

# VEDP's Regional Competitiveness Survey

Welcome to VEDP's self-assessment for regional economic developers. This self-assessment should take approximately 30 minutes to complete. The results of this self-assessment will inform a guide for evaluating economic competitiveness. Your specific responses will NOT be made public or shared with other regions or localities. However, the results will be incorporated into regional and peer group composite scores for benchmarking purposes.

Ultimately, the findings from this self-assessment will help you gauge your region's competitiveness and support efforts to achieve your region's economic development goals. This self-assessment will also inform VEDP's efforts to better serve your community by understanding what barriers exist across the state and types of support are needed. We look forward to sharing the framework with you in a final report that synthesizes the results of the self-assessment, statewide trends, and best practice improvements.

Please direct any questions or concerns to Adam Watkins at [awatkins@vedp.org](mailto:awatkins@vedp.org).

## Introductory Questions

1. Please select the name of your regional economic development organization (REDO).
  - a. *[Drop down]*
2. What is your organization's legal structure?
  - a. *501(c)6*
  - b. *501(c)3*
  - c. *Public/Private*
  - d. *501(c) and public/private*
  - e. *Other (e.g. Private) \_\_\_\_\_*

*26 U.S.C. § 170 exempts 501(c)3 and 501(c)6 organizations from paying income taxes. 501(c)3 organizations include organizations that operate for religious, educational, charitable, scientific, literary, public safety testing, sports, and children and animal cruelty prevention purposes. 501(c)6 organizations include business leagues, Chambers of Commerce, and real estate boards. Further parameters for 501(c) designation are provided on the [www.IRS.gov](http://www.IRS.gov) website.*

3. Please list the number of member EDOs.
  - a. *[Blank field]*

## Organizational Capacity Indicators

The following questions ask about aspects of your organization (staffing, budget, economic development plan, training, etc.). Please answer the questions to the best of your knowledge.

4. Please indicate the number of Full Time Equivalents (FTE) of staff in your REDO, including organizational/support functions. Please fill out both boxes. Put zero if your organization does not have full-time or part-time staff dedicated.
- a. FTEs of paid staff dedicated full-time to economic development \_\_\_\_\_
  - b. FTEs of paid staff\* dedicated part-time to economic development \_\_\_\_\_

\*Please respond with representative total. For example, if you have 5 staff with half their time dedicated to economic development, please respond with 2.5 not 5.

5. Please indicate if you have staff for the functions listed below:
- a. Business formation
  - b. Business retention/expansion
  - c. Business attraction
  - d. Research/technical
  - e. Communication/public relations
6. How many total years of economic development experience does the leader of your organization have?
- a. Less than 1 year
  - b. 1-3 years
  - c. 3-5 years
  - d. 5-10 years
  - e. 10+ years
7. What was your organization's operational budget in the past fiscal year for economic development (includes staff, administration, and projects not related to the capital budget)? Please round to the closest \$1,000.
- a. [Blank field – restrict to whole numbers]
8. Please indicate approximately the percent of each revenue source as a total of your operational economic development budget. Your total should sum to 100. Please note that every category requires selection, even if the number remains at 0%. [dropdown in 5% increments]
- a. Membership dues % \_\_\_\_\_
  - b. State grants % \_\_\_\_\_
  - c. Federal grants % \_\_\_\_\_
  - d. Fees for services % \_\_\_\_\_
  - e. Private funding sources % \_\_\_\_\_
  - f. Other \_\_\_\_\_ % \_\_\_\_\_
9. Has your REDO's operational budget in the past several years increased, decreased, or remained stable?
- a. Increased
  - b. Decreased
  - c. Remained stable
10. Please indicate the type of plan in use by your REDO for determining the economic development strategies and activities your REDO pursues.
- a. Comprehensive plan for the region with economic development strategies included
  - b. Standalone strategic plan for your REDO
  - c. Both a and b
  - d. Other \_\_\_\_\_
  - e. My REDO does not have an economic development plan currently in use

11. **(for responses a-d)** How often is your economic development plan updated?
- a. *Every year*
  - b. *Every 2-5 years*
  - c. *Greater than every 5 years*
  - d. *We do not currently have a process for updating our economic development plan*
12. **(for responses a-d)** Please check all of the features included in your REDO's plan.
- a. *Analysis of competitive factors (e.g., SWOT analysis)*
  - b. *Vision and mission statement*
  - c. *Defined goals*
  - d. *Initiatives or programs developed to meet goals*
  - e. *Input from business members/ community members*
  - f. *Timely coordination with member EDOs*
  - g. *Timeline for each initiative*
  - h. *Concrete performance metrics for plan goals and each initiative*
13. Does your REDO conduct a target industry analysis?\*
- a. *Yes, we conduct our own target industry analysis*
  - b. *Yes, we contracted with a consultant/other organization to develop our target industry analysis*
  - c. *No, but we incorporate another organization's target industry analysis into our economic development efforts*
  - d. *No, we do not conduct our own or incorporate another organization's target industry analysis into our economic development efforts*

\*A target industry analysis is an analytical assessment of the community's assets (businesses, workforce, anchor institutions, etc.) that determines which industries/business sectors would be most likely to expand or relocate to the area.

14. **(for responses a-c)** Please check all of the following features included in your REDO's target industry analysis.
- a. *Relevant quantitative data (such as LQs, employment figures, firm data)*
  - b. *Qualitative industry research of local firms (such as interviews, surveys, etc.)*
  - c. *Resulting target industry list is narrow (about 3-6 target industries)*
  - d. *Resulting target industry list is specific (e.g. "resin and synthetic rubber manufacturing", rather than "manufacturing" or "chemical manufacturing")*
  - e. *Analysis is reviewed by an external partner (for example, you work with outside consultants, your region, etc.)*
15. Does your REDO have a formal marketing plan?
- a. *Yes, we have our own marketing plan separate from our economic development plan*
  - b. *Yes, we have our own marketing plan incorporated into our economic development plan*
  - c. *No, but we follow another organization/government body's marketing plan*
  - d. *No, we do not follow a formal marketing plan*

16. Please check all of the following that characterizes your REDO's print and online marketing material.
- a. *Standard identifiers in communication and promotion (logos, tag lines) are chosen that reflect key selling points of the region*
  - b. *Promotional materials are designed to target specific industries*
  - c. *Website is maintained with up-to-date, relevant information for target industries*
  - d. *Available sites and buildings and relevant associated information is listed on REDO website*
  - e. *Website contains testimonials from community residents and business leaders*
  - f. *Digital channels (LinkedIn, Facebook, etc.) are used to promote the region and connect communities to the REDO's marketing efforts*
  - g. *Local EDOs have incorporated REDO marketing material and strategies into their marketing efforts when relevant*
  - h. *Self-identification methods (e.g., direct contact forms or IP address tracking) are used on website to connect with potential prospects*
  - i. *Our REDO does not produce or maintain print or online marketing materials*
17. Please check all of the ways your REDO coordinates with member EDOs for hosting potential business prospects.
- a. *Checklist for prospect team has been developed*
  - b. *Site visit team has been formalized*
  - c. *Research about prospect company has been performed and shared with site visit team*
  - d. *Itinerary and informational material for the visit has been prepared*
  - e. *Point of contact at the EDO has been determined for the company*
  - f. *Community representatives have been identified to address specific prospect needs (such as the utility department, other businesses, community college representatives)*
  - g. *Follow up communication plan has been developed to demonstrate continued interest in project*
  - h. *Following the prospect visit, strengths and weaknesses of the prospect visit are reviewed with the site visit team*
  - i. *Our REDO does not have any processes in place to coordinate with member EDOs for hosting potential business prospects*
18. Please choose the option that most closely matches the level of collaboration between your REDO and your region's member EDOs.

	Rarely (annually)	Sometimes (quarterly)	Frequently (monthly or more)	N/A
<i>My REDO engages all member EDOs in discussions about regional initiatives/regional planning</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>My REDO meets, shares resources, and attends relevant conventions together with all member EDOs</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>My REDO works with member EDOs to partner on joint programs</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>My REDO works with member EDOs to collaborate on grants and other programmatic funding opportunities</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>My REDO checks in with all member EDOs to understand specific operational and programmatic challenges they may be having</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>My REDO leverages staff to support member EDOs with operational and programmatic needs when applicable, such as providing technical resources, support for strategic plan development, etc.</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

19. Please check all of the ways your REDO engages with external partners.
- a. *My REDO formally engages with our corresponding GO Virginia Region*
  - b. *My REDO works with private sector partners to develop and implement initiatives*
  - c. *My REDO works with nonprofit sector partners to develop and implement initiatives*
  - d. *My REDO works with government/public sector partners to develop and implement initiatives*
  - e. *My REDO leverages external partners to market the community*
20. Does your REDO offer training opportunities for staff?
- a. *Yes*
  - b. *No*
21. **(For yes responses)** Please check all of the ways your REDO offers training opportunities for its staff.
- a. *Dedicates funding for staff to attend training sessions/opportunities (e.g., Virginia Economic Development Association, Virginia Institute for Economic Development)*
  - b. *Requires new staff to attend VEDP's quarterly orientation*
  - c. *Sends staff to industry conferences*
  - d. *Uses webinars or other online tools to support professional development of staff*
  - e. *Contracts with external organizations to conduct training with staff*
  - f. *Has an internal onboarding program for new staff*
  - g. *Dedicates funding for staff to take relevant courses at local educational institutions (such as at a community college)*
  - h. *Conducts internal training sessions (excluding onboarding) for staff*

## Goals and Resourcing

The next few questions ask about your organization's goals and how resources are allocated. The options given may not directly match your REDO's stated goals, so please answer to the best of your knowledge.

22. The following is a list of goals that may apply to your region's economic development aspirations. Please indicate your region's economic development goals by level of priority and limit your selection of high priority goals to four.

	High priority	Medium priority	Low priority	Not a priority
<i>Attract new businesses/industries</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Retain and expand current businesses/industries</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Expand entrepreneurship</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Reskill the current workforce</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Attract new talent</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Promote tourism</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Increase/maintain quality of life</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Increase social supports for low income communities</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Promote conservation, environmental sustainability, or community resilience</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Other_____</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

23. Please estimate the percentage of your REDO's operational budget dedicated to the following in the previous fiscal year. Please note that every category requires selection, even if the number remains at 0%.  
[dropdown in 5% increments]

- a. *Attracting new businesses/industries* \_\_\_\_\_%
- b. *Retaining and expanding current businesses/industries* \_\_\_\_\_%
- c. *Expanding entrepreneurship* \_\_\_\_\_%
- d. *Reskilling the current workforce* \_\_\_\_\_%
- e. *Attracting new talent* \_\_\_\_\_%
- f. *Promoting tourism* \_\_\_\_\_%
- g. *Increasing/maintaining quality of life* \_\_\_\_\_%
- h. *Increasing social supports for low income communities* \_\_\_\_\_%
- i. *Promoting conservation, environmental sustainability, or community resilience* \_\_\_\_\_%
- j. *Other\_\_\_\_\_* \_\_\_\_\_%

24. How would you rate your success at achieving the goals you selected as priorities for your REDO?

	Very successful	Moderately successful	Neutral	Moderately unsuccessful	Unsuccessful	Does not Apply
<i>Attract new businesses/industries</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Retain and expand current businesses/industries</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Expand entrepreneurship</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Reskill the current workforce</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Attract new talent</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Promote tourism</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Increase/maintain quality of life</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Increase social supports for low income communities</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Promote conservation, environmental sustainability, or community resilience</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Other _____</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

**Economic Development Initiatives/Strategies**

The next several questions ask about initiatives/strategies that your REDO may be actively pursuing to accomplish the goals described in the previous set of questions. The options given may not directly match your REDO's stated strategies, so please answer to the best of your knowledge.

25. The following is a list of initiatives/strategies that your REDO may be actively pursuing to accomplish the goals described in the previous set of questions. Please indicate if your REDO is pursuing the initiatives listed in the far left column and the corresponding level of involvement.

	Yes – we run the program ourselves	Yes – we partner with another organization on the program	Yes – we guide and coordinate the efforts of our member EDOs in the program area	No
<i>Business attraction</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Available sites</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Available buildings</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Workforce/talent development</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Talent attraction</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Infrastructure capacity</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Business retention and expansion</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Export assistance and support for companies</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Entrepreneurship</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Placemaking (e.g. downtown revitalization, promoting arts/culture)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Low-income community supports</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Conservation, sustainability, or community resilience</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

26. Please use this space to add any clarifying details about your involvement in these program areas.

a. [Blank field]



27. **(for yes responses)** Please check all that is included in your region's business attraction initiative(s).
- a. *Attraction efforts are informed by a formal target industry study/analysis*
  - b. *A labor market analysis for each target industry has been conducted (can be included in or separate from a target industry analysis)*
  - c. *Separate pitch documents (one-pagers, slides, videos, etc.) have been developed for each target industry*
  - d. *Pitch documents contain information about local and regional economic assets, labor market information, educational programs, and other selling points relevant to each target industry*
  - e. *Local companies have been engaged and participate in outreach efforts, including general marketing and direct peer outreach*
  - f. *Trade or industry shows for relevant sectors are attended by REDO staff and other local leaders*
  - g. *Policies for upstream (from your REDO to VEDP) and downstream (from REDO to your member EDOs) communication regarding prospect attraction has been established*
  - h. *Permitting guidance and logistical assistance are provided to prospective companies*
  - i. *Foreign trade missions are conducted by staff or other local leaders*
  - j. *Project life cycles have been well communicated internally and there is a responsible party at each step in the cycle*
28. **(for yes responses)** Please check all that is included in your region's available sites initiative(s).
- a. *Information about sites is publicly available on your REDO's website*
  - b. *Roster of sites is actively maintained and up-to-date and recorded on Virginia Scan*
  - c. *Sites are classified according to demographic data, zoning codes, transportation logistics, community resources, utility connection, and labor market*
  - d. *Available sites are characterized or in the process of being characterized (assigned a tier level by an engineer)*
  - e. *Sites are actively marketed to developers (some or all sites)*
  - f. *Sites with identified shortcomings have a plan to become "shovel ready" should a prospect company become interested (some or all sites)*
29. **(for yes responses)** Please check all that is included in your region's available building initiative(s).
- a. *Information about buildings is publicly available on your REDO's website*
  - b. *Available buildings are classified according to demographic data, zoning codes, transportation logistics, community resources, utility connection, and labor market*
  - c. *Relationship with real estate brokers established to capture available buildings*
  - d. *Available buildings are actively marketed to developers (some or all buildings)*
  - e. *Buildings with identified shortcomings have a plan to become "build-out" ready for prospect companies (some or all buildings)*
30. **(for yes responses)** Please check all of the components included in your region's workforce/talent development initiative(s).
- a. *Local labor market information is utilized to quantify supply and demand*
  - b. *Industries/occupations with potential for high growth have been identified within target industries*
  - c. *Stakeholders in target industries have been engaged to identify most needed skills in labor market and develop program curriculum*
  - d. *Plan has been created for program implementation. Plan includes metrics, timeline, and relevant stakeholders*
  - e. *Local K-12 school system is integrated into programmatic training efforts and coordinates with businesses to provide programming*

- f. *Community colleges (either inside OR outside the region's jurisdiction) are integrated into programmatic training efforts and coordinates with businesses to provide programming*
- g. *Four-year public or private institutions (either inside OR outside the region's jurisdiction) are integrated into programmatic training efforts and coordinates with businesses to provide programming*
- h. *At least one staff person is dedicated or primarily focused on workforce/talent development*  
*Stable funding source for the initiative(s) has been established*

31. **(for yes responses)** Please check all of the components included in your region's talent attraction initiative(s).

- a. *An analysis of current talent gaps has been conducted (e.g. a survey of local business talent needs)*
- b. *A recruitment and retention strategy has been created with input from business leaders, and includes timelines and metrics*
- c. *Pitch material (one-pagers, slides, videos, etc.) has been developed for each occupation type*
- d. *Pitch material contains information about local and regional economic assets, employment opportunities, and other selling points relevant to your target audience*
- e. *Local companies actively participate in marketing/outreach efforts, including attendance at recruitment events either in-state or out-of-state*
- f. *Recruitment efforts at in-state education institutions are conducted*
- g. *Recruitment efforts at out-of-state education institutions are conducted*
- h. *At least one staff person is dedicated or primarily focused on talent attraction*

32. **(for yes responses)** Please check all of the ways your REDO engages in infrastructure capacity planning.

- a. *Prioritized infrastructure projects have been presented to decision-making body based on economic development strategy*
- b. *Community leaders have been educated on infrastructure's role in economic development strategy*
- c. *Local business community has been convened to discuss and advocate for certain projects*
- d. *Federal and state trends in infrastructure spending have been analyzed*
- e. *Financing options for desired infrastructure projects, including but not limited to, public-private partnerships have been developed*

33. **(for yes responses)** Please check all that is included in your region's business retention and expansion initiative(s).

- a. *Local and regional economic assets that can support growing firms have been assessed*
- b. *Engagement (meetings, calls, etc.) with firms to assess potential needs is regularly conducted*
- c. *Technical resources to connect firms with suppliers/distributors are provided*
- d. *Technical resources to expand a firm's customer base or optimize business operations are provided (e.g. market research, classes at local education institutions)*
- e. *A business one-stop center has been established for permitting and other immediate needs*
- f. *Growing firms are connected with experienced entrepreneurs to support/mentor leadership*
- g. *Financial support (e.g. tax credits, loans, bond programs) for firms in critical growth phases (R&D, international expansion, etc.) is provided*
- h. *Strategy for identifying and tracking potential high-growth existing firms has been developed*
- i. *Project life cycles have been well communicated and there is a responsible party at each step in the cycle*
- j. *At least one staff person is dedicated or primarily focused on business retention and expansion*
- k. *Stable funding source for the initiative(s) has been established*

34. **(for yes responses)** Please check all of the ways your REDO provides export assistance and support for companies.

- a. *Point of contact in REDO for local businesses interested in export opportunities has been determined; contact is familiar with organizations that have export assistance programs directs companies to those programs (e.g. VEDP's International Trade Program, Virginia Department of Agriculture)*
- b. *Trade programs conducted by VEDP, Virginia Department of Agriculture, Small Business Development Centers, etc. are promoted as part of REDO's business retention and expansion efforts*
- c. *Relevant trade shows and inbound buying missions are attended by REDO staff*
- d. *Policies that support increased exports are advocated for at the state and local level by the REDO*
- e. *Export strategy has been developed for the REDO that includes overall export growth targets for the community and a cost-benefit analysis of program efforts*
- f. *Potential for Foreign Opportunity Zones and/or potential out-of-state markets for companies to export to have been proactively researched and identified*
- g. *At least one staff person is dedicated or primarily focused on export assistance and support*
- h. *Stable funding source for the initiative(s) has been established*

35. **(for yes responses)** Please check all of the components included in your region's entrepreneurship initiative(s).

- a. *Process for business formation has been streamlined*
- b. *Channel has been established to connect entrepreneurs to potential funding opportunities and pathways, including alternative financing models*
- c. *Training program covering business fundamentals, including but not limited to cash flow management, budget creation, and business proposal development, has been established*
- d. *Training program has been actively marketed*
- e. *Budding entrepreneurs are connected with established business leaders in the community and other active entrepreneurs*
- f. *At least one staff person is dedicated or primarily focused on entrepreneurship*
- g. *Stable funding source for the initiative(s) has been established*

36. **(for yes responses)** Please check all of the components included in your region's placemaking initiative(s).

- a. *Target neighborhood or intervention type has a narrow focus for each initiative*
- b. *Professional planning expertise in development of initiative and specific projects has been utilized*
- c. *Community spaces, such as parks, areas of culture, or places of social activity, have been enhanced*
- d. *Alternative transportation options, such as walking or biking, have been enhanced*
- e. *Mixed use/live-work developments have been created or encouraged*
- f. *Commercial and residential density, as dictated by the community's comprehensive plan, has been targeted*
- g. *At least one staff person is dedicated or primarily focused on placemaking*
- h. *Stable funding source for the initiative(s) has been established*

**37. (for yes responses)** Please check all of the components included in your region's low-income community support initiative(s).

- a. *Program goals have been established based on engagement with target communities*
- b. *Target neighborhood or intervention type has a narrow focus for each initiative*
- c. *Pilot programs are assessed using concrete performance metrics*
- d. *Financial well-being educational programming has been developed*
- e. *Families are provided resources to connect with nonprofit support systems*
- f. *At least one staff person is dedicated or primarily focused on low-income community support initiatives*
- g. *Stable funding source for the initiative(s) has been established*

**38. (for yes responses)** Please check all of the components included in your region's conservation, sustainability, or community resilience initiative(s).

- a. *Initiative is led by a team of conservation/resilience leaders, public stakeholders, and private stakeholders*
- b. *Low-income and other vulnerable populations have been engaged*
- c. *Conservation/sustainability/resilience experts are involved in program formulation*
- d. *Cost-benefit analysis is conducted to understand the financial burden of participating in each initiative on community members and businesses*
- e. *Incentives (financial or nonfinancial) are used to increase buy-in and participation of the community and business partners*
- f. *At least one staff person is dedicated or primarily focused on conservation, sustainability or community resilience*
- g. *Stable funding source for the initiative(s) has been established*

## Barriers

39. Please rate the barriers your community faces to economic development.

	Major barrier	Moderate barrier	Low barrier	Not a barrier	Unsure
<i>Site/building availability (e.g. limited sites available for target industries, low building availability, high building costs)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Workforce capacity (e.g., lack of skilled workforce, high cost of labor)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Infrastructure capacity (e.g., poor transportation options, limited housing for workforce, limited utilities or broadband connectivity)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Taxes and regulation (e.g., high state or local taxes, tariffs, zoning barriers, lengthy permit process)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Demographic challenges (e.g., aging population, declining population, high poverty rate)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Housing (e.g. blight or aging housing stock, lack of affordable housing)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Money/revenue (e.g. budgetary constraints, access to diverse funding sources)</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Other _____</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

## Conclusion

Thank you for taking this survey. We are excited to have you as a partner for advancing economic development in the Commonwealth.

1. I am willing to be considered for a case study that highlights best practices.
  - a. Yes
  - b. No
  
2. In this space, please provide any other information you think is relevant for our team to review.