

STRATEGIC KEYS/ TARGET SECTORS	ASSETS As a Basis for Forward Planning & Action	GAPS In Factors of Production/Conditions of Success	STRATEGIES For Resolving Gaps & Developing the Economy
<p style="text-align: center;">1 infrastructure</p>	<p>Existing Physical Built Infrastructure:</p> <ul style="list-style-type: none"> • Existing Transportation Network <ul style="list-style-type: none"> ○ BNSF East – West Railway <ul style="list-style-type: none"> • Existing Rail Spurs (<i>Cibola & McKinley</i>) • Major Transportation Corridors <ul style="list-style-type: none"> ○ I-40 & Route 66 (<i>Cibola & McKinley</i>) ○ US 491 & 371 (<i>San Juan & McKinley</i>) • Aviation (<i>San Juan, McKinley & Cibola</i>) • Energy/Utilities <ul style="list-style-type: none"> ○ Strong Viable Electrical Sources are accessible <ul style="list-style-type: none"> • CEDC Coop (<i>Cibola & McKinley</i>) • NTUA • Industrial Parks (<i>San Juan?, McKinley, & Cibola</i>) <p>Institutional (Agencies & Places of Service):</p> <ul style="list-style-type: none"> • Several existing regional Medical Centers <ul style="list-style-type: none"> ○ Cibola General Hospital, RMCH, HIS, San Juan Regional Medical Center etc... • NWNMCOG • CDEC Coop & NTUA (<i>Cibola & McKinley</i>) • Education <ul style="list-style-type: none"> ○ NMSU-Grants, UNM-Gallup, San Juan College, Dine College, <p>Intangible Infrastructure:</p> <ul style="list-style-type: none"> • Existing collaboration/communication with tribes, local governments and the state • Social & Political Networking <p>Natural Environment:</p> <ul style="list-style-type: none"> • Land; Abundance of Land • Weather • Open Spaces • Natural Gas • Natural Resources (<i>Extractives</i>) <p>Tourism Assets:</p> <ul style="list-style-type: none"> • Attractions, Sights, Community Events • Recreation • Culture & Cultural Activities <ul style="list-style-type: none"> ○ Retail (<i>Native American Arts</i>) <p>Agriculture/Food Systems:</p> <ul style="list-style-type: none"> • Local Farmers/Traditional Farmers • Knowledge/knowhow 	<p>Planning Barriers:</p> <ul style="list-style-type: none"> • ROW Permitting <ul style="list-style-type: none"> ○ Land Status ○ Multi-Jurisdictional Issues ○ Establish a common ROW; acquisition and definitions • Inadequate Funding from Federal, State and Local Levels <ul style="list-style-type: none"> ○ Process to Obtain Funding ○ Eligibility Requirements <ul style="list-style-type: none"> • Meeting those Requirements • Lack of Collaborative Construction <ul style="list-style-type: none"> ○ Public-Private Partnerships <p>Infrastructure:</p> <ul style="list-style-type: none"> • Limited & Aged Existing Infrastructure 40+ years old <ul style="list-style-type: none"> ○ Water ○ Wastewater ○ Gas ○ Electric • Lack Basic Capacity to House Industries <ul style="list-style-type: none"> ○ Roads/Supply Routes ○ Water ○ Broadband/Fiber Optics ○ Building Inventory • Innovation in Infrastructure Improvement <ul style="list-style-type: none"> ○ Lack of Broadband/Fiber Optic Infrastructure <p>Transportation:</p> <ul style="list-style-type: none"> • Rail connection to Farmington • Aged road network • Classification of Road Network <p>Tourism:</p> <ul style="list-style-type: none"> • Trails need Classification/Maintenance <ul style="list-style-type: none"> ○ Signage ○ Trail Head Improvements ○ Funding for Maintenance • Access to Tourism Activities <p>Agriculture/Food Systems:</p> <ul style="list-style-type: none"> • Investments in agriculture and local farming • Water Supply • Processing and Transportation 	<p>Improve our Transportation Networks:</p> <ul style="list-style-type: none"> • Aviation infrastructure <ul style="list-style-type: none"> ○ Expand the Regions Existing Airports to allow for more transportation opportunities <ul style="list-style-type: none"> • Air related large freight transport services ○ Maintain commercial, industrial and general aviation services • Rail Connections <ul style="list-style-type: none"> ○ Rail port in Thoreau that connects to the region ○ Inland ports in Gallup <ul style="list-style-type: none"> • Important for both exporting and importing • Roads/Highways Improvements <ul style="list-style-type: none"> ○ Improve Roads/State Highways <ul style="list-style-type: none"> • Widen for Freight Transportation • Improve Safety • Development along Corridors (US 491,371, etc...) • Signage • Alternative Transportation Opportunities <ul style="list-style-type: none"> ○ Trails ○ Public Transit/Rural Transit Opportunities <p>Planning:</p> <ul style="list-style-type: none"> • Create Long Range Plan at the Local and Regional Levels <ul style="list-style-type: none"> ○ Transportation ○ Infrastructure ○ Water ○ Economic Development • Create Plans for the Airports in the Region • Plan for development of Broadband/Fiber Optics • Prioritize Infrastructure Needs • Maintain Assets <p>Collaboration:</p> <ul style="list-style-type: none"> • Communicate, collaborate, coordinate, cooperate • Continue Community Dialogue <ul style="list-style-type: none"> ○ NWNMCOG ○ Institutions ○ Local Government ○ Tribes • More cooperation and communication between neighboring entities • State and Federal Collaboration <p>HealthCare:</p> <ul style="list-style-type: none"> • Break down barriers for federal vs. private in healthcare • Invest more in healthcare facilities <ul style="list-style-type: none"> ○ Innovative facilities with new technology ○ Make Accessible to Rural Communities

STRATEGIC KEYS/ TARGET SECTORS	ASSETS As a Basis for Forward Planning & Action	GAPS In Factors of Production/Conditions of Success	STRATEGIES For Resolving Gaps & Developing the Economy
<p>2 education & talent supply</p>	<p><u>Existing Labor and Workforce:</u></p> <ul style="list-style-type: none"> • Substantial Workforce Population <ul style="list-style-type: none"> ○ Young and Able population • Strong Potential for Workforce Development • Desire to work and stay in the region <p><u>Existing Workforce Programs:</u></p> <ul style="list-style-type: none"> • Work Keys Program <ul style="list-style-type: none"> ○ Assesses the workforce ○ Skilled Base Hiring Model ○ Companies utilize the program • Post-Secondary Education <ul style="list-style-type: none"> ○ Institutions in the Region <ul style="list-style-type: none"> • NMSU-Grants • UNM-Gallup • San Juan College • Dine College ○ Asset to the Communities ○ Accessible to communities ○ Well-Rounded Programs ○ Vocational Training • Financial Assistance <ul style="list-style-type: none"> ○ Scholarship opportunities for the diverse population ○ Program/Initiatives ○ State/Federal/Local Financial Assistance <p><u>Quality of our People:</u></p> <ul style="list-style-type: none"> • Cultural/Historical Knowledge • Cultural Diversity • Robust Artistic Community • Large Youth Populations <p><u>Community Values Education:</u></p> <ul style="list-style-type: none"> • Student Body willing and able to work • Willingness to travel to attend school • Positive Sense of Community <p><u>Built Infrastructure:</u></p> <ul style="list-style-type: none"> • Good Facilities • Accessibility to technology • Transportation Network • Institutions and Programs located throughout the region 	<p><u>Educational Shortfalls:</u></p> <ul style="list-style-type: none"> • No Tech Colleges • Lack of adult education & support for re-entry into society/workforce • Disconnect between schools & employers of the region • High school students are not prepared for secondary education • Schools are not teaching entrepreneurship • Lack of attention to emerging occupations in the region <ul style="list-style-type: none"> ○ Lack of programs that fit the workforce needs • Need higher learning standards • Limited early childhood opportunities • Vocational Programs • Identifying Workforce Needs <ul style="list-style-type: none"> ○ Assisting with recommendations ○ Tracking Skill level of Region’s Workforce <p><u>Quality of Worker:</u></p> <ul style="list-style-type: none"> • Trainability-Employability Challenge <ul style="list-style-type: none"> ○ Lack Professionalism ○ Soft Skills ○ Knowledge • Level of job expertise is not met within the region • Trained workforce is limited <p><u>Community Conditions:</u></p> <ul style="list-style-type: none"> • Drug use • Cultural Issues • Youth Crime Activity • Students need more guidance to stay in school • Youths desire to obtain higher education <p><u>Youth Retention Rate:</u></p> <ul style="list-style-type: none"> • Instilling Hope • Identifying Education Needs <ul style="list-style-type: none"> ○ Tracking performance • Challenging the Youth <ul style="list-style-type: none"> ○ Preparing them for the real world ○ Preparing them for College ○ Job Availability/Diversity <p><u>Leadership & Research:</u></p> <ul style="list-style-type: none"> • Poor Leadership in education; lack of a success plan • Self-Imposed constraints by institutions to adapt quickly • Bureaucratic Barriers • Lack of local research 	<p><u>Research and Implement alternative types of Educational Models and Practices:</u></p> <ul style="list-style-type: none"> • Transform STEM to STEMA (Science, Technology, Engineering, Mathematics, Arts) • Need to teach creativity • Test for creativity and problem solving, critical thinking and applied knowledge • Make education experiential/relatable • Make education exciting and interesting • Start teaching math skills early <p><u>Connecting student with Opportunities outside of School:</u></p> <ul style="list-style-type: none"> • Emphasize social skills, trainability and efficient work ethic • Expose students to what they will be exposed to in the work place <p><u>Job Training Alternative Approaches:</u></p> <ul style="list-style-type: none"> • Hire attitude and Train the Skill • Skill up long term training for: Jobs of the Future vs. Jobs of Today • “key trained” aspect • More resources to successful pilot projects <p><u>Improve Job Training:</u></p> <ul style="list-style-type: none"> • Provide Educational Programs in post-secondary institutions specific to the needs of the workforce. • Inventory skill base of workforce; get Work-Ready Certificates honored • Establish a residency program with healthcare institutions • Professional Career Development opportunities • Collaboration between industry & schools – around career pathways • Improve Utilization of the Work Keys Program <ul style="list-style-type: none"> ○ Implement across the region at all institutions <ul style="list-style-type: none"> ○ Create a data base from this program <ul style="list-style-type: none"> • # of enrollees • # of employers • # of students in each certificate category ○ Get buy-in from employers • Soft skills training <p><u>Strengthen Leadership and Policy:</u></p> <ul style="list-style-type: none"> • Recognize Community Success • Streamline Education System • Reorganize into more discrete School Districts • Health Impact Assessment needed to inform future plans <p><u>Stabilize Funding:</u></p> <ul style="list-style-type: none"> • Funding support from the state for sector partnerships • Increase \$\$ and advocate for changes in adult vocational education • Eliminate dollar duplication; inventory and streamline

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<p style="text-align: center;">3 Business Climate</p>	<p><u>Natural & Cultural Resources</u></p> <ul style="list-style-type: none"> • Natural Resources (Extractives) • Good Geographic Location • Scenery • Climate • Cultural Resources <ul style="list-style-type: none"> ○ Tribal ○ Trails ○ Land Grants & others • Environment <p><u>Institutional Agencies & Places of Service:</u></p> <ul style="list-style-type: none"> • Higher Education Institutions <ul style="list-style-type: none"> ○ UNM-Gallup ○ NMSU-Grants ○ San Juan College ○ Dine College • Hospitals <ul style="list-style-type: none"> ○ RMCH ○ IHS ○ Cibola General ○ San Juan Regional Medical Center • Existing Manufacturing Companies • Existing Oil & Gas Companies • NWNMCOG • Local Government • Utility Providers <p><u>Location:</u></p> <ul style="list-style-type: none"> • Proximity to neighboring states • Proximity to major transportation corridors <ul style="list-style-type: none"> ○ I-40 ○ BNSF Rail way ○ US 491 & 371 • Abundant amounts of open space • Natural Beauty <p><u>Existing Business and Industry:</u></p> <ul style="list-style-type: none"> • Heavy/Light Manufacturing • Energy • Tourism/Artisan Trade • Healthcare 	<p><u>Barriers & Constraints to Development:</u></p> <ul style="list-style-type: none"> • Communication and cooperation among state, federal, local and tribes • Inadequate Broadband • Federal Lands reduce tax base & development • Federal, State, and Tribal Regulations • Limited Private Sector • Accessibility to capital • International Trade • High NMGRT Local <p><u>Land and ROW Issues:</u></p> <ul style="list-style-type: none"> • Lack of private land; conflicts between jurisdictions • ROW on checkerboard land <ul style="list-style-type: none"> ○ Length of process to obtain <p><u>Business Support Deficiencies:</u></p> <ul style="list-style-type: none"> • Lack of business development incentives & structure • Cost of doing business • Lack of small business support • Lack of private investment <p><u>Physical Constraints:</u></p> <ul style="list-style-type: none"> • Lack infrastructure <ul style="list-style-type: none"> ○ Basic capacity to house industry ○ Broadband ○ Land/Building Inventory • Distance from major metropolitan areas • Lack of Housing <p><u>Workforce:</u></p> <ul style="list-style-type: none"> • Unskilled workforce • Ability to be trained • Lack of Soft Skills & Professionalism • Low levels of education <p><u>Quality of Life:</u></p> <ul style="list-style-type: none"> • Few amenities • Lacks a diverse economy • Lacks beautification of cities • Public transportation/Rural Transportation 	<p><u>Advance our Energy Initiatives:</u></p> <ul style="list-style-type: none"> • Identify viable methods to export energy • Develop effective marketing strategy for energy costs and capacity <p><u>Enhance our Education & Training Programs:</u></p> <ul style="list-style-type: none"> • Create strong government relationship with post-secondary institutions to develop workforce • Create and improve Education & Training Programs • Start STEM program early • Need high school tech classes • Attract and pay top teachers • Implement Project Based Learning • Clustering of info knowledge <p><u>Develop Funding Strategies:</u></p> <ul style="list-style-type: none"> • Seek State funds for more workforce development funding • Gap analysis of community needs • Pursue funding of broadband with: <ul style="list-style-type: none"> ○ USDA ○ Legislature ○ Congressional ○ Use greater state investment and permanent funds for business lending <p><u>Strengthen Local Labor Force:</u></p> <ul style="list-style-type: none"> • Establish and improve Pre-Employment Certificate programs • Invest \$\$ in training programs • Promote and get buy in from employers to utilize the work keys program • Move people out of poverty <p><u>Planning:</u></p> <ul style="list-style-type: none"> • Improve formalize communication and collaboration with all entities • Government needs to be involved in greater development of tribal and non-tribal communities • County/private sector/tribal planning boards Partnerships • Economic Development – marketing and strategic planning (plan ahead) <p><u>Expansion of Industry:</u></p> <ul style="list-style-type: none"> • Expand the Energy Industry <ul style="list-style-type: none"> ○ Develop industries that benefit from the Energy Industry <ul style="list-style-type: none"> • Transportation/Logistics <p>Manufacturing</p>

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<p>4</p> <p>Innovation & Sustainability</p>	<p><u>Human Resources:</u></p> <ul style="list-style-type: none"> • Solid/Stable Population base from which to build • Personal Passion of Citizens • Culture and Diversity • Large Population • Possibilities for new business • Educational Institutions • Large willing and able workforce population <ul style="list-style-type: none"> ○ Communities are part of the local workforce <p><u>Environment & Natural Resources:</u></p> <ul style="list-style-type: none"> • Abundant water resources in San Juan County • Regional Climate • Good Farmland in the San Juan River Basin • Land <ul style="list-style-type: none"> ○ Vast amounts of open space • Natural Resources Assets <ul style="list-style-type: none"> ○ Extractives ○ Forests Land • Great Outdoors; recreational areas & opportunities <ul style="list-style-type: none"> ○ Trails, sites, monuments, cultural sites <p><u>Regional/National Support</u></p> <ul style="list-style-type: none"> • NMSU Cooperative Extension Service • USDA Service Center • Local Colleges (UNM, NMSU, SJ College, DINE College) • NWNMCOG <p><u>Business & Industry</u></p> <ul style="list-style-type: none"> • Some financial assistance available • Business Incubators in each county <ul style="list-style-type: none"> ○ Business Support ○ Financial/Technical Assistance • Workforce funding available • Cottage Industry as an asset • Proposed In-land port • Expansion of the Energy Industry 	<p><u>Barriers to Development</u></p> <ul style="list-style-type: none"> • Lack of Communication <ul style="list-style-type: none"> ○ Lack of partnerships ○ Outreach needed ○ Opportunities are not being capitalized on • Lack of funding • Lack of community resource to lend Money • Economically poor • Limited Housing Opportunities <p><u>Human Resources</u></p> <ul style="list-style-type: none"> • Lack of skilled workforce • Ability of workforce development <ul style="list-style-type: none"> ○ soft skills ○ Financial literacy, and work ethic • Education Short falls <ul style="list-style-type: none"> ○ Not teaching employability ○ No tech training ○ Not enough support <p><u>Natural Conditions</u></p> <ul style="list-style-type: none"> • Excessive, stifling, restrictive government regulations • Federal Energy Policy • EPA regulations on mining • Water Distribution • Climate Change <p><u>Regional/National Support</u></p> <ul style="list-style-type: none"> • Lack of collaboration between Agencies • Lack of USDA inspectors • Restrictive USDA Regulations • Shrinking Federal dollars <p><u>Infrastructure</u></p> <ul style="list-style-type: none"> • Deterioration of Transportation Network • Deterioration of Utility Systems • Lack of building inventory • Weak-to-No Broadband connection • Water Systems are inadequate <p><u>Resistance to change:</u></p> <ul style="list-style-type: none"> • Moving people to a new place is difficult • Apprehension of change in the community • Worried about adaptation to change 	<p><u>Planning:</u></p> <ul style="list-style-type: none"> • Create a clear vision, engage the right leaders, responsiveness • Create and plan for new innovative industries • Expand and introduce new technology to existing industries • Think and plan ahead (be ahead of the curve) • Develop regional plans/agriculture sustainability plan • Create a Land Development Code to prevent future development on valuable land • Increase collaboration efforts <p><u>Environmental & Natural Resources</u></p> <ul style="list-style-type: none"> • Obtain funding for clean-up, removal, reclamation • Continue work on water regionalization • Consider the project a catalytic project; development in and around the chapters • Capitalize on energy sector and other extractive industries <p><u>Improve & Develop New Infrastructure:</u></p> <ul style="list-style-type: none"> • Solar Development; Engage Solar Industry • Focus on Technology Transfer • Road & Utilities improvements • Keep utilities affordable • Improve Water supply • Develop broadband infrastructure <p><u>Create Business Support:</u></p> <ul style="list-style-type: none"> • Business support systems; create more micro-enterprise lending • Move artisans from flea-market to businesses • Training/funding support for artisans • Assistance/loan funds/investors • Teach fiscal responsibility • Placement for graduates locally • Maintain a very broad based, diverse support system • Entrepreneurship training programs <p><u>Support Collaboration:</u></p> <ul style="list-style-type: none"> • Engage land owners • Support tribal-private partnerships • Create collaboration and cooperation between tribal and public/government • Work as a team to obtain funding <p><u>Invest in Workforce Development:</u></p> <ul style="list-style-type: none"> • 21st education needed • Technology training • Vocational training • Create new training/education/degree programs • Cater programs to the existing and potential industry sectors of the region • Give opportunities for retirees to come back to the workforce.

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<p style="text-align: center;">5 Quality of Life</p>	<p><u>Regional Appeal</u></p> <ul style="list-style-type: none"> • Small cities-professional and personal relationships <ul style="list-style-type: none"> ○ Family Oriented ○ Small town communities ○ Minimal traffic ○ Affordable cost of living ○ Positive Community spirit • Weather and Landscape • Diverse Regional culture and heritage <ul style="list-style-type: none"> ○ Deep history-native people ○ Significant recent history-contact ○ Heritage events ○ Living cultures ○ Variety of ethnic cultures • Established organizations; faith-based, non-profits, governments, tribal, state, county, etc... • Mainline transportation <ul style="list-style-type: none"> ○ Interstate-40, BNSF Rail Way, US 491 & 371 • Creative and talented communities <p><u>Environment & Natural Resources</u></p> <ul style="list-style-type: none"> • Open Natural beauty • Mountainous and variable terrains, Forest Lands • Favorable climate • Tourist Sites • Abundant natural resources <ul style="list-style-type: none"> ○ Coal, Natural Gas, Sunlight & other resources <p><u>Tourism/Local Attractions</u></p> <ul style="list-style-type: none"> • Historical and Cultural Activities <ul style="list-style-type: none"> ○ World Heritage Sites, Cultural Sites ○ National Monuments, Arch Sites • Outdoor Recreational Opportunities • Hiking, Biking, and Motorized Trails • World Class Artisan Community <p><u>Existing Institutions (Agencies and Places of Service)</u></p> <ul style="list-style-type: none"> • Educational Opportunities <ul style="list-style-type: none"> ○ UNM-Gallup, NMSU-Grants, SJC, Dine College • Healthcare Accessibility <ul style="list-style-type: none"> ○ RMCH, IHS, Cibola Gen., San Juan Regional Med. • Planning Organizations • NWNMCOG, GGEDC, CCEDF, 4CED, and others... 	<p><u>Existing Physical Infrastructure Deficiencies:</u></p> <ul style="list-style-type: none"> • Aging Infrastructure <ul style="list-style-type: none"> ○ Water systems ○ Utility Systems ○ Transportation Network ○ Lacks broadband infrastructure <p><u>Business & Industry:</u></p> <ul style="list-style-type: none"> • Lack of business & industry, workforce & economic base jobs • Limited Jobs and available jobs are low-wage jobs • Disconnect to Art Functions • Lack of industrial space • A Diverse economy <p><u>Education:</u></p> <ul style="list-style-type: none"> • Graduation rate • Under performing school districts • Poor historical connection between college and community • Low education/skill levels <p><u>Healthcare:</u></p> <ul style="list-style-type: none"> • Retaining doctors, nurses, specialists • Alcoholism/Drug use; lack of rehabilitation programs • Insufficient health education • Lack of collaboration between healthcare providers <p><u>Tourism:</u></p> <ul style="list-style-type: none"> • Lack of preservation/viewing opportunities to sites • Disconnect with our natural resources • Not a regional (SW) marketing destination • Accessibility to tourism attractions <p><u>Image of the Region:</u></p> <ul style="list-style-type: none"> • Littered • Old buildings and infrastructure • Poverty • Alcoholism • Clean communities • Amenities available to the community 	<p><u>Improving Our Regional Image:</u></p> <ul style="list-style-type: none"> • Beautify the Communities of the region <ul style="list-style-type: none"> ○ Clean up days ○ Streetscapes ○ Landscapes • Improve the Built Environment <ul style="list-style-type: none"> ○ Roads, Signs, etc... ○ Consider “quality of life” when considering public works projects ○ Pedestrian walkways, bicycle pathways, trails, • Reduce transient population <ul style="list-style-type: none"> ○ Communities need to take action ○ Invest in rehabilitation programs and facilities • Stricter Law enforcement • Reduce Alcohol Abuse • Reducing Poverty <p><u>Promote Regional Tourism:</u></p> <ul style="list-style-type: none"> • Natural Assets: Continue to stress natural environment – parks and trails • Access to parks and trails; increase usage – how do we get people there? <ul style="list-style-type: none"> ○ What does City Parks & Rec Dept do to advance parks and recreation? ○ What happened to the map of proposed trail systems? • <u>Destination:</u> Make the region a Destination location for out of state tourists <ul style="list-style-type: none"> ○ Promote natural environment for tourism ○ Develop our assets ○ Create better markets ○ WPA Art Museum: come see this art! • <u>Trails:</u> Connect trails and outdoor activities <ul style="list-style-type: none"> ○ Urban connections to bike/walking natural trails; Connect Zuni, Navajo, Acoma, Gallup, etc. ○ Coordinate venues and access to Open areas: urban trails, high adventure trails, motor sports, various weather/sensorial sports events ○ Outdoor sports – hunting, etc. ○ Improve physical space (environment, customer service) • We’re a well-kept secret ... promote! Develop new marketing strategies • Provide opportunities for experiential youth opportunities outdoors • Hotel/Motel; cultural activities, casinos, condos or temporary housing; seasonal activities promotion • Coordinate locate arts for better access; Coordinate venues & access to the Arts: performing, visual, events, native, etc. • Identify cultural assets • Promote the Regional HUB concept <p><u>Invest in Workforce:</u></p> <ul style="list-style-type: none"> • Retain Professionals; doctors, lawyers, developers, planners, officers, designers, entertainers • Invest in training programs (work keys) • Develop a more intense and technological educational program for high school students

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<p>6 Leadership</p>		<p><u>Collaboration:</u></p> <ul style="list-style-type: none"> • Too focused on own community <ul style="list-style-type: none"> ○ Thinking Regionally/Outside the box ○ Ideas are bubbled into their own communities • Lack of common vision <ul style="list-style-type: none"> ○ Compromising ○ Objectives and goals • Mobilization-Community Involvement <ul style="list-style-type: none"> ○ Collaborating with resources <ul style="list-style-type: none"> • Large/small • Advertising/promoting • Not enough staff to put in the time to form those relationships <ul style="list-style-type: none"> ○ Not enough funding to hire that staff <p><u>Big Ideas/No Follow Through:</u></p> <ul style="list-style-type: none"> • Ideas Unfeasible • Projects come & Go • No plan in place to lift projects off the ground <p><u>Getting things done more effectively</u></p> <ul style="list-style-type: none"> • No Step-by-Step Process • No clear directions of plan & process • Tracking progress <p><u>Transition & Stability</u></p> <ul style="list-style-type: none"> • Who & What are our resources • What do we do next? • Not Knowing what jobs are in the region • Difficult to maintain progress 	<p><u>Collaboration:</u></p> <ul style="list-style-type: none"> • Work Together & Communicate <ul style="list-style-type: none"> ○ Compromise to achieve goals ○ Come together to serve community ○ Values – Include/Incorporate others ○ Honor Differences ○ No Cultural Barriers • Participation of Stakeholders <ul style="list-style-type: none"> ○ Large/Small <ul style="list-style-type: none"> • Corporations • Agencies • Grassroots Organizations ○ Network and make connections for potential partnerships <p><u>Planning & Process</u></p> <ul style="list-style-type: none"> • Community Development Facilitators • Address Problems effectively & timely <ul style="list-style-type: none"> ○ Mover/Shaker/Spearhead ○ Remove Obstacles ○ Utilize resources available • Unified Community Plan/Common Vision <ul style="list-style-type: none"> ○ Stick to that vision • Set Policy & Directions for Communities • Do the Homework <ul style="list-style-type: none"> ○ Study the Region/Provide Ideas ○ Work this Ourselves (no outsiders writing the plan) ○ Listen & Connect the Resources • Unified Vision & Leadership <ul style="list-style-type: none"> ○ Accountable Individuals ○ Lead to Completion ○ Leadership through small groups of like-minded individuals <p><u>Training Programs:</u></p> <ul style="list-style-type: none"> • Have leaders within the communities attend training programs <ul style="list-style-type: none"> ○ Leadership Training ○ Community Planning Workshops ○ Grant/Application Submission Training

**7
Direct Job
Creation**

○

Local Business Start-Ups

- Promoting Strategic Alliances
 - Starting/Joining a Co-op
 - Sharing not Competing
 - Small Business Alliances
- Assistance
 - Financial Guidance
 - Funding
 - Business Consultations
 - Workshops/Seminars
- Knowledge of Business Owners

Retention & Expansion:

- Assistance
 - Business Consultations
 - Financial Guidance
 - Technical/Computer Training
- Promoting “Shop Local” Initiatives
- Small Business Diversity
- Understanding the Market
 - Trends

Attraction & Recruitment:

- Project Infrastructure
 - Funding to approve
 - Ability to improve
 - Basic capacity to house industries
- Outside Investments/Investors
- Diversity among industries
- Targeted Workforce
 - Not skilled
 - Not Educated

Local Business Start-Ups:

- Small Business Incubators
 - Provide Assistance
 - Workshops/Seminars
 - Business Counseling
 - Technical/Computer Training
 - Access to Information
 - New Business Orientation
- Help Form Strategic Alliances
 - Host networking workshops
 - Start Co-ops
 - Teach the importance of partnerships
 - Assist with funding opportunities
- Provide entities and communities with:
 - A list of funding opportunities
 - A step-by-step guide on application submission
 - Provide project implementation workshops (spend the money that has been awarded)

Retention & Expansion:

- Understand the Market
 - Recognize the trends
 - Positive trends
 - Negative Trends
- Provide Assistance
 - Access to information
 - Business Counseling
 - Technical/Computer Training
 - Workshops/Seminars
- Collaboration with other businesses
 - Strategic Alliances
- Promote “Shop Local” Initiatives
- Recognize the Potential to Expand

Attraction & Recruitment:

- Provide the Basic Infrastructure Capacity to house potential Companies/Industries
 - Broadband, Utilities, Supply Routes, Land, and Buildings
- Target Workforce
 - Provide a large skilled/trained workforce for potential companies/industries
- Identify the Market
 - Create a list of potential industries and the companies within those industries
 - Embrace Economic Diversity
 - Offer opportunities to a variety of industries at different levels
 - Pros vs. Cons
 - Trends (positive/negative)
 - Emerging Markets

STRATEGIC KEYS/ TARGET SECTORS	ASSETS As a Basis for Forward Planning & Action	GAPS In Factors of Production/Conditions of Success	STRATEGIES For Resolving Gaps & Developing the Economy

