prosperity

Triangle J Council of Governments - 2021 to 2026

December 8, 2020





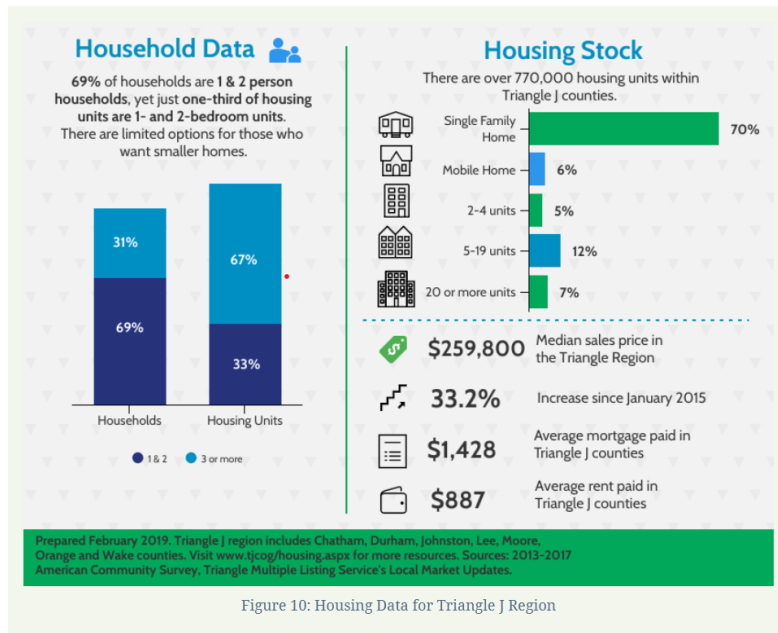
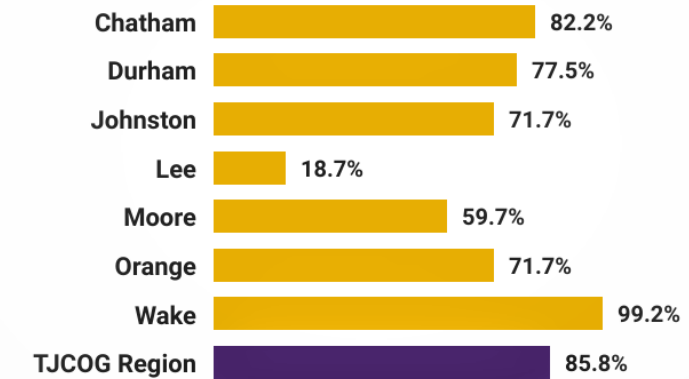


Figure 10: Housing Data for Triangle J Region

## Triangle J Region - Total Projected Growth, 2016 to 2050



Source: Woods & Poole - 2020



## Goal 3: Invest in workforce development



### 3.1 Education and Trainings

- 3.1.1:** Increase the number of residents who attain a post-secondary education or high-quality credential
- 3.1.2:** Expand programs that build soft skills alongside certification or training
- 3.1.3:** Develop strategies to help close the gap between the region's employer needs and education
- 3.1.4:** Strengthen resources and partnerships that support pathways to 21st century jobs
- 3.1.5:** Convene community college leaders within the region to exchange information, share successes, and brainstorm opportunities for collaboration
- 3.1.6:** Connect the region's labor force with the necessary skills and trainings to create pathways for quality career opportunities in the clean energy sector to address challenges associated with changing weather patterns



### 3.2 Focus on Youth

- 3.2.1:** Identify existing barriers and potential opportunities to incorporate/enhance STEAM curricula in K-12 schools
- 3.2.2:** Support high quality early childhood education (including family support services) and life skills trainings
- 3.2.3:** Partner with cradle to pipeline opportunities to provide children with health, social, and educational support and to help eliminate generational poverty
- 3.2.4:** Strategize ways through convening and sharing of best practices to decrease the number of disconnected youth in the region, recognizing that the percentage of disconnected youth is much higher in the region for BIPOC



### 3.3 Accessibility

- 3.3.1:** Compare existing workforce needs with skills of underemployed workers
- 3.3.2:** Expand adult education, reskilling, and upskilling programs to improve access to the labor market and amplify opportunities for labor mobility and economic mobility
- 3.3.3:** Create and build upon strategies that lead to a more inclusive labor market that support the growth of quality jobs
- 3.3.4:** Identify gaps and reoccurring barriers that limit access to employment for the region's marginalized populations
- 3.3.5:** Address challenges associated with affordable childcare



Research Triangle Regional Partnership, Workforce Development Boards, Chamber of Commerce, early childhood and K-12 institutions, NC Department of Public Instruction



### Performance Measures

1. Percent of 18-24 year-olds enrolled in a postsecondary institution
2. Post-secondary education or high-quality credential attainment (all ages)



#### Engage

When rebuilding, the region has the opportunity to comprehensively engage historically underserved populations to augment civic pride, social cohesion, and address inequities in the region.



#### Partner

Partner with other businesses, governments, non-profits, anchor institutions, private sector and other relevant groups to maximize return on investment and produce innovative solutions.



#### Redesign

Redesign and retrofit municipal resources to efficiently utilize assets, spaces, and services for constituents to safely live, work, and play.



#### Plan

Plan for differing mobility and relocation patterns including different modes of travel and potential rural population surges - provide communities with the proper tools to sustainably plan for the future.



#### Support

Identify how to support those who may have experienced missed opportunities (workforce trainings, education, social resources, etc.) because of COVID and support practices that revisit and expand those services.



#### Reimagine

Reimagine and adopt different practices for systems already in place and innovatively identify how outcomes can still successfully be met in situations with less resources. Remain flexible and open to change to best adapt to the evolving economic climate.



#### Align

Workforce development trainings and education must directly align with the demand's of the region's labor market - which is projected to look different post- pandemic (particularly the acceleration of automated jobs).



#### Adapt

Adapt to the use of digital platforms to seamlessly conduct remote work, support e-commerce and virtual platforms, medical services, and educational opportunities. Identifying equitable access to quality resources in this space is critical.

### Strength in Numbers

A Regional Plan  
for Economic  
Resilience &  
Prosperity



2021-2026  
Executive  
Summary



- "Going Where the People Are"
- Staff and Elected Officials
- Economic Engagement Ambassador Program
- Steering Committee
- Public Input Survey



# Economic Engagement Ambassador Program

- ✓ Collaboration in a Box
  - ✓ Civic engagement opportunity
- ✓ Structure
  - ✓ Invites
  - ✓ Toolkit
  - ✓ Engagement
- ✓ Timeline
- ✓ Conclusion

## PREPARE

- ❖ Invite
- ❖ Notify
- ❖ Distribute
- ❖ Remind

## CONVENE

- ❖ Welcome
- ❖ Present
- ❖ Engage
- ❖ Conclude

## RESPOND

- ❖ Follow-Up
- ❖ Return
- ❖ Share