

Human Capital Implementation and Evaluation



LABOR FORCE	Goal: Create a more equitable workforce and education system by placing workers at the heart of our economic recovery.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
1.1	Foster partnerships between the broader business community and the local units of government to develop and strengthen talent-attraction and retention efforts.	Host bi-annual workshops with industry and public-sector partners to identify opportunities to attract and retain talents.	Workforce Council DEED Area Colleges School Districts SMIF Local EDAs Regional Industry	Participation from all identified partners Identification of at least one partnership opportunity per workshop between public and private partners	*Reference to dashboard or SDGs still to be determined
1.2	Launch a talent attraction campaign to communicate the region's unique position in the global market.	Work with local chambers and employers to identify regional strengths and opportunities	GMG Local chambers Regional Industry	One targeted campaign targeting graduates from all MN colleges and universities	
		Establish a regional website for job seekers showcasing regional job fairs, online job databases, employment services, career development events, and networking opportunities.			
1.3	Work closely with local employers to identify specific job skills and develop competency-based job descriptions	Develop skills and competency needs inventory based on current and project job	Regional Industry Area Colleges	Development of skills/competency inventory database in alignment with DEED in-demand jobs data	

Human Capital Implementation and Evaluation



	as opposed to proxy certifications and traditionally stated job requirements.	demands across regional growth clusters			
1.4	Collaborate with employers to advance job quality by evaluating wages, improving benefits, professional development opportunities and work arrangements.	Assess regional industry wages and salaries annually for 3- and 4-digit NAICS codes	DEED Regional Industry South Central Workforce Council	Annual wage and salary report per county	
		Facilitate private-public partnerships to expand services that address employment-related needs such as childcare, transportation, mental health, and other support services.			
		Develop flexible work arrangements and support remote work opportunity pathways.			
1.5	Address increasing labor shortages by developing regional workforce ecosystems focused on reaching, upskilling, and hiring diverse populations.	Bring together local employers and organizations that have deep connections into communities to develop strategies to effectively recruit and screen potential candidates from untapped labor pools.	Regional Industry Area Colleges SBDC GMG	Visit employers to tour their spaces and actively listen to their business challenges and well as ideas for improvement.	
		Support the creation of regional programs to train, hire and retain young professionals, non-traditional workers, underemployed			

Human Capital Implementation and Evaluation



		workers, and unskilled workers.			
EDUCATION	Goal: Leverage and mobilize existing talent through upskilling and training programs.				
Strategy Number	Regional Objective	Strategy	Potential Partners	Measurement	Metrics Monitored
2.1	Support regional and local efforts to align K-12 and postsecondary career pathways with workforce needs.	Work with school districts and municipalities to identify vocational and professional development needs and funding opportunities through bi-annual workshops	School districts Cities Area colleges Minn State Centers of Excellence	Participation from all identified partners Identification of at least one partnership opportunity between school district and external partner	*Reference to dashboard or SDGs
		Create and support existing after-school, summer programs, and early college programs.			
2.2	Partner with regional organizations to increase the number of internships, on-the-job training opportunities, apprenticeships, and job shadowing opportunities.	Facilitate community, industry, and academic conversations regarding applied learning	School districts Area colleges Regional employers Lead 4 MN	Identification of one new academic/private sector partnership per year Identification of one new academic/public sector partnership per year	
2.3	Create a diverse student success infrastructure.	Partner with educators, colleges, businesses, and other organization to invest in professional development and corporate learning systems to bridge educational gaps and ensure the career	School districts Cities Area colleges Greater Mankato Diversity Council (GMDC)	College graduation rates broken down by demographics Employment outcomes broken down by demographics	

Human Capital Implementation and Evaluation



		progression of diverse community members.			
2.4	Develop and support career exploration and career and technical education opportunities.	Expand and support regional career development programs to include career counseling and mentorship programs.	Lead 4 MN Area colleges School districts Career Force	Regional graduation rates Admissions to nontraditional career programs	
		Work with regional schools and faculty to help students explore nontraditional careers.			
2.5	Integrate education and training programs with industry evolving needs.	Bring together education institutions and major regional employers to collaborate and coordinate education programs with employer needs.	Area colleges School districts Regional Industry Centers of Excellence	Convene education institutions and major regional employers to create a council or committee for industry and education collaboration Periodically conduct a skills gap analysis	
		Identify skills gaps that are common to the specific industries and develop training resources to address them.			
MANUFACTURING	Goal: Position regional manufacturing clusters for future success				
Strategy Number	Regional Objective	Strategy	Potential Partners	Measurement	Metrics Monitored
3.1	Efficient movement of goods to and from the region as well as around the region.	Investments in infrastructure that reduce logistics costs	DEED Regional Industry MnDOT Enterprise MN	Annual infrastructure survey	Annual presentation of identified infrastructure needs to state entities and commission and

Human Capital Implementation and Evaluation



		and current competitive disadvantages.			alignments with MADDO goals* - to be included in annual APR *Reference to dashboard and SDGs
3.2	Widen the scope of employment opportunities in the region for all groups.	Grow a diverse and resilient workforce through investments in non-traditional manufacturing demographics.	Area colleges and universities Workforce Council School districts	Convene focus groups on diversity and resilience with academia, workforce groups, and industry partners bi-annually.	Report from focus groups shared with respective partners and commission
3.3	Retain and reinvest manufacturing earnings to build stronger regional clusters.	Diversify regional manufacturing portfolio downstream in growing supply chains to ensure larger portions of earnings are reinvested regionally.	Regional Industry DEED Enterprise MN	Generation of inventory of industrial sites including available infrastructure, readiness, and certifications.	Presented to commission, industry partners, and other stakeholders prior to next CEDS
3.4	Establish LEAN operating systems that are globally competitive.	Investments in LEAN coaching and workplace organization systems for enhanced competitiveness.	Area colleges and universities Minnesota State Centers of Excellence Regional Industry	Annual survey on education and skill building needs	Results shared with respective partners – included in annual APR
3.5	Broad recruitment and retention pipelines to manufacturing careers.	Development of applied and project-based learning/education opportunities regionally.	Workforce Council Area colleges and universities	Securing federal and state funding for local and regional workforce development programming	Work with at least two local communities

Human Capital Implementation and Evaluation



CHILDARE & PRIMARY CAREGIVING					
Goal: All families and children have access to high quality and affordable childcare, primary caregiving services and early education.					
Strategy Number	Regional Objective	Strategy	Potential Partners	Measurement	Metrics Monitored
4.1	Expand availability of quality childcare options including facilities, in-home, and for non-traditional work schedules.	Seeking funding to support the creation or sustainability of child care and/or caregiving centers.	Regional Child Care Providers GMG Mankato WorkForce Center CareerForce Local government SMIF DEED	Securing funding with the purpose of supporting child care or care giving initiatives in the region.	Write two grant proposals for care services prior to next CEDS *Reference to dashboard or SDGs
		Develop public outreach campaigns in partnership with regional organizations to increase regional awareness of local resources and funding streams.			
4.2	Enhance the quality and accessibility of educational childcare from birth to kindergarten.	Assess regional childcare and caregiving needs, gaps, opportunities, and resources by conducting a regional assessment of childcare and primary care.	Cultivate Mankato Families First of Minnesota Child Care Aware of Minnesota Local services providers County and City Government	Regional reports and assessments conducted	
		Conduct a regional report on childcare and caregiving availability.			
4.3	Increase equity and access to quality care for elder adults and people with serious illness.	Hold regional meetings that convene service providers, advocates, organizations, and residents to address access and quality of	Local health providers Local services providers County and City Government	Convene focus groups with providers and regional partners annually.	Report from focus groups shared with respective partners and commission

Human Capital Implementation and Evaluation



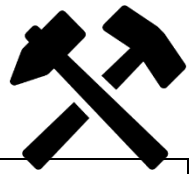
		care for all age and ability groups.	MN Community Measurement Greater Mankato Diversity Council (GMDC)		
4.4	Build community capacity to open new childcare and caregiving centers and maintain current programs.	Design a regional toolkit to guide communities in South-Central Minnesota in the design, development, implementation, and improvement of new and existing early and senior care services.	GMG SBDC Score MN Cultivate Mankato Families First of Minnesota	Regional toolkit development and impact and outcomes Track what communities are applying and receiving funding for childcare and caregiving	
		Create a resource page in Region Nine's website that display childcare and caregiving specific opportunities to access federal, state, and regional funding sources.			

Community Resources Implementation and Evaluation



ENTREPRENEURSHIP AND INNOVATION					
Goal: Promote economic development that encourages “grow” your own entrepreneurship, supports existing businesses and local reinvestment.					
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
5.1	Optimize existing resources for entrepreneurs and small businesses and promote collaboration between these resources.	Facilitate connection of resources available to entrepreneurs throughout the region to county and city staff.	Small Business Development Center (SBDC) Local EDA’s Federal EDA DEED USDA SMIF	Funds accessed for business development	*Reference to dashboard or SDGs
		Assist communities with accessing funding at the local, state, and federal level to implement programs or finance infrastructure necessary for business development.			
5.2	Promote regional collaboration and new cluster formation to continue to diversify the economic base.	Investigate grant opportunities to support the development of industry clusters and conduct cluster specific reports to further develop growing sectors	USDA GreenSeam	Economic diversification Local family farms	
		Reduce local economic dependance on major employers in communities			

Community Resources Implementation and Evaluation



		Increase the development and support of local family farms			
		Connect higher education institutions to working with entrepreneurs for direct student projects and in the field experience.			
5.3	Increase entrepreneurship and business ownership among socially disadvantaged populations.	Assist communities with accessing funding at the local, state and federal level to implement programs or finance infrastructure necessary for business development.		Minority owned businesses	
		Collaborate with race specific economic development organizations to assist minority entrepreneurs in the region and strengthen access to financing through lending pool.			

Community Resources Implementation and Evaluation



5.4	Increase and diversify access to capital to boost innovation and entrepreneurship.	Promote and expand the Revolving Loan Fund (RLF) program.	SBDC GMG SMIF	Expand number of recipients of the Revolving Loan Fund (RLF) program	
5.5	Grow a more diverse business community that supports and fosters cultural and ethnic offerings.	Support educational, networking, and mentoring programs to support and encourage the continuation of family farms and new farmers from underrepresented populations; including farmers markets.	School Districts Higher Education SMIF SBDC	Ethnic retail business Expand production of locally grown produce and products	
		Promote “Farm to School” and “Farm to Table” programs, which would widen the market for locally grown produce and products			
SMALL BUSINESS GROWTH	Goal: Foster an environment which embraces the small businesses employing less than 50 employees, to maintain established businesses and allow for growth.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
6.1	Create new and support existing financing opportunities for business/industry	Continue to offer the revolving loan fund (RLF) program and provide technical assistance or oversight	Small Business Development Center (SBDC) Local EDA’s Federal EDA DEED	Continue to revolve the loan funds.	*Reference to dashboard or SDGs

Community Resources Implementation and Evaluation



	expansion, including venture capital.	for municipal RLF programs.	Area foundations Small Business Administration (SBA)		
6.2	Partner with the Small Business Development Center, South Central MN S.C.O.R.E., and Southern Minnesota Initiative Foundation to help them expand and funnel their resources into underserved rural areas in south central Minnesota.	Identify and map underserved areas in the region for targeted support and programing.	Small Business Development Center (SBDC) South Central MN S.C.O.R.E. Southern Minnesota Initiative Foundation (SMIF)	Evaluate census tract data to discover service areas for direct support.	
6.3	Promote awareness and advocacy for the region's economic quality of life that continues to support and attract the investment.	Educate and facilitate connection to venture capital. Develop and promote a regional marketing strategy with a clear and concise message to attract potential new residents by leveraging local and regional resources, such as Chambers, Greater Mankato Growth, Southern Minnesota Initiative Foundation, and other regional partners.	Local Chambers Greater Mankato Growth (GMG) Southern Minnesota Initiative Foundation (SMIF)	Two Marketing campaigns which promote the region's business climate and capitalize on existing assets.	

Community Resources Implementation and Evaluation



6.4	Continue to grow and support businesses with global connections through trade missions, social media training and e-commerce.	Partner to provide training and education on foreign markets for the export of goods and services worldwide.	The Minnesota Trade Office SBDC Area colleges and universities	Collaborate to	
		Continue to offer training and education for social media and e-commerce.		Support social media breakfast and SBDC programing	
6.5	Identify localized opportunities for redevelopment, reuse, and coordination of existing and underutilized resources.	Assist with co-working and incubator models and the assessment of underutilized manufacturing space.	Area colleges and universities SBDC Center for Innovation & Entrepreneurship		
		Create networks of incubator, co-working, maker spaces, commercial kitchens and flexible manufacturing buildings in the region and connection to regional partners.			
GLOBAL AND NATIONAL COMPETITIVENESS	Goal: Align local economic efforts with international opportunities to position the regional economy for national and global competitiveness.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored

Community Resources Implementation and Evaluation



7.1	Develop and strengthen the role of international trade and commerce in the economy of Region Nine.	Develop relationships with global organizations to increase collaboration and investment in the region.	MN Trade Office MN Chamber of Commerce GMG MADO NADO	Development of Comprehensive International Trade Strategy	*Reference to dashboard or SDGs
7.2	Continue to encourage regional collaboration to support local progress.	Work with local government to develop economic development strategies and economic competitiveness.	Local government Chambers DEED Business & Industry Area colleges MN Trade Office	Complete an economic development strategy plan for a community annually. Partner to complete a Comprehensive International Trade Strategy Internship placement in 3 communities	
		Coordinate efforts among regional partners to submit grant proposals for key regional projects.			
		Work with institutions of higher education to create pathways for college internships in communities.			
7.3	Diversifying the industrial portfolio through broader product lines.	Identify land use planning, permitting and technical issues affecting economic development within the region.	DEED Local government	Complete two Comp Plans for communities in the next five years.	
7.4	Align industry with global sustainability standards.	Assess the global competitiveness of Region Nine and the	GMG MN Trade Office	Hire a consultant to assist with assessment and strategic planning	d

Community Resources Implementation and Evaluation



		reputation of the region.	MN Chamber of Commerce Area colleges GreenSeam		
		Encourage regional opportunities for academic and industry partnerships for international exchanges for research and externships.			

Community Resources Implementation and Evaluation



EQUITY	Goal: Build equitable and sustainable communities by ensuring that all people who work, visit and call South-Central Minnesota their home can thrive and prosper.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
8.1	Identify and address the needs of all community members through equitable, inclusive and culturally competent economic development efforts.	Join the National Community of Practice (CoP) project launched by NADO recently launched in partnership with the New Growth Innovation Network (NGIN), open to regional development organizations and practitioners across the nation seeking to learn and support one another in developing inclusive economic growth strategies.	MADO Greater Mankato Diversity Council (GMDC) University of Minnesota Extension	Adoption of inclusive economic growth strategies Diversity and inclusion training completion	*Reference to dashboard or SDGs
		Provide effective employee training on diversity and inclusion.			
8.2	Achieve health equity, improve health outcomes, reduce barriers to access and eliminate disparities for all residents including in mental health, substance abuse,	Examine health inequities in the region by collecting data, allocating resources, leveraging community partnership and cross-sector collaborate with the purpose of drafting a local response plan to address health inequity.	Local government Local health providers Greater Mankato Diversity (GMDC) Area colleges and universities	Development of local response plan to address health inequity Local strategies and actions to advance health equity	

Community Resources Implementation and Evaluation



	chemical dependency and oral health.				
		Make health equity a local priority in policymaking and local strategic planning.			
8.3	Ensure that local community participation and leadership include diverse voices and are representative of the region's demographics.	Develop a plan for authentic and inclusive community engagement that acknowledges and addresses obstacles that prevent participation from diverse community members and that communicates the value of their involvement.	Greater Mankato Diversity (GMDC) Local chambers Area foundations Local nonprofits Community groups	Design and implementation of an inclusive community engagement plan. Data on civic leadership participation Creation of advisory committees with diverse membership Development of a regional health equity commission.	
		Design and develop leadership development programs, networking groups, and career pathways to empower young and diverse community members for civic leadership.			
		Incorporate residents' perspectives and expertise into Region Nine's economic development initiatives by building advisory committees with diverse membership that review and provide feedback on			

Community Resources Implementation and Evaluation



		internal projects and reports.			
		Establish a regional health equity commission.			
8.4	Develop a culturally and linguistically competent health system that address the needs of all residents.	Offer services and written materials in multiple languages and ensure that staff and health providers reflect the diversity of population served.	Greater Mankato Diversity (GMDC) Local government Local health providers Area foundations Local nonprofits Community groups	Materials accessible in multiple languages Cultural training and interpreter services	
8.5	Identify, support, and encourage local initiatives addressing equity and inclusion.	Encourage staff to pursue volunteer work, community service, and skills-based volunteering. Provide resources and technical assistance to local leaders and community-led groups focused on advancing equity.	Area foundations Local nonprofits Community groups	Time and resources devote to local communities	
ARTS AND CULTURE	Goal: Increase availability and access to art and cultural activities to enhance quality of life, increase community engagement, and promote economic development opportunities in the region.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored

Community Resources Implementation and Evaluation



9.1	Increase coordinated regional promotion of all cultural and arts related events for greater reach and community support of these sectors.	Partner with area universities, technical colleges, and school districts to create rural arts programs.	Area colleges and universities School districts	Creation of rural arts programs.	*Reference to dashboard or SDGs
9.2	Implement arts and culture-based place making to improve downtowns and public spaces.	Apply and receive designation as an Artspace community.		Designation as an Artspace community.	
9.3	Promote art programs, art walks and art-related events and courses in rural communities.	Establish a grant or a Revolving Loan Fund opportunity for arts centered commerce.	Area Arts Council Local nonprofits Area foundations Local government Area colleges and universities	Loan or grants disbursed to arts-centered business or programming	
		Create a traveling art showcase that promotes art education and area artists that work in the field, including theater arts, photography, and digital art.			
9.4	Work with residents and tap into diverse communities to provide more diverse cultural foods, music and arts at local festivals.	Invest in music and arts venues that will attract talent and tourists to communities, develop a deep sense of community and highlight cultural assets.	Area Arts Council Local nonprofits Area foundations Local government GMG	Funds invested in inclusive arts programming Regional map of artistic and cultural assets	

Community Resources Implementation and Evaluation



		Map the regional artistic and cultural assets that make communities in the Region Nine area unique, emphasizing minority communities.			
TOURISM	Goal: To attract visitors and consumers to Southern Minnesota by promoting and marketing the region's amenities and scenic views, improving travel mobility within the region, and enhancing traveler's experience.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
10.1	Develop and implement a regional tourism strategy that capitalizes on the region's scenic river valleys and other natural resources and promotes rural and ecotourism.	Build a marketing strategy that highlights activities that the region offers, including camping, biking, fishing, hiking, hunting, canoeing, kayaking, mountain biking, off-highway vehicle driving, wildlife watching, and other recreational activities.	Local nonprofits Area foundations Local government GMG	Development of marketing strategy Amount of marketing funds leveraged	*Reference to dashboard or SDGs
		Collaborate with local stakeholders to access and leverage state marketing efforts.			
10.2	Support small travel and tourism businesses.	Incentivize and support new business development which directly or indirectly supports the travel industry.	SBDC GMG Area foundations	New business development	

Community Resources Implementation and Evaluation



10.3	Support the recovery of service-based industry and address increasing labor shortages.	Conduct an industry’s workforce assessment to identify skills shortages and work with employers, trade unions and other relevant stakeholders to build on-the job training and align vocational training programs with industry needs.	Area colleges and universities Area foundations	Labor force participation rates and employment levels in the service-based industry Industry recovery	
10.4	Deliver quality customer service and visitor experience to all travelers.	Guarantee that travel information, marketing materials, and regional tourism websites are offered in high demand languages.	Local government GMG	Travel and tourism Information accessibility in high demand languages. Up-to-date information for the tourism sector	
		Maintain and update travel information and data sources to include new information, safety and security measures,			

Community Resources Implementation and Evaluation



		trends, access information, and restrictions.			
10.5	Develop regional agritourism initiatives to promote agriculturally based attractions and create linkages between the tourism and agricultural regional clusters.	Work with local units of government to establish an agricultural advisory committee that focuses on agritourism.	Regional industry Area nonprofits Minnesota Department of Agriculture Green Seam	Establishment of agricultural advisory committee Zoning laws enacted Planning guide for agritourism	
		Support agritourism by enacting zoning laws that and reduce burdens or costs on farmers.			
		Incorporate agritourism planning within the community's comprehensive planning process that includes input and support from the agricultural community.			
10.6	Protect and enhance the region's natural areas and cultural features and promote environmental education among residents.	Build regional environmental conservation education programs.	Local government Area foundations Local nonprofits	Creation of regional environmental conservation education programs.	
ENVIRONMENT AND SUSTAINABILITY	Goal: Ensure the long-term resiliency of our communities through the triple bottom line approach to sustainability which places equal emphasis on the economy, society, and environment.				

Community Resources Implementation and Evaluation



Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
11.1	Utilize our natural resources to meet the needs of the present while ensuring their availability in the future.	Actively engage the public in community and natural resource planning to achieve greater community awareness and support overall reduction of carbon footprint	Local government Local nonprofits GMG	Carbon footprint Agricultural productivity	*Reference to dashboard or SDGs
		Enhance soil and water management practices to retain topsoil and agricultural productivity during extreme rain, drought, and freezing events			
11.2	Encourage a just transition to clean energy by understanding and addressing its impacts on the workforce and energy infrastructure.	Work with public schools, higher education, and industry partners to expand education, training, and research around clean energy	Regional industry SBDC Local government Local nonprofits Area foundations	Clean energy innovation and adoption Emissions and pollution	
		Increase the sustainability of the regional economy by reducing its negative externalities like emissions and pollution			

Community Resources Implementation and Evaluation



11.3	Reduce the amount of food, energy, and material waste produced in our region.	Advocate for organic composting and disposal in communities	Regional industry Local government Local nonprofits Area foundations	Waste production Organic composting	
11.4	Pursue community and economic development that is resilient against the impacts of climate change.	Explore incentives and designations that encourage sustainable development like SolSmart, LEED, Green Step etc.		Adoption of sustainable development initiatives Climate impact data and metrics	
		Address sustainability and climate change in organizational projects			
		Develop, implement, and consistently enforce land use policies that balance economic competitiveness and resilience with human well-being and natural amenities preservation.			
11.5	Address the ways in which environmental issues disproportionately impact overburdened and underserved communities.	Reduce the number of impaired water bodies in the region	Local government Local nonprofits Area foundations Area colleges and universities	Impaired water bodies Wellbeing, health, and quality-of-life in underserved communities.	
		Develop equity policies to government decision-making on budgets and public funds that.			

Foundational Assets Implementation and Evaluation



HOUSING					
Goal: Housing opportunity is expanded across the region in all housing types and tenure.					
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
12.1	Reduce the homeownership disparity gap for households of color and address barriers.	Work with partners to advance homeownership among minority households, targeted first time homebuyer education and expansion of culturally specific financing.	Southwest Housing Partnership Partners for Housing (P4H) Area foundations Area colleges and universities Local government MVAC Habitat for Humanity MN Housing YMCA/YWCA	Homeownership among minority households and first-time homebuyer	*Reference to dashboard or SDGs
		Increase knowledge and access to housing programs offered through state and local initiatives in the region.		Housing programs completion rate	
12.2	Increase the availability and affordability of housing.	Identify adaptive reuse sites and work with developers, local units of government and partners to utilize existing infrastructure for housing.	Partners for Housing (P4H) Local government Regional industry MN Housing	Housing redevelopment projects Cooperative ownership and community land trusts. Higher density non-conforming residential development	

Foundational Assets Implementation and Evaluation



		Encourage alternative housing models such a cooperative ownership and community land trusts.			
		Encourage local units of government to evaluate their policies and land use to promote higher density housing (triplexes, quads, accessory dwelling units) and non-conforming housing units (Tiny homes, container homes).			
12.3	Provide stable housing opportunities within the Region.	Assist the planning effort for housing by reporting on housing conditions and future needs on a local and regional scale.	Partners for Housing (P4H) Local government Regional industry Workforce Council Business & Industry DEED Southwest Housing Partnership MN Housing	Housing needs assessments Employer-provided housing Affordable housing development	
		Advocate to major employers to assist with the development of housing for its workforce by			

Foundational Assets Implementation and Evaluation



		building or funding housing development to ensuring workforce availability			
		Build capacity in organizations and people to develop housing.			
BROADBAND ACCESS	Goal: Support and ensure delivery of reliable, affordable, high-speed internet to every business, household, hospital, university, and other community institutions in our region.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
13.1	Develop a community broadband roadmap that incorporates the community's strategic vision and goals for broadband and includes an action plan to turn this vision into reality.	Conduct a broadband feasibility study.	Local government Local nonprofits Area foundations DEED Service providers Regional industry	Broadband feasibility study and roadmap Action plan	*Reference to dashboard or SDGs
		Coordinate and assemble a multi-stakeholder team dedicated to develop a community broadband roadmap by engaging residents, local and tribal governments, service providers, nonprofits, and broadband experts.			
		Identify, build relationships and support community leaders			

Foundational Assets Implementation and Evaluation



		who can advocate effectively for regional broadband initiatives.			
13.2	Assist eligible economically-challenged communities in accessing funding to deploy broadband infrastructure.	Provide technical assistance to support communities in securing funding to improve broadband infrastructure and close gaps in broadband adoption.	Local government Local nonprofits Area foundations DEED Office of Broadband Development Broadband Cooperatives	Funding secured for economically-challenged communities	
13.3	Support and enable private and public-private investment in broadband services and infrastructure.	Incentivize private investment in broadband infrastructure through economic development incentives and other incentive measures to reduce the burden of high upfront costs and address barriers for private sector involvement in broadband infrastructure deployment.	Local government Local nonprofits Area foundations DEED Service providers Regional industry	Public-private investment Broadband infrastructure deployment	

Foundational Assets Implementation and Evaluation



13.4	Guide broadband development efforts by aligning regional broadband needs with statewide resources and opportunities.	Identify what communities in South-Central Minnesota haven't participated in the Blandin Broadband Communities (BBC) program, and support them to join the program.	Local government Area foundations DEED	Blandin Broadband Communities (BBC) program completion Broadband strategic partnerships. Community needs and resources assessment	
13.5	Facilitate conversations with local government and academic institutions to establish and build a digitally literate community.	Collaborate with regional partners to conduct a community needs and resources assessment on broadband services that identifies priority areas, maps regional funding, and identify opportunities for forming strategic partnerships. Develop cross-sector partnerships to enable access to free or affordable devices for students in the region.	Local government Area foundations DEED	Access to free or affordable devices Digital literacy	

Foundational Assets Implementation and Evaluation



TRANSPORTATION AND FREIGHT	Goal: Develop and maintain a transportation system that fosters growth and enhances economic development while maximizing the resources the region has to offer.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
14.1	Encourage state and local units of government to support and pursue options that increase the availability of transportation funding.	Develop partnerships among the entities that provide transportation planning and funding to secure benefits for the region.	Local government Regional industry Minnesota Department of Transportation - MnDOT DEED Mankato/North Mankato Area Planning Organization (MAPO)	Transportation funding	*Reference to dashboard or SDGs
14.2	Maintain and/or promote major transportation routes that connect regional economic hubs to stimulate economic development.	Coordinate economic development with transportation planning.	Minnesota Department of Transportation - MnDOT DEED Area colleges and universities Mankato/North Mankato Area Planning Organization (MAPO)		
Participate in regional highway corridor coalitions.					
14.3	Identify important freight routes which serve a supplementary role to the Minnesota trunk highway system to promote the safe	Promote and support the rail system and the provision of additional spurs, as needed, to	Minnesota Department of Transportation - MnDOT DEED	Logistics and service quality	

Foundational Assets Implementation and Evaluation



	and efficient movement of goods.	promote economic development.	Area colleges and universities Mankato/North Mankato Area Planning Organization (MAPO)		
		Improve freight routing guides by utilizing regional data engineering.			
14.5	Partner with MnDOT to help identify potential freight enhancement projects that have good potential for a positive return on investment.	Advocate for passenger rail lines to the Twin Cities and Rochester.	Minnesota Department of Transportation - MnDOT DEED Area colleges and universities Local Government	Freight enhancement projects	
ACTIVE MOBILITY AND TRANSIT	Goal: Develop and improve biking and walking trails and public transit options that are accessible to residents of all ages and physical conditions.				
Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
15.1	Develop plans with local partners and help connect them with funding sources that will develop, expand and maintain active transportation networks.	Increase the number of communities applying for Transportation Alternatives funding.	Minnesota Department of Transportation - MnDOT Area colleges and universities Mankato/North Mankato Area Planning Organization (MAPO) Local Government	Transportation Alternatives funding received	*Reference to dashboard or SDGs
		Build an active transport program that encourages active travel, increases safety skills, and creates		Active transport program design and implementation	

Foundational Assets Implementation and Evaluation



		shared spaces that prioritize walking and cycling.			
15.2	Promote the availability and benefits of trail systems to increase awareness and support for increased active living in our communities.	<p>Create a regional trails plan.</p> <p>Continue partnering with the Statewide Health Improvement Partnership to promote active living in communities.</p> <p>Gain regional trail designation from the Greater Minnesota Regional Parks and Trails Commission on existing trails.</p> <p>Develop a local bicycle-sharing system.</p>	Statewide Health Improvement Partnership (SHIP) GMRPTC - The Greater Minnesota Regional Parks and Trails Commission Local Government Local Government	<p>Regional trails plan</p> <p>Obtain regional trail designation</p> <p>Community environments that encourage physical activity and healthy behavior</p>	
15.4	Evaluate funding and service options to meet mobility and access needs of individuals.	Collaborate with regional entities to pursue federal or state funding to invest in public transport and active mobility infrastructure improvements.	Local Government Area colleges and universities	Rural active living infrastructure	
15.5	Closely align policy decisions and funding	Work with local government to		Minnesota Active Transportation Plan	

Foundational Assets Implementation and Evaluation



	availability with the supply and demand of transit services in region.	<p>update the Minnesota Active Transportation Plan Map in place for Mankato and develop plans for other communities in the nine-county area.</p> <p>Leverage state planning and research tools such as MnDOT's Statewide Pedestrian System Plan to inform public policy and local decision-making to achieve more walkable and bikeable communities.</p>	Local Government Area colleges and universities Minnesota Department of Transportation – MnDOT True Transit	Improve infrastructure supporting walking and biking	
15.6	Coordinate transit providers across the region to assist in efficiently connecting people to jobs and services.	Create an affordable, accessible and interlinked public transportation network that connects population centers with major employment centers.	Local Government Area colleges and universities Local employers	Public transportation accessibility and quality	
COMMUNITY FACILITIES AND INFRASTRUCTURE	Goal: Support planning and investment to maintain existing infrastructure while deploying additional infrastructure to meet the needs of businesses and residents.				

Foundational Assets Implementation and Evaluation



Strategy Number	Regional Strategy	Objective	Potential Partners	Measurement	Metrics Monitored
16.1	Strengthen the economic position of downtown commercial districts through preservation, reuse, and rehabilitation.	Assist communities with obtaining and managing grants for public infrastructure.	The Minnesota Public Facilities Authority (PFA) Local Government Area colleges and universities DEED Local nonprofits Area foundations MN State Historic Preservation Office Rethos	Public infrastructure grant funds	*Reference to dashboard or SDGs
		Identify / sponsor grant writing training programs to enhance capacity in the region.		Funds yielded through grant writing	
		Encourage main street revitalization and historic preservation through participation in main street programs or district associations.		Street revitalization and historic preservation	
17.2	Develop appropriate water-wastewater infrastructure to support existing and new business and housing developments.	Engage legislators and business advocates in discussion of options to change land use regulations and permitting requirements.	The Minnesota Public Facilities Authority (PFA) Local Government Regional Industry	Reforming land use regulations and permitting requirements	
		Identify land use planning, permitting and			

Foundational Assets Implementation and Evaluation



		technical issues affecting economic development within the region.			
17.3	Inventory the supply of ready and available industrial and other economic development properties.	Encourage environmental restoration, redevelopment, and marketing of industrial sites with potential to expand site selection opportunities in the region.	Local government and EDA GMG DEED	Create or contribute to a database to the public to access	
17.4	Facilitate and share best practices with local communities.	Provide forums for communication among counties, cities, agencies to address economic development concerns.		Establish networking groups for improved engagement and timely updates	Host 4 meetings annually.