Wealth Creation

EDD LEARNING COHORT

Session 2: Wealth Creation and the CEDS

October 8, 2025



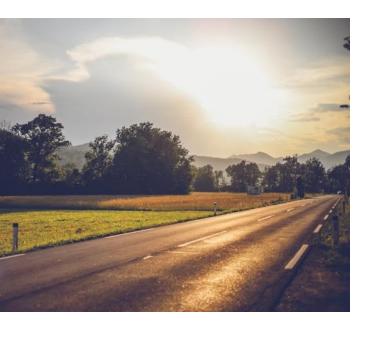




Objectives



Get to know each other.





Understand how wealth creation can be used in the CEDS process.



Understand how wealth creation can be used in CEDS content.



Hear from an EDD that has taken a wealth creation approach to its CEDS.



Icebreaker

- Name
- Organization
- Favorite breakfast food.



Principles of Wealth Creation



#1 – Create wealth, broadly defined, and aspire to do no harm.

#2 – Root wealth in local people, places and firms through local ownership, control and influence.





#3 – Build **lasting livelihoods** by intentionally including people and firms on the economic margins.

Key Concept

Intellectual

Individual

Social

Natural

Built

Political

Financial

Cultural

Wealth Components: Eight Capitals

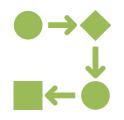
- Knowledge and innovation
- Skills, education, health
- Trust and relationships
- Natural resources
- Infrastructure
- Influence on decision makers and shapers
- Savings and investment
- Traditions, customs and ways of doing

Assessment Design Measurement

A Continuum for EDDs



Wealth Creation as a Framework for the CEDS



Process

Committee

Engagement



Content

Asset inventory
SWOT/SOAR
Evaluation



Wealth Creation in the CEDS Process

Region 5
Development
Commission (MN)
engages CEDS
stakeholders based
on their strengths in
building specific
capitals.

Another resource to explore is NADO RF's <u>How to Build the</u>
<u>CEDS Strategy Committee</u>
brief.

2021 CREDS STRATEGY REVIEW COMMITTEE

It should be noted that the CREDS Strategy Review Committee reviews the CREDS goals and strategies annually, as well as all the region's submittals for vital projects. Membership includes both private and public sector representatives, along with public leaders. Membership also comes from those populations traditionally considered to be underrepresented. A list of members follows.

NAME	CONOMIC INTERES BY WEALTHWORKS CAPITAL	SERVES	ORGANIZATION	ROLE
Julie Anderhol	Political	Regional	Non-Profit	Practitioner
Erica Bjelland	Natural	Regional	Public	Community Leader
Chet Bodin		Regional	Public	Practitioner
Vicki Chepu s	Cultural	Wadena	Non-Profit	Practitioner
Lisa Christe sen	Intellectual	Regic nal	Public	Community Leader
Dawn Espe	Social/Cultural	Regional	Public	Community Leader
Staci Headley		Regio al	Public	Community Leader
Katie Heppi er	Financial	Todd County	Non-Profit	Practitioner
Cheryal Lee Hills	Political	Regional	Public	Community Leader
Matt Kallroo	Built	Regir nal	Public	Community Leader
Quinn Swans n	Natural	Regonal	Non-Profit	Community Leader
Kalsey Stults		Crow Wing County	Non-Profit	Community Leader
Alex Weego	Political	Rr gional	Public	Public Official
Molly Zins	Intellectual	row Wing County	Public	Practitioner

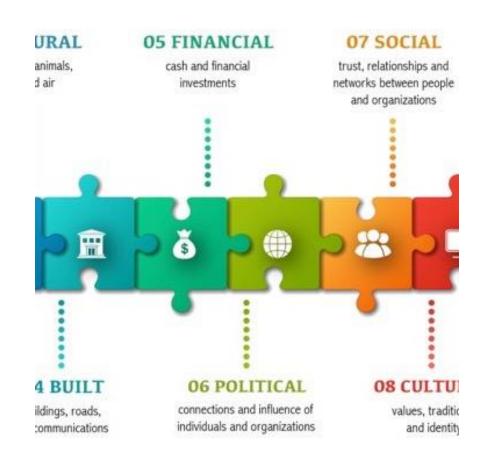


Opportunities to Build Partnerships

Community Capital	Current committee members (or other leadership)	Potential partners working to build these assets	Value Proposition: Why would they be interested in participating in your work? How would you engage them?
Individual capital (health, wellness, workforce, education, other skills)			
Intellectual capital (innovation partners)			
Natural capital (businesses, organizations, or agencies focused on land, water, air, etc.)			
Built capital (owners and operators of infrastructure, including private sector)			

CEDS Content: Focus on Assets

- Asset inventory and mapping
- Consider capitals through the SWOT
- Evaluate progress in plans.



Wealth Creation in CEDS Content



Summary Background



SWOT Analysis



Strategic Direction/Action Plan



Evaluation Framework

Summary Background



This is a summary background of the economic conditions of the region.



The question to be answered here is "What have we done?" and "What is going on in our region?"



The opportunity is to report the conditions of the region across the eight capitals. This might include the obvious ones: jobs and employment, educational attainment, revenues, income. But it may also include conditions of natural capital, cultural capital, intellectual capital, and more.



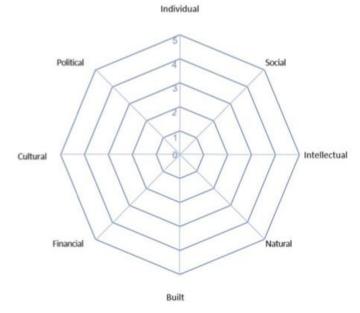
Asset Inventory

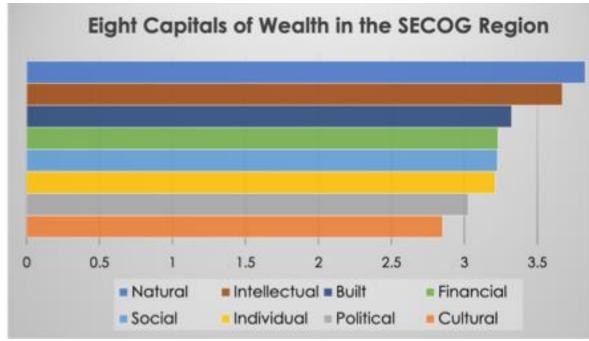
The Capitals	Definitions	What do we have?
Individual	Skills, understanding, physical health and mental wellness in a region's people	
Intellectual	Knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.	
Social	Trust, relationships and networks in a region's population.	
Cultural	Traditions, customs, ways of doing, and world views in a region's population.	
Natural	Natural resources—for example, water, land, air, plants and animals—in a region's places.	
Built	Constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places.	
Political	Goodwill, influence and power that people, organizations and institutions in the region can exercise in decisionmaking.	
Financial	Monetary resources available in the region for investment in the region.	



Spider Diagram as an Asset Inventory Tool

Spider Diagram: Assessing Wealth in a Sector





SWOT using community capitals

Strengths:

- Capitals we have, use, could use more
- Energy and enthusiasm
- Partnerships between business, government, and organizations

Weaknesses:

- Capitals we are missing, or are weak
- People, firms, and organizations on the economic margins
- Lack of partnerships between business, government, and organizations

Opportunities:

- Underutilized capitals we can invest in
- Upward mobility for all
- Emerging Markets/Demand
- Gaps in activities needed to meet demand for products and/or services in specific emerging markets where investment will have the greatest impact (leverage)
- Repurposed by-products or residuals
- Local, broad ownership
- Potential to go to scale

Threats:

- Policy barriers
- Ownership by those outside of the region
- Negative opinion shapers and parties unwilling to collaborate



SWOT Examples

SWOT Analysis - Internal Factors

Strengths

Individual - Skilled labor for oil and gas extraction, manufacturing, and ancillary support services.

Intellectual - Presence and output of Acadiana's University and Technical Colleges including the research capacity of higher educational institutions.

Social - Availability of job opportunities.

Cultural - Acadiana's food, traditions, sporting culture and heritage are highly valued among natives.

Natural - Large amount of natural resources and natural environment for recreational opportunity.

Built - Capacity of electric and natural gas service. Nontraded economic drivers to include medical facilities, restaurant and retail, air service, and ports.

Political - Strong support and systems for community

Weaknesses

Individual - Low average education attainment.

Intellectual - Quality of workforce and retention of trained employees.

Social - Inability to retain young professional and management level talent. Duplication of community organizations versus leveraging existing capacity.

Cultural - Lack of regional investment in the creative economy. Lack of national connectivity with Acadiana's cultural norms.

Natural - Lack of investment and education among residents concerning coastal impacts and flood protection.

Built - Basic infrastructure to include multimodal transportation, flood and coastal resiliency, and lack of affordable housing stock.



SWOT Examples

STRENGTHS

- natural environment
- · growing population
- · regional airport
- tranportation system
- · water & air quality
- education system

WEAKNESSES

- · economic diversification
- housing
- · workforce shortage
- · childcare options
- low wages
- · workforce well-being



OPPORTUNITIES

- · agri-tourism
- · health care
- recreation
- history
- cultural diversity

THREATS

- natural disasters
- lack of local support for economic development
- · political presence

Buckeye Hills Regional Council identifies regional asset-based development as an opportunity in its **SWOT** analysis and calls out "expanding local ownership and control of assets as a wealthbuilding opportunity."

Strategic Direction/Action Plan

- In the <u>SECOG CEDS</u>, there are three key goals in the action plan:
 - a. Facilitate responsible community planning and development
 - b. Promote and diversify workforce and business development
 - c. Foster community vibrancy and resiliency.
- Each goal has multiple strategies, each of which notes key partners, capitals affected, and measures.

GOAL 2: PROMOTE AND DIVERSIFY WORKFORCE AND BUSINESS DEVELOPMENT

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
Support the capital needs of new and expanding businesses by providing greater access to the SBA 504 Loan Program	SBA	Financial, built, social	# of loans approved Debenture amount of loans Total economic impact # of jobs created # of jobs retained # of loans made to underserved populations

Acadiana Planning Commission Strategy – A Goal for Each Form of Wealth

Goal 1: Individual Capital

Improve individuals' physical and mental well-being to increase economic opportunity for Acadiana's workforce.

Objective 1.1 Health Education and Substance Use Prevention

Increase health education and preventative measures to improve overall health outcomes for Acadiana's workforce

Strategies:

Develop public health campaigns that promote preventative measures, such as regular physical activity and healthy eating habits.

Increase access to addiction treatment and support programs for individuals and families affected by substance use.

Access to LA State opioid funding settlement to provide for substance use prevention and treatment

Objective 1.2 Healthcare Access

Increase access of rural healthcare services and programming

Strategies:

Invest in healthcare infrastructure to improve access to healthcare services including transportation options (i.e. new clinics and hospitals in underserved areas)

Increase funding for research and development of new healthcare technologies and treatments.

Develop partnerships with healthcare providers and insurance companies to promote preventative care and reduce healthcare costs.

Objective 1.3 Individual Health Labor Force

Increase health education and preventative measures to improve overall health outcomes for Acadiana's workforce

Strategies:

Decrease highest disease-related (diabetes, cancer, heart disease, etc)

Promote healthy living standards through business incentives and improving recreational opportunities, access to fitness centers, and health clubs.

Promote the use of farmers markets in both urban and rural food deserts

Educate next generation workforce through youth farm to

Objective 1.4 Behavioral Transportation Safety

Reduce roadway crashes in Acadiana through behavioral countermeasures.

Strategies:

Identify locations for transportation safety improvements.

Reduce impaired driving incidents through high-visibility enforcement, improve driving education and local policy changes.

Increase adult and child passenger safety belt use through marketing and education campaigns.

Deduce vound driver crashes



Region Five Development Commission Strategy

"By considering the eight asset banks outlined in this model, goals and strategies cross typical boundaries by asking the question, 'who else cares about this?', in turn encouraging collaboration and efficiency in using available resources."



Wealth Creation as Part of the Evaluation Framework

- [T]he concept of wealth is one that should be highlighted because of its natural alignment with asset-based strategies and approaches. More than just jobs and income, regional wealth is represented by intellectual, individual, social, natural, built environment, political, financial, and cultural assets. These assets, when invested in, nurtured, and leveraged appropriately, can reflect the true level of a region's economic (and social) well-being.
- Finding ways to better identify, foster, and measure these assets can help a region towards a more lasting prosperity since a focus on wealth creation and retention can build a region's resiliency and long-term sustainability.

https://www.eda.gov/resources/comprehensive-economic-development-strategy/content/evaluation-framework



Evaluation Framework

Snowy Mountain Development Corporation, an EDD based in Lewistown, Montana, establishes in its <u>Evaluation section</u>: "The organization and communities increase in the eight forms of wealth including: individual, social, intellectual, natural, built, political, financial, and cultural capital."

For R5DC, "the WealthWorks model plays an important role when evaluating the effectiveness of the [CEDS] goals and strategies, ensuring that eight asset banks, intellectual, individual, social, cultural, natural, build, political and financial, are all considered."



Wealth Measurement Matrix

Name of Organization:		Date:				
Туре	Strategy (What actions will you take?)	Indicator (What is the change you're seeking?)		Baseline (This is the first time you measure.) and Target (What are you working toward?)	Methodology (How will you measure and use the data?)	Partners (Are there any key partners needed?)
Individual						
Social						
Intellectual						
Natural						

A wealth creation approach to the CEDS:

- Is noted as a best practice by EDA in the CEDS Content Guidelines
- Offers an asset-based approach to economic development
- Provides a vocabulary to engage the stakeholders about regional issues
- Can complement traditional metrics like job creation / GDP
- Is fun and inspiring!



EDDs incorporate wealth creation into the CEDS



Fostering asset-based development by leveraging local assets and community-owned wealth



Encouraging local and regional entrepreneurship through support for businesses, social enterprises and anchor institutions



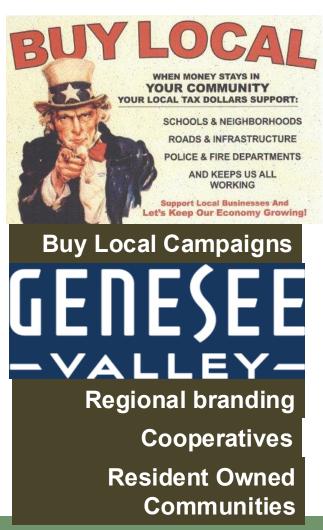
Enhancing capital access through innovative financing tools and public infrastructure projects



Measuring wealth creation beyond jobs



Local Ownership in the CEDS





The <u>Southern Tier 8 Regional Board</u> in New York references in its <u>CEDS</u> the strategy to "Continue to build a regional local ownership entrepreneurial community," also referencing local ownership and control of assets.



The <u>Blackhawk Hills Regional Council</u> in Illinois in its <u>CEDS</u> suggests the opportunity to "Discuss employee stock ownership plan (ESOP) and related models with proprietors."



EDDs and Wealth Creation in the CEDS

Northwest Michigan Council of Governments (Networks Northwest)

- Incorporates strategies to support local entrepreneurship, particularly in agriculture, tourism, and manufacturing.
- Includes programs that build regional value chains, such as linking local farmers to regional markets.
- Promotes workforce development initiatives to ensure local residents can access high-quality jobs.

Southeast Alaska Economic Development District (SEDA)

- Supports sustainable resource management, particularly in fisheries and forestry.
- Invests in local ownership of businesses and infrastructure to retain wealth within the region.
- Develops cultural tourism initiatives to preserve and leverage Indigenous heritage for economic growth.







Homework

https://www.nado.org/trainingmaterials-and-resources/

SWOT Analysis Template: Using the Wealth Creation Approach

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Wealth Creation

Opportunities to Build Partnerships

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Cohort Timeline

Session	Topic	Dates
1	Intro to Wealth Creation	9/12 and 24
2	Wealth Creation & CEDS	10/8 and 22
3	Understanding Demand	11/5 and 19
4	Value Chain Selection/Identifying a Market Opp.	12/3 and 17
5	Mapping a Value Chain	1/14 and 28
6	Identifying Gaps, Bottlenecks, Underutilized Assets	2/4 and 18
7	What's next?	3/11

WealthWorks Website - www.wealthworks.org

Connecting community assets to market demand to build lasting livelihoods.



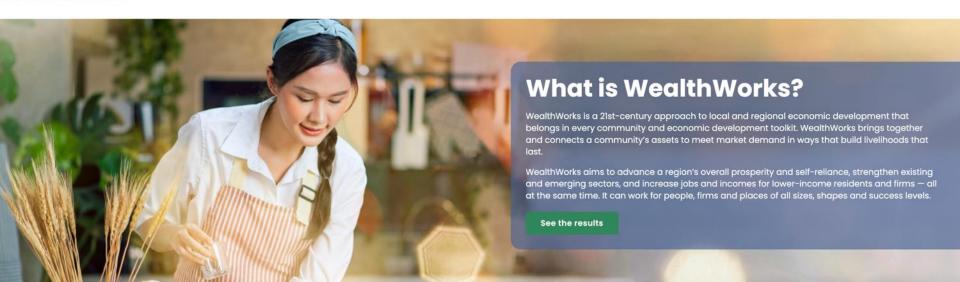
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NADO Wealth Creation Website –

www.nado.org/wealthcreation



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Wealth Creation Reports

Blog ▼

Training Materials and Resources

For several years, the NADO Research Foundation has trained EDD staff and partners on a wealth creation framework known as *WealthWorks* that seeks to build multiple types of capitals or assets in a community or region. This approach, recognized as a best practice in EDA's CEDS Content Guidelines, emphasizes support for local ownership and control of businesses and assets in order to root wealth in a region. It is also intentionally inclusive, seeking ways to incorporate a variety of voices as planners and owners, not only as intended beneficiaries or consumers. A handful of EDDs are using wealth creation in CEDS and other EDD regional planning efforts, demonstrating that this approach can influence EDD operations, including improving consideration of equity and access when designing stakeholder participation or even procurement and hiring. Through the Economic Development District Community of Practice (EDD CoP), made possible through an award from the Economic Development Administration, the NADO Research Foundation is coordinating with EDD practitioners and other rural and regional development practitioners to incorporate this wealth creation model where appropriate.

Wealth creation is an approach to economic development that connects a region's assets to market demand in ways that build rooted wealth for local people, places and firms. It brings together a range of public, private and non-profit sector partners who have self-interest in the outcomes and an openness to discovering shared or common interests.



For More Information

Melissa Levy NADO <u>mlevy@nado.org</u> <u>www.nado.org</u>





Utilizing Wealth Creation in CEDS

Sean Hegyi - Community Development Manager, SECOG

SECOG Region



- Six counties and 40 municipalities
- Estimated population of the SECOG Region is 308,508; Sioux Falls estimated population is 201,023.
- Average household income is \$73,238 (slightly above national average)
- Drastic differences in lifestyle Sioux Falls area v. Rural

Developing CEDS - Survey



Create an inventory of wealth (Built, Cultural, Financial, Individual, Intellectual, Natural, Political, and Social)



Send out to as many people as possible – government officials, farmers, non-profits, business owners, etc.



Explain different forms of capital

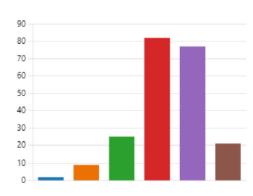


Get baseline of strengths and weaknesses

- 5. **Built Capital** is the existing stock of fully functioning, constructed infrastructure in your area. Examples of Built Capital include, but are not limited to:
 - Buildings
 - Broadband
 - Historical Properties
 - Housing Development
 - Renewable Energy Systems
 - Roads
 - Sewer & Water Systems

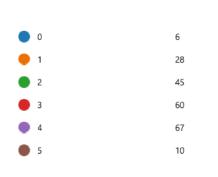
Choose the number you think best fits Built Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

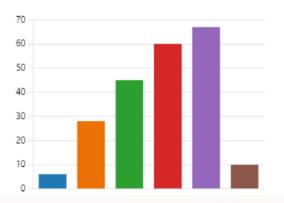




- 6. <u>Cultural Capital</u> is the stock of practices that reflect values and identity rooted in place, class, and/or ethnicity. Examples of Cultural Capital include, but are not limited to:
 - Cultural Events
 - Customs
 - Historical Culture
 - Traditions
 - Ways of Doing Things
 - Worldview in Region's Population

Choose the number you think best fits Cultural Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

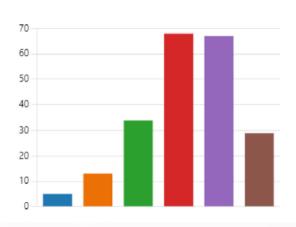




- 7. **Financial Capital** is monetary resources available in the region for investment. Examples of Financial Capital include, but are not limited to:
 - Access to Capital
 - Participation of Local Investors
 - Available Funds for New Businesses
 - Available Funds for Existing Businesses
 - Available Funds for Local Development Professionals
 - Available Grants and Loan Funding for Economic Development

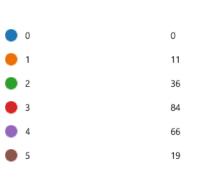
Choose the number you think best fits Financial Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

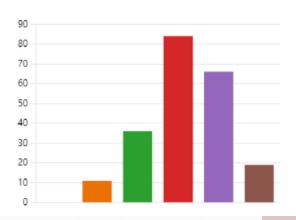
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67
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- 8. <u>Individual Capital</u> is the stock of skills, understanding, physical and mental healthiness of people in a region. Examples of Individual Capital include, but are not limited to:
 - Community Centers
 - Emergency Services/Trainings
 - Healthcare Services
 - Labor Force
 - Mental Health Resources
 - Park/Recreation/Trails Offerings

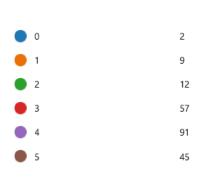
Choose the number you think best fits Individual Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

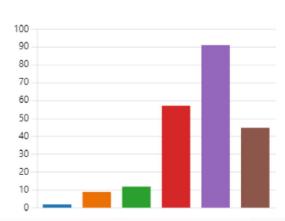




- Intellectual Capital is the stock of knowledge, resourcefulness, creatively, and innovation in a region's people, institutions, organizations, and sectors. Examples of Intellectual Capital include, but are not limited to:
 - Access to Higher Education Courses
 - School District Programs
 - Trade School Programs
 - University Programs
 - Workforce Training Programs

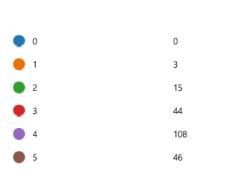
Choose the number you think best fits Intellectual Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

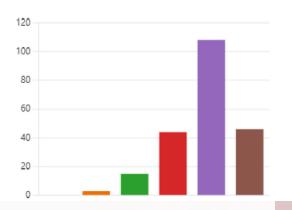




- 10. <u>Natural Capital</u> is the stock of natural resources. Examples of Natural Capital include, but are not limited to:
 - Air Quality
 - Animals
 - Land
 - Parks
 - Plants
 - Rivers
 - Water Quality

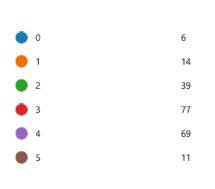
Choose the number you think best fits Natural Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

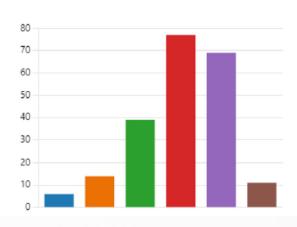




- 11. <u>Political Capital</u> is the stock of goodwill, influence, and power that people, organizations, and institutions in the region can exercise in decision-making. Examples of Political Capital include, but are not limited to:
 - Economic Development Activities
 - Federal Government Support
 - Lobbying Activities
 - Local Government Support
 - State Government Support

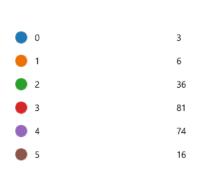
Choose the number you think best fits Political Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

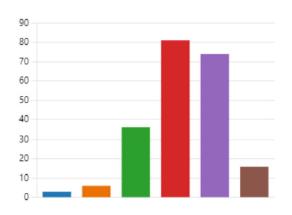




- 12. **Social Capital** is the stock of trust, relationships, and networks that support civil society. Examples of Social Capital include, but are not limited to:
 - Networking
 - Public Safety
 - Tourism

Choose the number you think best fits Social Capital using a scale of 0 to 5 (with 0 being the weakest and 5 being the strongest).

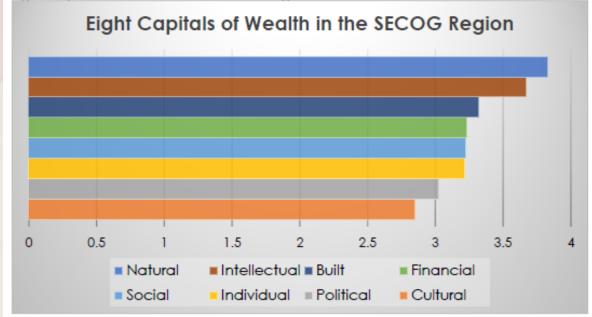




13. Please provide any additional information that you think would be helpful in creating the Comprehensive Economic Development Strategy (CEDS) for southeastern South Dakota.

The results of the survey indicate that the region believes that Natural, Intellectual, and Built Capital are the strongest capitals in the SECOG region, and that its weakest capitals are Individual, Political, and Cultural. Financial and Social Capital fall in the middle and are not considered an asset or challenge. Figure 8 below displays the results of the survey.

Figure 8
Eight Capitals of Wealth in the SECOG Region



The purpose of this SWOT analysis is to form a basis of understanding regarding our region's assets and challenges in order to build a plan of action, which capitalizes on our assets and helps manage and address threats.

Incorporating Survey Results

- Determine strengths & weaknesses of region
- Advisory Group
- Assess regional assets
 - Events, infrastructure, educational institutions, financial, etc.
- How do we improve?

STRENGTHS

- natural environment
- growing population
- regional airport
- tranportation system
- water & air quality
- education system

WEAKNESSES

- economic diversification
- housing
- workforce shortage
- childcare options
- low wages
- workforce well-being



OPPORTUNITIES

- agri-tourism
- health care
- recreation
- history
- cultural diversity

THREATS

- natural disasters
- lack of local support for economic development
- political presence

Developing the Action Plan

- 1. Perform SWOT Analysis
- 2. Discuss SWOT Analysis and Capitals of Wealth with Advisory Team
- 3. Develop goals that impact multiple capitals of wealth
- 4. Create strategies on how to meet those goals.

Goal 1: Facilitate Responsible Community Planning and Development

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
Provide assistance in the development and funding of infrastructure projects (water, sewer, solid waste, roads, and sidewalk/trails)	SDDANR SDDOT GOED USDA- RD EDA GF&P	Financial, built, social, individual, natural	1. # of water infrastructure projects funded 2. # of sewer infrastructure projects funded 3. # of solid waste management projects funded 4. # of road infrastructure projects funded 5. # of sidewalk/trail infrastructure projects funded 6. # of infrastructure projects funded 7. # of oracle walk/trail infrastructure projects funded 8. # of infrastructure projects funded in Persistent Poverty Counties
Provide assistance in the development and funding of community facilities	USDA- RD GOED EDA	Financial, built, social	# of community facilities projects funded # of community facilities projects funded in Persistent Poverty Counties
Promote and provide assistance in the development of housing studies and housing	SDHDA SECOG SEDF	Financial, intellectual, built, political	 # of housing study applications funded # of housing studies in which SECOG contributed 1/4 matching funds
infrastructure projects			3. # of housing infrastructure projects funded 4. # of housing infrastructure projects funded in Persistent Poverty Counties
Provide assistance in the development and funding of parks and open spaces	GF&P SDDANR	Financial, social, cultural, individual, built, natural	# of outdoor recreational projects funded # of community forestry projects funded # of outdoor recreational projects funded in Persistent Poverty Counties
Provide mapping resources to help articulate assets and existing conditions	SECOG	Intellectual, built, political	# of maps created and distributed

Provide assistance to local governments in the development of community plans and regulations	SECOG	Political, intellectual, social	1. # of municipal code revisions/amendments developed 2. # of zoning regulation revisions/amendments developed 3. # of subdivision revisions/amendments developed 4. # of Comprehensive Plans developed 5. Amount of technical assistance provided to Persistent Poverty Counties
Provide assistance in developing and implementing pre- disaster mitigation plans and hazardous materials plans	SDOEM FEMA	Financial, intellectual, social, natural, built	# of pre-disaster mitigation plans developed # of mitigation projects funded # of hazardous materials plans developed
Assist communities in accessing funding for business and industrial parks	GOED EDA	Financial, built	 # of projects funded # of projects funded in Persistent Poverty Counties
Facilitate community development and transportation planning for the	FHWA SDDOT	Social, intellectual, political, built	# of planning studies facilitated through the Sioux Falls Metropolitan Planning Organization
Sioux Falls Metropolitan Area Assist small- and	USDA-	Financial, natural,	(MPO)
mid-size food producers in accessing funding	RD SDDANR R5DC	individual, built	 # of projects funded

Goal 2: Promote and Diversify Workforce and Business Development

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
Support the capital needs of new and expanding businesses by providing greater access to the SBA 504 Loan Program	SBA	Financial, built, social	 # of loans approved Debenture amount of loans Total economic impact # of jobs created # of jobs retained # of loans made to underserved populations

Goal 3: Foster Community Vibrancy and Resiliency

Strategy	Partners	Capital(s) of Wealth	Performance Measure(s)
Develop Governor's Houses to create more affordable housing opportunities	SDHDA SECOG SEDF	Built, individual	 # of Governor's Houses sold per year # of Governor's House sold to underserved populations per year
Qualify low- income individuals for the Governor's House program to provide affordable housing opportunities	SDHDA SECOG SEDF	Individual, social	 # of people qualified for Governor's Houses per year # of inquiries per year
Recycle homes to preserve housing stock and beautify neighborhoods	SECOG SEDF	Social	 # of recycled homes sold per year # of recycled homes sold to underserved populations per year
Rehabilitate homes to preserve housing stock and	SECOG SEDF	Social	 # of rehabilitated homes per year
beautify neighborhoods			
Provide loans to small businesses to stimulate economic development	DBF SEDF	Financial, built	 # of loans made # of loans made to underserved populations

Evaluation

- 1. Overall performance measures # of activities that led to private investment & jobs; # of state/federal investments submitted or approved; # of jobs created/retained as a result of a project; # of homes developed/rehabilitated; private sector investments; amount of private sector investments.
- 2. Specific performance measures for each goal
- 3. Reassess Eight Capitals of Wealth every 5 years.

Questions?

SECOG's 2024-2028 Comprehensive Economic Development Strategy