

Wealth Creation



EDD LEARNING COHORT

Session 2: Wealth Creation and the CEDS

May 6, 2026



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

Wealth Components: Eight Capitals

Intellectual

- Knowledge and innovation

Individual

- Skills, education, health

Social

- Trust and relationships

Natural

- Natural resources

Built

- Infrastructure

Political

- Influence on decision makers and shapers

Financial

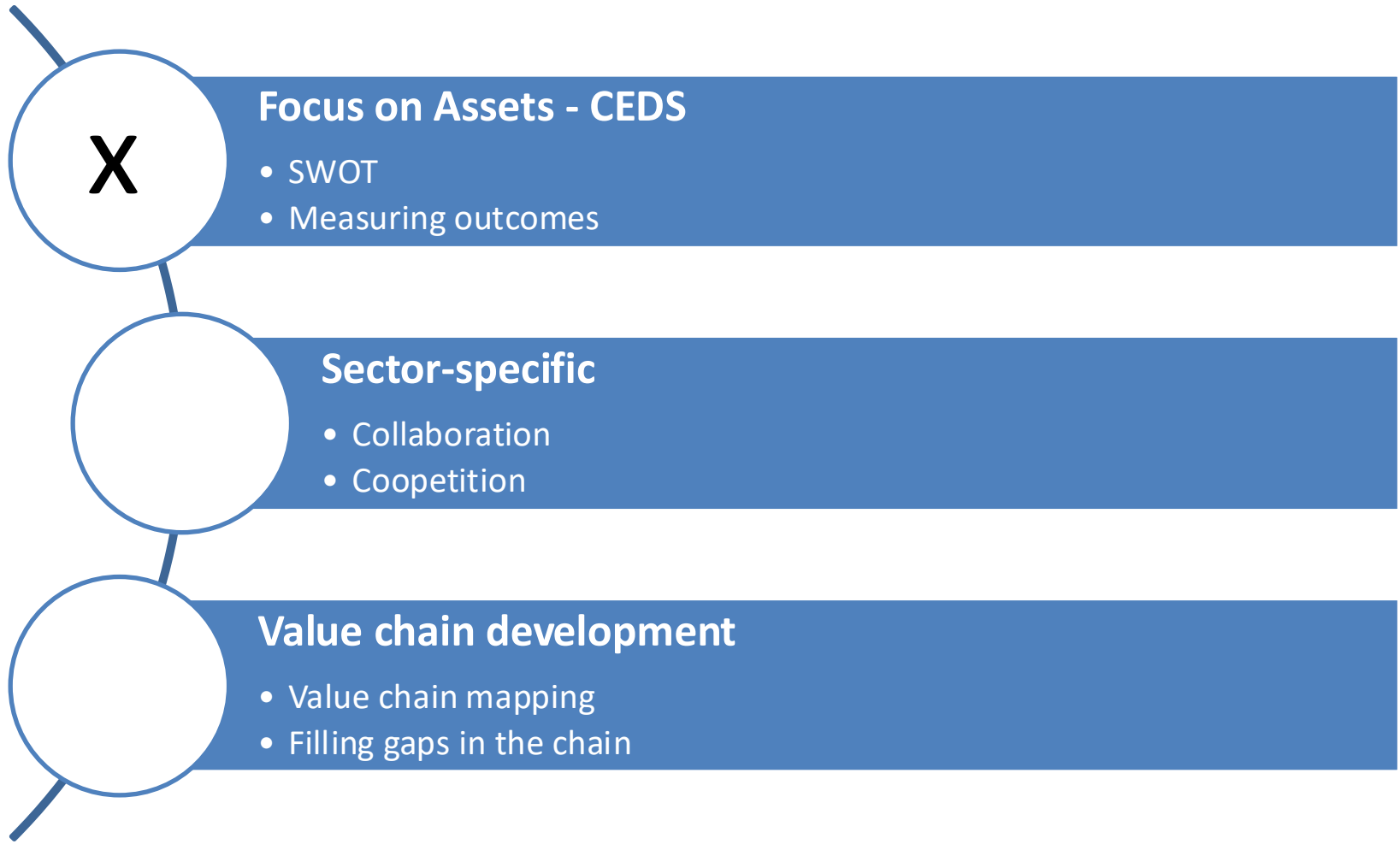
- Savings and investment

Cultural

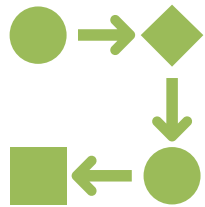
- Traditions, customs and ways of doing

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 [How to Build the CEDS Strategy Committee](#) 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 under-represented. A list of members follows.

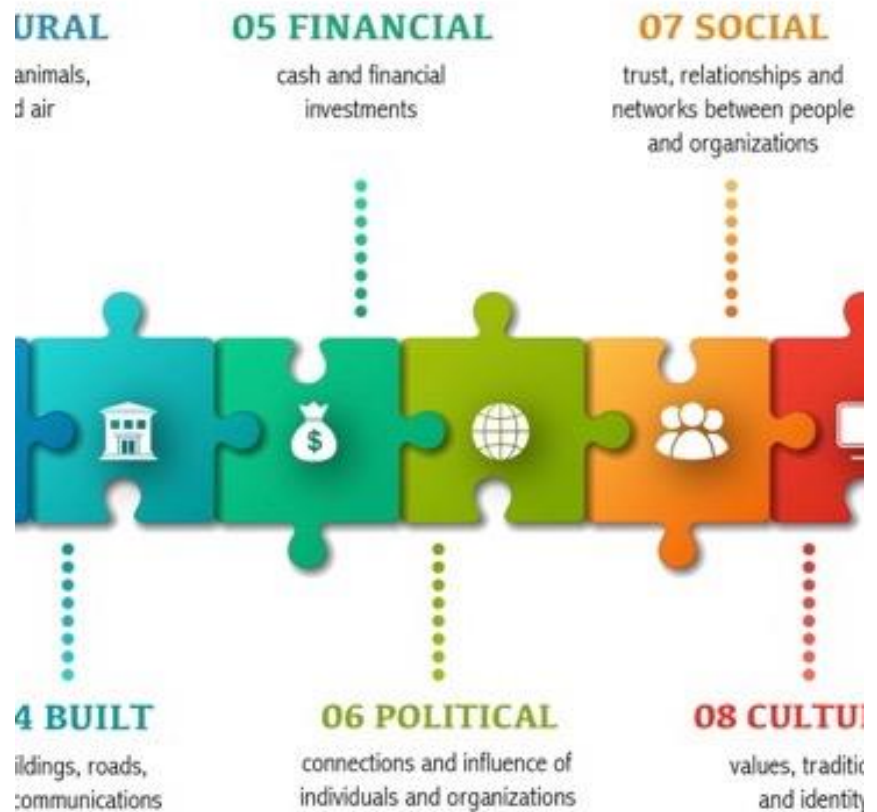
NAME	ECONOMIC INTERESTS BY WEALTHWORKS CAPITAL	SERVES	ORGANIZATION	ROLE
Julie Anderholm	Political	Regional	Non-Profit	Practitioner
Erica Bjelland	Natural	Regional	Public	Community Leader
Chet Bodin		Regional	Public	Practitioner
Vicki Chepus	Cultural	Wadena	Non-Profit	Practitioner
Lisa Christensen	Intellectual	Regional	Public	Community Leader
Dawn Espe	Social/Cultural	Regional	Public	Community Leader
Staci Headly		Regional	Public	Community Leader
Katie Heppner	Financial	Todd County	Non-Profit	Practitioner
Cheryal Lee Hills	Political	Regional	Public	Community Leader
Matt Kallroo	Built	Regional	Public	Community Leader
Quinn Swanson	Natural	Regional	Non-Profit	Community Leader
Kalsey Stults		Crow Wing County	Non-Profit	Community Leader
Alex Weego	Political	Regional	Public	Public Official
Molly Zins	Intellectual	Crow 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.

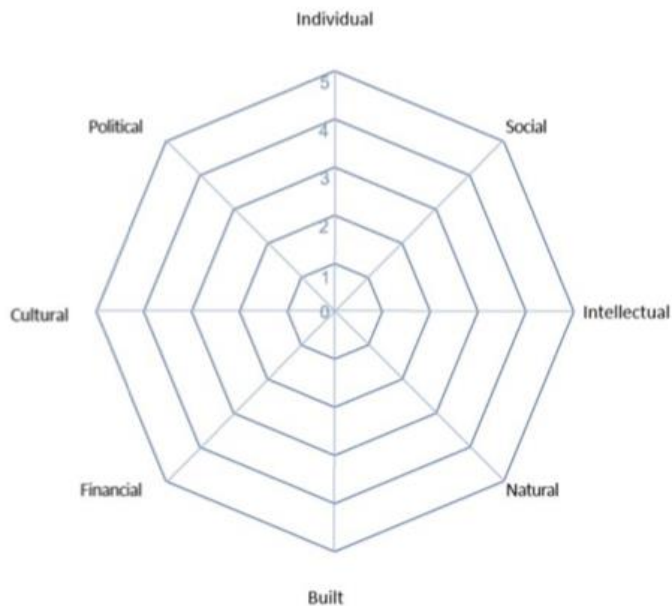


Asset Inventory

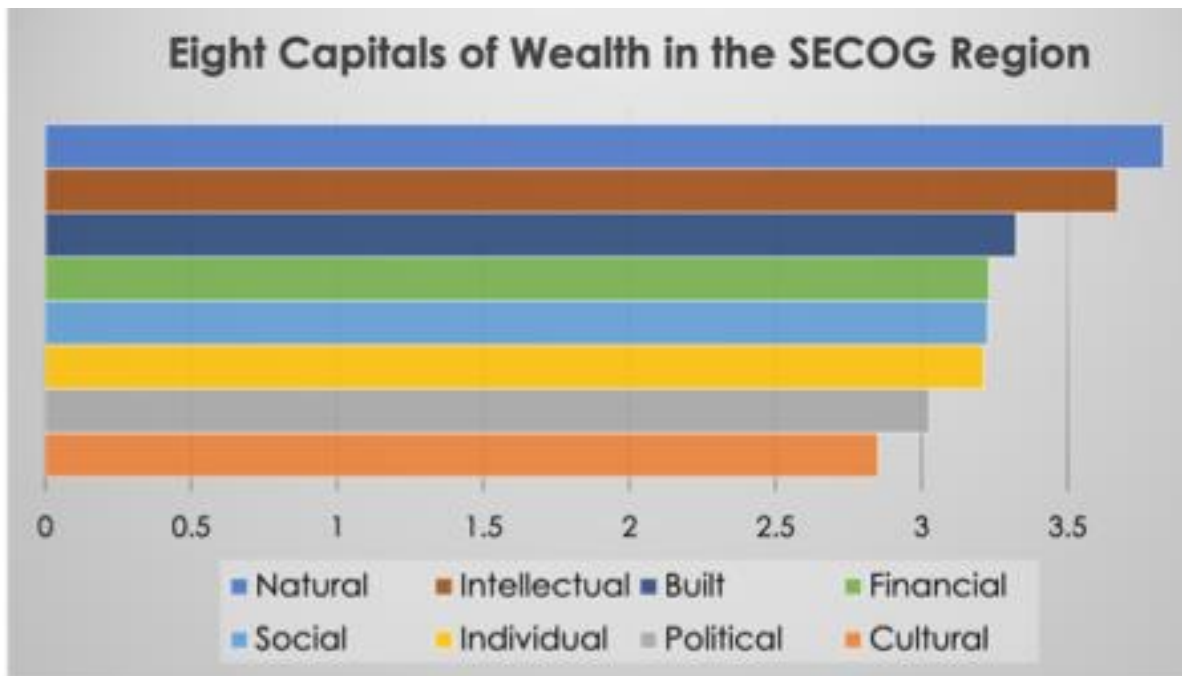
The Capitals	Definitions	What do we have?
Individual	Skills, understanding, physical health and mental wellness in a region's people	
Intellectual	Knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.	
Social	Trust, relationships and networks 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 decision-making.	
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



Eight Capitals of Wealth in the SECOG Region



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. Non-traded 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.

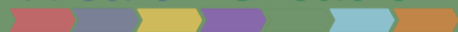
Intellectual - Quality of workforce and retention of trained employees.

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
- transportation 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 wealth-building opportunity.”

Strategic Direction/Action Plan

- In the [SECOG CEDS](#), 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	1. # of loans approved 2. Debiture amount of loans 3. Total economic impact 4. # of jobs created 5. # of jobs retained 6. # 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.

Reduce young 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 [Evaluation section](#):
“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:			
Type	Strategy (What actions will you take?)	Indicator (What is the change you're seeking?)	Measure (How would you measure that change?)	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 CEDDS:

- Is noted as a best practice by EDA in the CEDDS 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



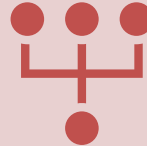
Buy Local Campaigns

GENESEE
- VALLEY -

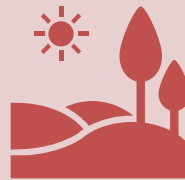
Regional branding

Cooperatives

Resident Owned
Communities



The [Southern Tier 8 Regional Board](#) in New York references in its [CEDS](#) the strategy to “Continue to build a regional local ownership entrepreneurial community,” also referencing local ownership and control of assets.



The [Blackhawk Hills Regional Council](#) in Illinois in its [CEDS](#) 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.





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Integrating WealthWorks into Acadiana's CEDS

A Place-Based, Asset-Driven Strategy
for Regional Prosperity



Economic Development Strategic Planning



Comprehensive
Economic
Development
Strategy

2022-2027

The mission of APC is to foster a knowledge and data-driven decision-making culture, leverage collaborative assets and relationships across all stakeholders and sectors, grow regional capacity, resources, and opportunities through economies of scale, and support a foundation of sustainable infrastructure and public investment.

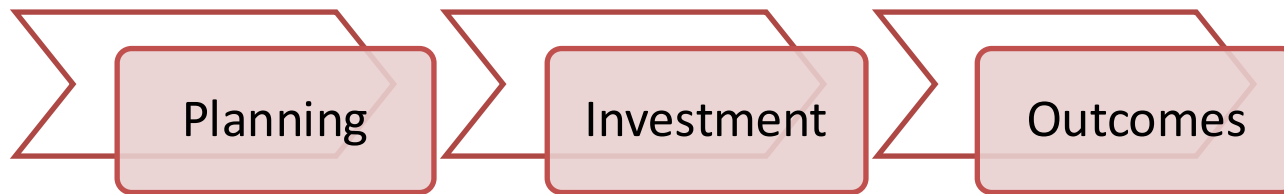
101 Jefferson St., Suite 201
Lafayette, LA 70501-7007
Phone: 337-806-9368
Fax: 337-866-7081
PlanAcadiana.org



What is the CEDS?

Key Points:

- Federally recognized regional economic strategy framework (EDA)
- Focus on:
 - Innovation
 - Regional collaboration
 - Sustainable growth
- APC uses CEDS to guide:
 - Investment
 - Planning
 - Economic coordination



Strategic Approach

- Data-driven decision making
- Multi-parish collaboration (7-parish region)
- Stakeholder engagement across sectors
- Focus on:
 - Infrastructure
 - Workforce
 - Industry clusters




CEDS Strategy Meeting Schedule

- **Meeting #1 -Successes of the Region’s Economic Development Activities**
 - Wednesday March 22, 2023, 10:00 A.M. - 11:30 P.M.
 - Grand Ballroom of the Grand Opera House of the South, Crowley, LA
- **Meeting #2 -SWOT Analysis**
 - Tuesday April 11, 2023, 10:00 A.M. - 11:30 A.M.
 - St. Landry Economic Development (SLED), Opelousas LA
- **Meeting #3 -Future Goals, Objectives, and Strategies of the Region**
 - Thursday, May 11, 2023, 2:00 P.M. - 3:30 P.M.
 - Lafayette, Economic Development (LEDA), Lafayette, LA

What is WealthWorks?

- An Economic Development framework
- Focuses on:
 - Building wealth that sticks locally
 - Strengthening value chains
 - Investing in multiple forms of capital

The eight capitals		
The capital		The definition
	Individual	The existing stock of skills, understanding, physical health and mental wellness in a region's people.
	Intellectual	The existing stock of knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.
	Social	The existing stock of trust, relationships and networks in a region's population.
	Cultural	The existing stock of traditions, customs, ways of doing, and world views in a region's population.
	Natural	The existing stock of natural resources—for example, water, land, air, plants and animals—in a region's places.
	Built	The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places.
	Political	The existing stock of goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making.
	Financial	The existing stock of monetary resources available in the region for investment in the region.

Reasons to Use WealthWorks as an Organizational Schema

- Traditional Economic Development models focused on:
 - Business Recruitment
 - Large-scale capital projects
- Need for an Alternative that promotes:
 - Growth
 - Rural resilience
 - Local ownership
- Connection to CEDS:
 - Aligns with EDA priorities:
 - Innovation
 - Resilience

SWOT Analysis in Each of the 7 Domains

- Used to Develop Hi-Level Goals based on Weaknesses and Threats to Identify Gaps and Action Items in each Domain
- Use of performance-based objectives under each goal
- Identify themes across domains to prioritize Action Items

Example SWOT

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. Non-traded economic drivers to include medical facilities, restaurant and retail, air service, and ports.

Political - Strong support and systems for community planning efforts.

Financial - Low cost of doing business and tax-friendly business climate. Entrepreneurial development.

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.

Political - Lack of implementation for community planning. Low building standards that contribute to vulnerable development.

Financial - Low workforce wage level, lack of financial literacy, high local sales tax rates, and lack of economic diversification

SWOT (Continued)

SWOT Analysis - External Factors

Opportunities

Individual - Lower labor costs.

Intellectual - Educating Acadiana's potential workforce on the need and value of skilled labor and leveraging the school system decision-makers in workforce outcomes.

Social - Open, transparent dialogue and collaborative efforts for a common goal. Diversify leadership.

Cultural - Engage representatives from the creative culture to define cultural economic governance.

Natural - Align public education and community needs with government capacity.

Built - Resilient and fortified development standards both in low-lying areas and downtown areas. Create greater e-commerce capacity through broadband connectivity.

Political - Align political influences with economic development need and trajectory.

Financial - Increased collaboration and common marketing points between economic development organizations to communicate low cost of doing business.

Threats

Individual - Large amounts of vulnerability to economic and natural disasters.

Intellectual - Nativism that prevents outside ideas and intellect from integrating within Acadiana.

Social - Political divisiveness.

Cultural - Cultural and racial disparities.

Natural - Dependence on federal funding to mitigate against natural disasters.

Built - Cost of insurance and sea level rise.

Political - Misaligned permitting and regulatory process with climate threats.

Financial - High poverty rate and limited access to capital.

Measuring WealthWorks Outcomes

Metrics:

- Jobs created/retained
- Business formation
- Capital investment
- Local ownership
- Workforce participation

Tie to CEDS:

→ ED-916 reporting alignment

Key Takeaways

- APC CEDS = **traditional planning + WealthWorks framework**
 - Focus shifted from:
 - Projects → Systems
 - Growth → Wealth
- Result:
 - More resilient
 - More locally rooted economy

Chad M. Lacomb, JD

Director

*Office of Innovation
Management*

E: Chad.LaComb@Louisiana.edu

O: 337.482.2566



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Homework

<https://www.nado.org/training-materials-and-resources/>

SWOT Analysis Template: Using the Wealth Creation Approach

Understanding any SWOT is a clear understanding of our vision. We know that you are focused on a resilient and robust economy and community, as you have defined it for your region. Thus, the underlying question is always, "How does this contribute to our resilient economy and community?" The tool before you is focused on the right (different) capital and other factors necessary for a resilient and robust economy and community.

A SWOT is a planning tool to help you identify strategies for a more resilient economy and community. We view Opportunities as building on our Strength addressing our Weaknesses, while leveraging those external assets. By knowing what you are trying to do (your opportunities and strengths) first, you can then build on strengths and address weaknesses. You don't have to build on all strengths, or manage all weaknesses, only those directly related to the opportunities you are trying to realize. Remember the process is circular. Each square is linked to the others. You will need to revisit each square as you deeper in your analysis. (Note: Starting with the opportunities will help you focus your conversation on strategy and execution.)

The SWOT asks you to focus on eight different capitals. It also asks you to focus on including those on the economic margin and on capital mobility, you in a stronger secondary market. Don't ask you to look at who owns the businesses and capitals, as it is not our responsibility to help jobs and businesses stay in place. Finally, it asks you to look at the emerging markets and the partnerships needed to ensure both the manufacturers and suppliers are in place to meet demands of those markets.

In preparation for completing the SWOT, it is useful to first complete an analysis of the eight capital in your region. Where are you strong? Where are you weak? What do you see? What is to be understood and could be brought into productive use with appropriate and creative investment?

Strengths: <ul style="list-style-type: none"> ✓ Capital we have used & could find more ✓ Strong infrastructure ✓ Strong relationships between government, and organizations 	Weaknesses: <ul style="list-style-type: none"> ✓ Capital we are missing, or not using ✓ Health, time and investments on the economic margin ✓ Lack of partnerships between business, government, and organizations
Opportunities: <ul style="list-style-type: none"> ✓ Leveraged capital we can invest in ✓ Capital mobility to all ✓ Emerging markets/interest ✓ Focus on activities needed to meet demand for products and services in capital emerging markets which investment will have the greatest impact/leverage ✓ Supported by priority to resources ✓ Just, local ownership ✓ Toleration to price volatility 	Threats: <ul style="list-style-type: none"> ✓ Policy barriers ✓ Disparities to those outside of the sector ✓ Negative common dreams and stories unwilling to contribute



Opportunities to Build Partnerships

Who is on your region's CEO committee or other leadership committees, and who are regional stakeholders that engage in the CEO? If your CEO or other planning bodies could use some fresh perspectives, by thinking through the eight forms of Community Capital to identify potential non-committee members or advisors to target in your outreach.

Community Capital	Current committee members (or other leadership)	Potential partners working to build these assets	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 (Business, organizations, or agencies focused on land, water, air, etc.)			
Build capital (Sector and operators of infrastructure, including private sector)			



Cohort Timeline

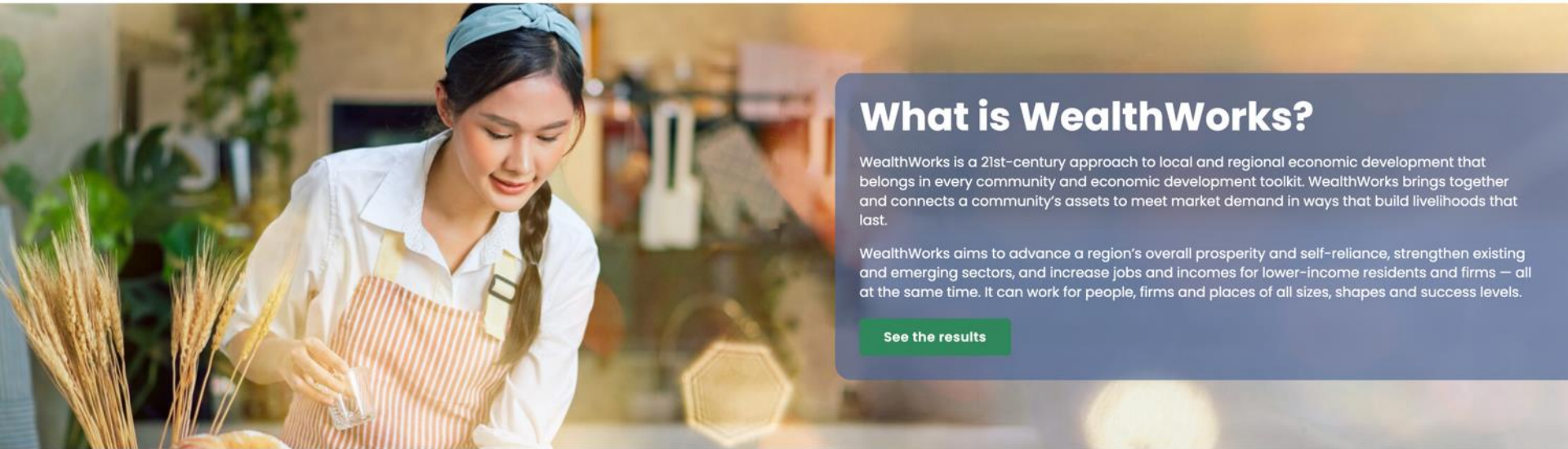
Session	Topic	Dates
1	Intro to Wealth Creation	4/8 and 29
2	Wealth Creation & CEDS	5/6 and 20
3	Sector Collaboration	6/3 and 17
4	Understanding Demand/Identifying a Market Opp.	7/8 and 22
5	Mapping a Value Chain	8/5 and 19
6	Identifying Gaps, Bottlenecks, Underutilized Assets	9/2 and 16
7	What's next?	10/7

[WealthWorks Website - www.wealthworks.org](http://www.wealthworks.org)

Connecting community assets to market demand to build lasting livelihoods.



[About](#) [The Basics](#) [Success Stories](#) [Resources](#) [Connect](#)



What is WealthWorks?

WealthWorks is a 21st-century approach to local and regional economic development that belongs in every community and economic development toolkit. WealthWorks brings together and connects a community's assets to meet market demand in ways that build livelihoods that last.

WealthWorks aims to advance a region's overall prosperity and self-reliance, strengthen existing and emerging sectors, and increase jobs and incomes for lower-income residents and firms — all at the same time. It can work for people, firms and places of all sizes, shapes and success levels.

[See the results](#)

[The Basics](#)

[Resources](#)

[The Hubs](#)

NADO Wealth Creation Website –

www.nado.org/wealthcreation

Wealth Creation



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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.

October 26-29 Reno, Nevada



For More Information

Melissa Levy

NADO

mlevy@nado.org

www.nado.org



EDD CoP

Economic Development District
Community of Practice

