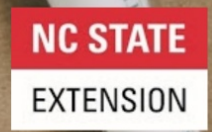


Mountain West CREATE Sector STRATEGIC PLANNING

October 27, 2021





CREATE BRIDGES Process

2020

- October: Formation of Steering Committee
- November: Asset Inventory
- December: Hosted Three Civic Forums

2021

January - June: BR&E Engagement
July - September: Employee Engagement
September: CREATE Academy

2022

October - January: Strategy Identification
February -: Strategy Implementation

What
We Learned From
The Community

What We
Learned From
The Employees

What
We Learned From
The Employers

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What We Learned From The Community

- The Region's Top Strengths are the Natural and Environmental Assets, Outdoor Recreation, and Cultural Assets
- The Region's Top Challenges are Lack of Qualified Workforce, Lack of Broadband Internet Access, and the Lack of Affordable Workforce Housing
- The Region's Top Priorities should be Workforce Housing, Broadband, Workforce Development, Community Collaboration Initiatives

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What We Learned From The Employees

Employee Perspectives Survey

- 82 % have completed at least some college coursework
- 33% have been with their employer for over 10 years.
- 58% of employees have been promoted at their current employer
- 64% of those that have been promoted were required to complete training in order to receive their promotion
- 45% of employees feel very valued by their employer; most participants stated that they chose their current job because they genuinely enjoy their work environment.
- 84% of participants have no plans to leave their current employer.

They are most concerned about co-worker reliability, broadband, and healthcare. They would like to learn more about marketing, database management, inventory control. They want more periodic raises, tuition support, childcare, and benefits.

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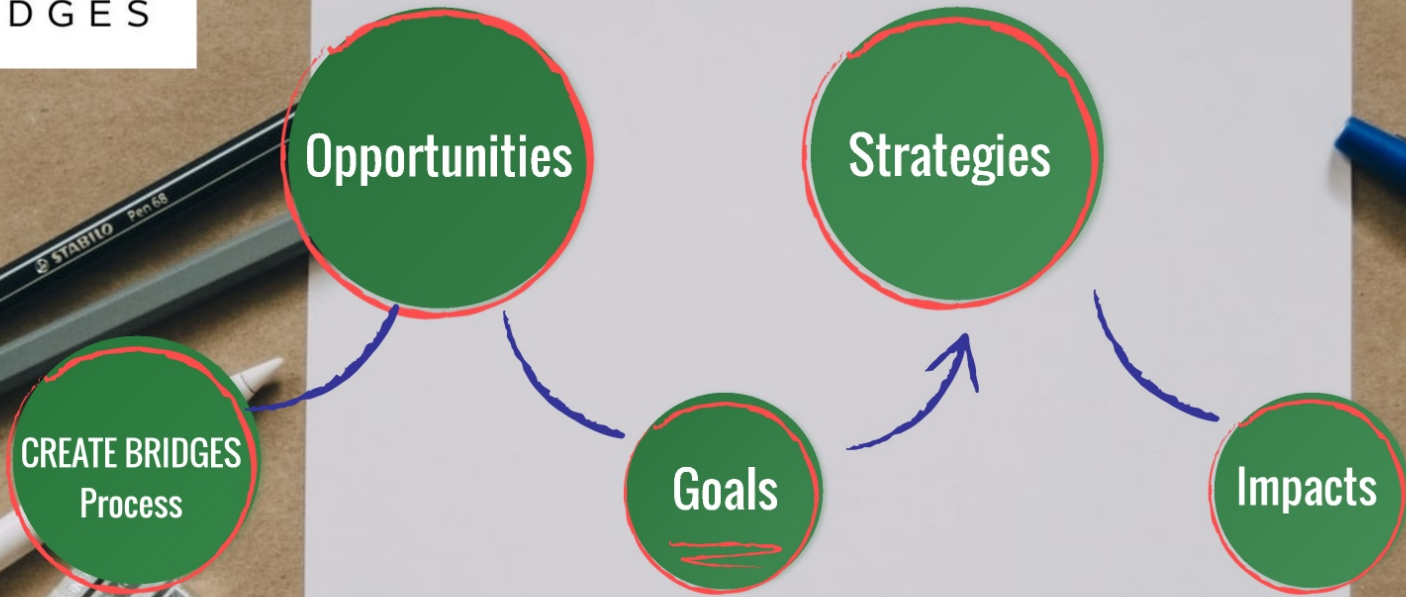
What We Learned From The Employers

- 91% of the surveyed businesses in the region offered hourly non-tipped pay above the state minimum wage with a starting range from \$7.25 to \$18.75 per hour.
- 64% of the businesses surveyed stated that they changed their hours seasonally; all of those who elaborated stated that the winter season change was the reason for the seasonal hour change.
- Most regional businesses have not experienced a change in their employee hiring in the past 3 years and also did not view their rate of employee turnover as a barrier to their business operations.
- Of those that did see a change in employee hiring, most saw a need to hire more employees.
- 57% of businesses offer some sort of benefit to their employees which range from merchandise discounts, vacation time, and health benefits.
- Of those that elaborated on their employee benefits, 95% of them offer flexible scheduling and 60% offer health benefits.

They want more information on available economic incentives.
They need support in hiring employees.
They believe the region will benefit from regional branding. Affordable housing and broadband remain big concerns.
They want this process to build a better sense of community.

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Mountain West CREATE Sector STRATEGIC PLANNING

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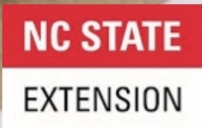
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Opportunities

1. Place-Making and Branding
2. Workforce Development
3. Regional Collaboration



Opportunity 1 - Placemaking + Branding



*Natural Assets + Small Town Charm
+ Proximity to major destinations =*
Huge Tourism Potential

**Seasonality
makes it hard for
businesses and
their employees**



CREATE Businesses Support
Regional Identity

**How do we
make them
stronger?**

Opportunity 2 - Workforce Development

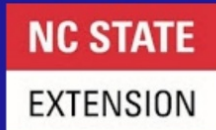


CREATE businesses need excellent workforce to:

- Attract more tourists
- Attract new residents
- Improve local economy

CREATE employees need more opportunity to:

- Improve and/or diversify personal finances
- Enter a career path that affords better personal security



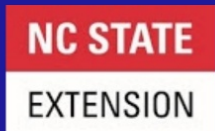
Opportunity 3 - Regional Collaboration

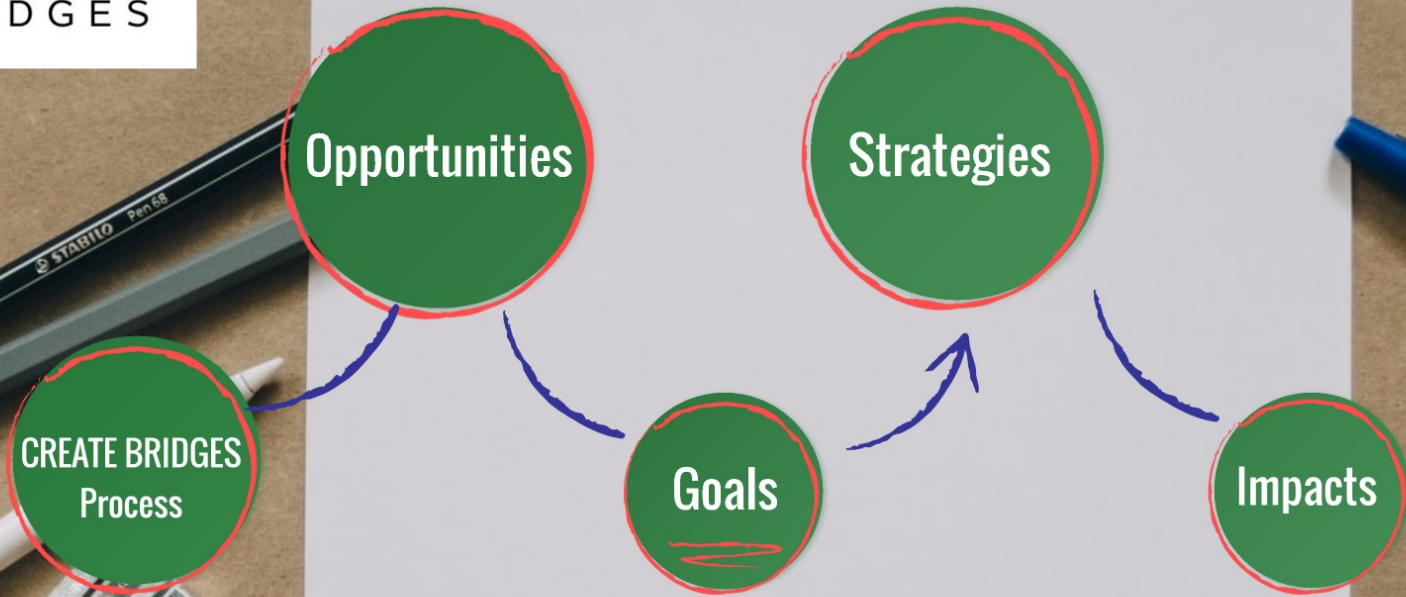


CREATE Businesses, working together, can help build community pride and regional identity.

CREATE Businesses, working together, can solve individual business needs.

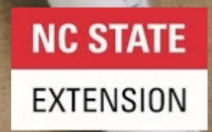
CREATE Businesses, working together, can support personal development and growth of their employees.





Mountain West CREATE Sector STRATEGIC PLANNING

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Goals

1. Improve CREATE Business viability
2. Increase CREATE employee career growth potential
3. Enhance Public Support for Mountain West CREATE Sector Regional Economy



Goal 1

Goal 2

Goal 3



Goal 1 - Improve CREATE Business Viability

- Support Current and Future Digital Literacy Programming
 - Ensure Specific Outreach to Educate CREATE Businesses
 - Develop Digitally-Informed Youth to Mentor CREATE Businesses on Time-Saving Operational Apps (e.g., 4-H Tech Changemakers)
- Offer Resiliency Trainings to CREATE Businesses
- Expand the Labor Pool for the CREATE Sector
 - Market Existing and Future TA and Programming on Recruitment/Retention
 - Take Advantage of State-level Programming to Recruit Veterans, Persons in Recovery, Persons with Disabilities, Prisoner Reentry
 - Develop K-12 Pipeline through CREATE Sector Outreach Programs
 - Develop Employee "pools" and/or Worker Cooperatives to fill High Demand jobs
 - Consider Master Volunteer Programming for Emergency Support
 - Create and Promote "Opportunity Businesses" Certification Programming
- Enhance Communication and Networking Among CREATE Businesses within Mountain West Region
 - Organize a Central Business Resources Hub (initially, an online resource)
 - Create FB group and/or slack channel for peer-to-peer learning
- Promote Regional Marketing of Mountain West CREATE Businesses
 - Develop a shared calendar for all CREATE Businesses
 - Develop a podcast series highlighting "Opportunity Businesses"
 - Encourage Cross-Marketing among Businesses
 - Incorporate "Opportunity Business" Certification Program into Promotional Materials
- Create "Opportunity Businesses" Certification Programming
 - Require Attendance at Existing and future TA and Programming on Creating a Positive Employee Culture
 - Offer Frequent and Consistent On-Demand Employer-Desired Soft Skills Trainings for New and Incumbent Workers

