

The NARCOG CEDS follows the new guidelines released by the EDA in February of 2015. The following five sections form the framework of the our CEDS:

1. Summary Background
2. SWOT Analysis/Asset Based Mapping
3. Strategic Direction and Action plan
4. Evaluation Framework
5. Economic Resiliency

The CEDS Strategy Committee was established in late 2016/early 2017 and met bi-monthly from April to August to complete the Plan. All CEDS meetings were open to the public. NARCOG held three strategy committee meetings in Decatur on: April 27, 2017; June 22, 2017; and August 24, 2017.

Additionally, NARCOG hosted two International Economic Development Council (IEDC) workshops in July 19 and 20, 2017 at Calhoun Community College and Wallace State Community College on Economic

Development and Economic Resiliency for Local Elected Leaders and Partners. The 30-day public comment period was provided from August 31st to September 30, 2017.

The Committee is comprised of stakeholders representing the chambers of commerce, education and workforce development, economic development organizations, tourism, entrepreneurial center, utilities, and local business owners. The purpose of the committee is to provide information on on-going and potential future initiatives of the NARCOG and an opportunity for the committee to offer guidance, oversight and input into the future direction of the region.

CEDS Strategy Committee

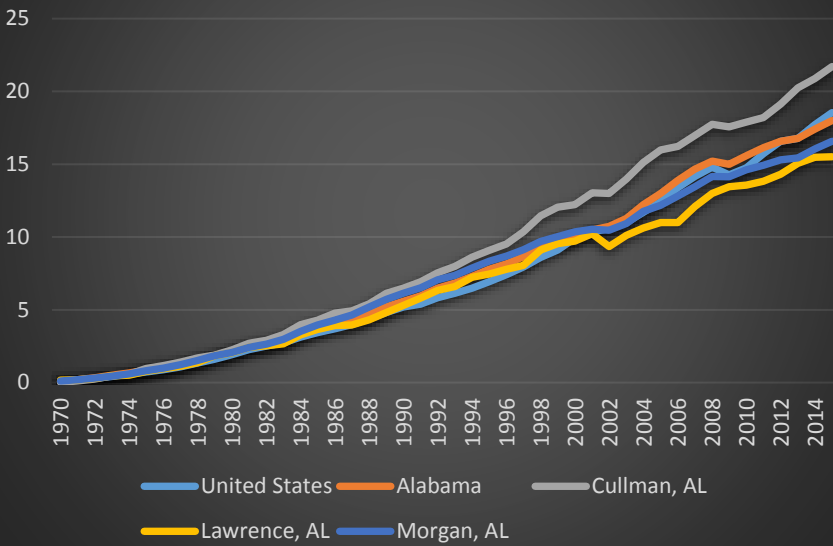
Kristi Barnett	Wallace State Community College
Joseph Burchfield	Tennessee Valley Association (TVA)
Danielle Gibson	Hartselle Chamber of Commerce
Cherrie Haney	Cullman County Economic Development
Jason Houston	Lawrence County Chamber of Commerce
John Joseph IV	Decatur Corridor Development, Inc.
Stanley Kennedy	Cullman Economic Development Agency
Brooks Kracke	North Alabama Industrial Development Association (NAIDA)
Tim Lovelace	Small Business Fund Loan Committee Member (liaison)
Jeremy Nails	Morgan County Economic Development Agency
Dr. Jim Payne	Calhoun Community College
Jesslyn Reeves	Decatur City Schools Foundation
Tami Reist	North Alabama Mountain Lakes Tourist Association
John Seymour	Decatur-Morgan County Chamber of Commerce
Ben Smith	Cullman Area Chamber of Commerce
Tony Stockton	Lawrence County Industrial Development Board
Larry Waye	Decatur-Morgan County Entrepreneurial Center*

**North Central Alabama Regional Council of Governments Board Member*

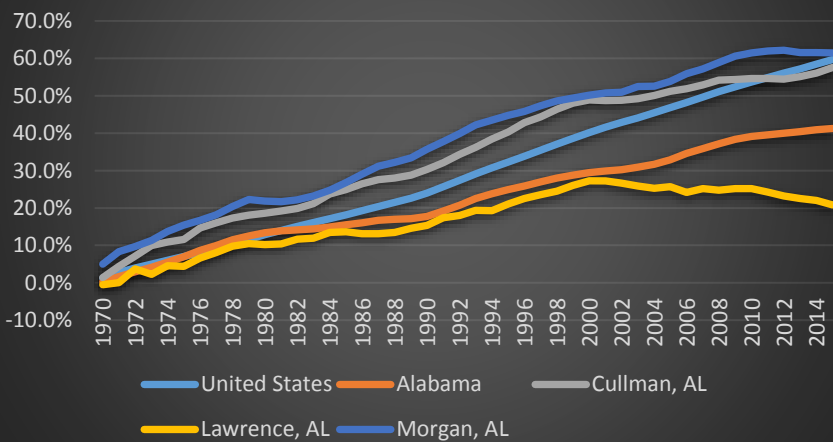
Summary Background

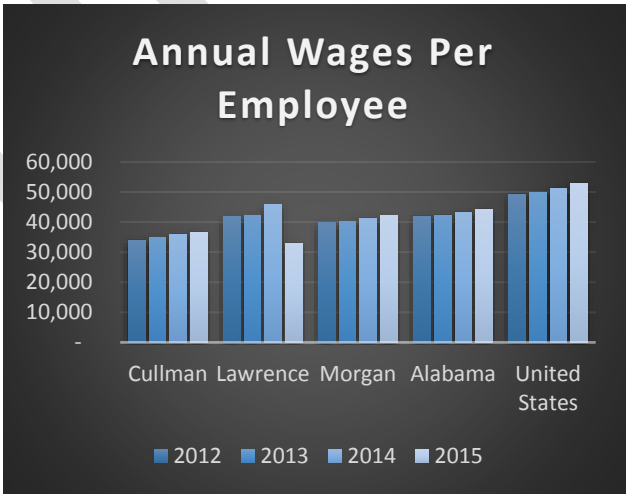
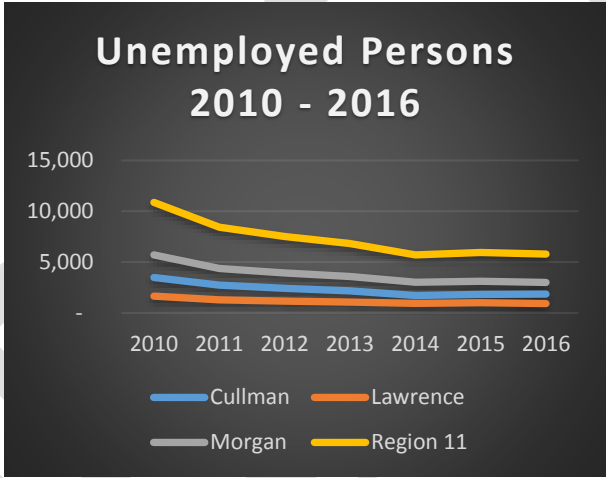
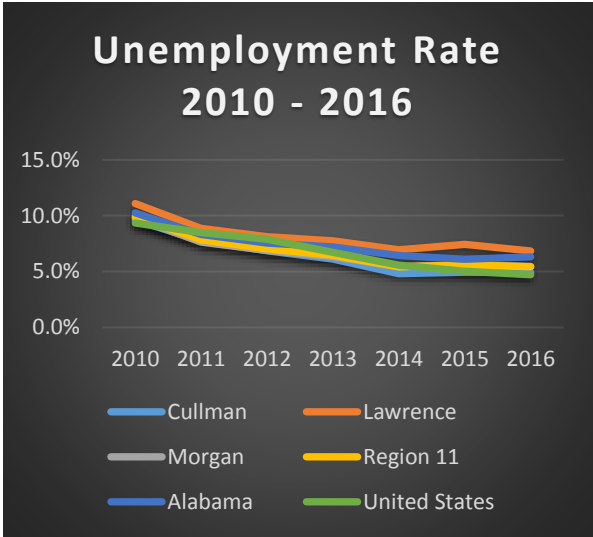
Our Region consist of three counties (Cullman, Lawrence and Morgan) and twenty-three municipalities located in north-central Alabama. The following tables provide a summary background of the economic conditions of our region.

Growth in Total Personal Income 1970 - 2015

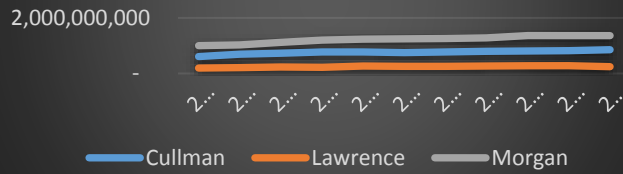


Growth in Population 1970 - 2015

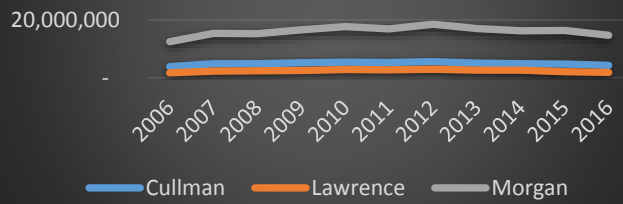




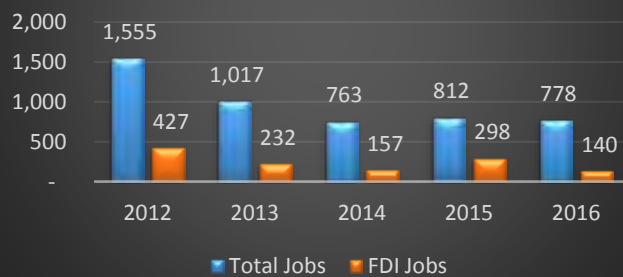
Net Taxable Assessed Valuation 2004 - 2014



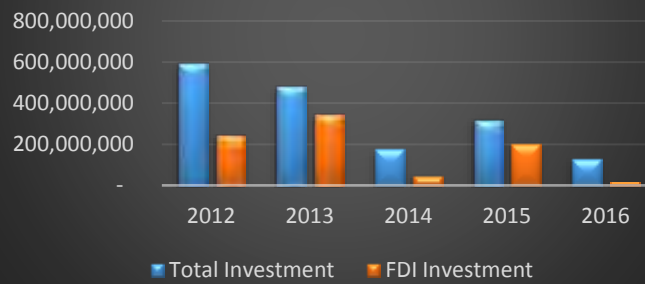
TVA In-Lieu-of-Taxes Payments 2006 - 2016



Jobs Created through New and Expanding Industry 2012 - 2016



Investment through New and Expanding Industry 2012 - 2016



DRAFT

SWOT Analysis and Asset Based Mapping

A CEDS Strategy Committee meeting was held on April 27th to gather input on the strengths, weaknesses, opportunities, and threats for our region. Additionally, we followed up a survey utilizing Survey Monkey to confirm the input and collect data for asset based mapping and a vision statement. See how the SWOT aligns with the asset based mapping below.

Strengths

LOCATION

SKILLED WORKFORCE

EDUCATIONAL INSTITUTIONS

MULTI-MODAL TRANSPORTATION

ABUNDANT NATURAL RESOURCES

PARKS & RECREATIONAL FACILITIES

CHAMBERS & ECONOMIC

DEVELOPMENT ORGANIZATIONS

CULTURAL & HISTORICAL RESOURCES

EXISTING DOWNTOWNS

EVENTS & FESTIVALS

Weaknesses

STAGNANT POPULATION GROWTH

AGING POPULATION

INADEQUATE TAX BASE

LACK OF HIGH SPEED BROADBAND

BRAIN DRAIN

IMAGE PERCEPTION

LOW WAGES

LACK OF NEW HOUSING CHOICES

LEADERSHIP TRAINING

HAPHAZARD GROWTH PATTERNS

Assets

CENTRAL LOCATION

COMPETITIVE LABOR MARKET

COMMUNITY COLLEGES

TRANSPORTATION

NATURAL RESOURCES AND RECREATIONAL
FACILITIES

TEAM WORK

FAVORABLE TAX ENVIRONMENT / LOW COST OF LIVING

AEROSPACE INDUSTRY

GOOD QUALITY OF LIFE

Negative Issues

WORKFORCE DEVELOPMENT ISSUES

AGING POPULATION

LIMITED CAPITAL FOR REVENUE

LACK OF HIGH SPEED BROADBAND

LACK OF OPPORTUNITIES FOR YOUNG

PROFESSIONALS

IMAGE PERCEPTION

LOW PER CAPITA INCOME

WEAK K-12 EDUCATIONAL OPPORTUNITIES

LACK OF SUITABLE LAND

TECH DRAWN TO HUNTSVILLE

Opportunities

TRANSPORTATION INFRASTRUCTURE
IMPROVE TRANSIT SERVICES
INLAND PORT
MAIN STREET ALABAMA &
ALABAMA COMMUNITIES OF EXCELLENCE
REGIONAL PARTNERSHIPS
LEADERSHIP DEVELOPMENT
ASSET-BASED TOURISM
CENTERS AND CORRIDORS
AGRI-BUSINESS
SEEK & EXPLORE FUNDING

Threats

INCREASED USAGE OF
TRANSPORTATION INFRASTRUCTURE
MAINTENANCE & EXPANSION OF
TRANSPORTATION INFRASTRUCTURE
AVAILABLE LAND FOR NEW
INDUSTRIAL PARKS
SHRINKING WORKFORCE
*MAINTENANCE AND EXPANSION OF WATER & SEWER
INFRASTRUCTURE*
HEALTHCARE AVAILABILITY & AFFORDABILITY
LOSS OF STATE & FEDERAL FUNDING
BLIGHTED DOWNTOWNS & CORRIDORS
DIMINISHING TVA IN LIEU OF TAXES

Advantages

TRANSPORTATION INFRASTRUCTURE
CENTRAL LOCATION
PLANNING
WORKFORCE DEVELOPMENT GROUPS
AEROSPACE INDUSTRY/TECH GROWTH
HIGHER EDUCATION
LOWER COST OF LIVING
LAND AND WATER AVAILABILITY
ENCOURAGE ENTREPRENEURSHIP
DEGRADATION OF NATURAL RESOURCES

Negative Impacts

TRANSPORTATION
STAGNATE POPULATION
PLANT CLOSURES
NO SUITABLE LAND
K-12 EDUCATION AND HOW IT IMPACTS
WORKFORCE; ISSUES WITH SCHOOL SYSTEM
TECHNOLOGY
FAILURE TO ATTRACT NEW INDUSTRIES
*FAILURE TO FOCUS ON EMERGING & GROWTH
INDUSTRIES*
RESISTANT TO CHANGE

Strategic Assets:

Natural Assets

- 1) The Tennessee River and Wheeler National Wildlife Refuge
- 2) Smith Lake
- 3) Bankhead National Forest and the Sipsey Wilderness

Built Assets

- 4) I-65 Corridor and Transportation Infrastructure
- 5) Industrial Parks and Lands
- 6) Traditional Downtowns

Social Assets

- 7) Churches and other Religious Sites
- 8) Historical and Cultural Sites
- 9) Parks and Recreational Sites

Economic Assets

- 10) Manufacturing Cluster
- 11) Agribusiness and Farmland
- 12) Business and Economic Support Services

Service Assets

- 13) Community Colleges and Local School System
- 14) Health Care Facilities
- 15) Philanthropic Community

Strategic Direction and Action Plan

This was developed through external and internal analysis of the SWOT, Asset based mapping and survey results. It should answer the question – where/what do we want to be in 10 or 20 years?

ADAPTABILITY advanced economy embrace change
collaborative DIVERSIFIED
sustainable collaborative progressive
FORWARD LOOKING INNOVATIVE
G R O U N D E D
i n T R A D I T I O N

Draft Vision Statements

Forward thinking, embracing change, and capitalizing on our assets for a diversified, resilient, and sustainable economic future for north central Alabama

Building on traditional successes, capitalizing on our cultural and natural resource assets while looking forward and embracing change for a resilient and sustainable economic future for our region.

Goals (and Objectives)

Goals are broad outcomes or general intentions that build upon the vision for the region (often intangible). The draft goals are numbered for ease of comparison and are not based on priority.

1. Invest in entrepreneurial and business development strategies that strengthen economic opportunities.
2. Improve the education, knowledge, skills, and health of residents for a ready workforce.
3. Invest in critical infrastructure such as broadband, transportation, water, and sewer in order to support the community's economic development opportunities.
4. Leverage the Region's cultural and natural assets to strengthen community and economic development potential.
5. Build the capacity and skills of current and future leaders and organizations to innovate, collaborate and advance community and economic development.
6. Assemble land and provide necessary infrastructure for future economic development opportunities utilizing Brownfield funding as needed.
7. Focus on a centers and corridors model for community and economic development.
8. Ensure economic resiliency through incorporating the principles throughout community design and economic decision making.
9. Move forward while embracing change to remain competitive from disruptive technologies.

Implementation Matrix

Coming soon...

Also, NARCOG reviewed other national, state, and local strategic plans to inform our CEDS. Several examples include:

- New EDA CEDS Guidelines
- NARCOG's 2012 CEDS
- Converging for Success - Cullman Area Chamber of Commerce
- Accelerate Alabama 2.0
- ARC's and Alabama's Appalachian Development Plans

Evaluation Framework

An evaluation framework is the performance measure used to evaluate implementation of the CEDS and its impact on the regional economy. They should be selected based upon what is important our region.

Traditional Performance Measures:

- Jobs created and/or retained
- Private investment

Non-traditional Performance Measures:

- Wealth creation such as GDP per capita
- Household income
- Per capita income
- Wages
- Net worth

Economic Resiliency

Building a Resilient Regional Economy

According to the National Association of Development Organizations (NADO), “History has shown that a region’s success is inherently linked to its economic resilience – in other words, its ability to anticipate, withstand, and bounce back from any shocks to its businesses and overall economy, whether those stem from natural hazards, climate change, or shifting economic or market conditions.”*
*<https://www.nado.org/webinar-recording-and-slides-building-economic-resilience-in-your-community-linking-economic-development-and-hazard-mitigation-planning>

The NARCOG region has recently suffered significant economic shocks. Some communities have met these shocks with fortitude and solid action plans, while others teeter on the verge of collapse. For our regional economy to achieve resiliency in the face of adversity, we must fully understand the risks that we face, then develop strategies to mitigate those risks. A focus on economic resilience will enable our region to better withstand shocks, or quite possibly prevent them altogether.

Tornado Outbreak, April 27, 2011

Sixty-two tornados carved paths of destruction across 1202 miles of northern and central Alabama on April 27, 2011. A total of 250 people died in the storm, with more than 2200 injured. Forty-three Alabama counties were declared federal disaster areas, while FEMA announced that 33 counties were eligible for public assistance. More than 13,000 homes and businesses were destroyed or declared unsafe, while nearly 10,000 more sustained lesser damage. More than \$228 million in damage to forest land occurred, with insured losses ranging from \$2.6 to \$4.2 billion.

Economic Shocks

- Natural Disasters
- Man-made
 - Plant Closures
 - Civil Unrest
 - Terrorism
- Technological
 - Cyber Attacks
 - Fraud
 - Power Outages
 - Disruptive Innovation

Red Cross Single Family Dwellings by Level of Damage

County	Destroyed	Major	Minor	Affected	Total
Cullman	113	180	210	18	521
Lawrence	0	0	31	0	31
Morgan	0	0	41	0	41



The City of Cullman was hit by tornadoes on April 27, 2011 destroying a good part of the downtown area.
(Special to The News/ Chris Austin) [Joe Songer]



Closure of the International Paper plant in Courtland left about 1100 workers without jobs in Lawrence County.
 [Michael Wetzel/Decatur Daily]

International Paper Plant Closure, February 2014

In February of 2014, International Paper shuttered its facility on the South Bank of the Tennessee River in Lawrence County, Alabama. The mill had been in operation since 1971 and was the largest employer in Lawrence County. The mill employed 1,100 workers with an annual payroll of \$86 million. Besides the loss of jobs, preliminary impacts have been estimated at \$3.5 million in annual state and local taxes, including \$1.3 million for the Lawrence County Commission, \$771,000 for the town of Courtland, and \$250,000 for the Lawrence County School System. The Town of Courtland currently teeters on the brink of bankruptcy, selling assets and laying off employees in a desperate attempt to stay afloat.

Direct and Total Impacts of the International Paper Mill closure in Courtland, Alabama on the State Economies of Alabama, Mississippi, and Tennessee

State	Impact Type	Employment	Labor Income	Value Added* (in millions)
Alabama	Direct	1,127	133	310
	Total	4,954	313	606
Mississippi	Direct	0	0	0
	Total	166	8	13
Tennessee	Direct	0	0	0
	Total	282	16	26
Total	Direct	1,127	133	310
	Total	5,402	337	645

Source: Prepared by Karen Abt and Consuelo Brandeis, Southern Research Station, US Forest Service

The devastating tornado outbreak, followed by the closure of the largest employer in Lawrence County, glaringly spotlight vulnerabilities in our region. Sudden and unexpected, the impact of these events crippled major parts of our regional economy. In response, NARCOG created a task force to create economic recovery and resiliency action plans to help fortify our economy against future shocks.

According to www.bankrate.com, Alabama ranks 7th nationally in a ranking of the nation's most disaster-prone states. The state of Alabama is especially prone to severe weather in the form of hurricanes and tornadoes. Since 1953, Alabama has had 58 major disaster declarations.

Planning for and Implementing Resilience

A resilient economy can anticipate hazards and threats to people and what they value; understand vulnerabilities and hazards to mitigate and reduce their impact; organize itself through the stages of an emergency, reconstruction, and community betterment; and respond to events as they happen by mobilizing resources and coordinating events. (Dabson, Brian. "Planning for a More Resilient Future: A Guide to Regional Approaches." [Http://Www.planningforresilience.com/](http://www.planningforresilience.com/), NADO Research Foundation , 3 Dec. 2015

The first step toward creating resilience in our economy is to understand the vulnerabilities in our region. On June 22, 2017 the Comprehensive Economic Development Strategy Committee met to identify potential vulnerabilities in our region. They included:

- Workforce Development Issues
- Aging Population
- Limited Capital for Revenue
- Lack of High Speed Broadband
- Lack of Opportunities for Young Professionals
- Image Perception
- Low Per Capital Income
- Weak K-12 Educational Opportunities
- Lack of suitable land
- Tech drawn to Huntsville
- Also...
 - Tornados and Flooding?
 - Single Industry Communities?

We then formulated goals for addressing our vulnerabilities:

Establishing Information Networks

A critical component of economic resilience and recovery is communication. NARCOG takes pride in providing an arena for collaboration and conversation amongst regional leadership. As stated by the NARCOG Executive Director, Jeff Pruitt, "Our mission is to connect people with the resources they need to live a better life." We employ many mechanisms for reaching out to our community to facilitate planning efforts, as well as serving as an information hub in times of recovery post-disruption. Following are some of the ways that NARCOG enables the development of Information Networks;

- Support local governments in community coordination, information dissemination, and assistance with disaster relief grants and loans
- Proactively build relationships with local, regional, and state emergency personnel to help manage flows of information, supplies, resources, and people
- Enable business-to-business collaboration to connect business owners with each other, as well as emergency response centers
- Maintain data for industrial and commercial sites through geographic information systems (GIS)
- Use social networks and media (Facebook, Twitter, Instagram) to inform businesses and the public about recovery resources
- Employ measures to reach all segments of the population regardless of language or disability
- Create and implement a media strategy to combat negative impressions and misinformation
- Collaborate as a region to send a consistent message of need to decision makers (Congress and Federal Agencies)
- Maintain lists of all potential federal, state, and local sources of funding and assistance to maximize federal disaster assistance
- Use online surveys to gauge perceptions of local economy and business environment
- Collaborating with the International Economic Development Council to host workshops for local leaders regarding Economic Recovery and Resiliency

Economic Recovery

Recovering from a disaster is no small task. Important decisions are made to restore livelihoods and ensure safety with little time to think of the long-term repercussions. Depending on the severity, the aftermath might require providing temporary shelter, clearing debris, pumping flood waters, or rapidly repairing damage to vital infrastructure such as roads, electricity and drinking water. Once damage is assessed and crucial infrastructure is restored, it is time to start rebuilding—a process that can take years.

CULLMAN, ALABAMA: Best Practices in Recovery

On April 27, 2011, Cullman was hit by a tornado that destroyed part of its historic downtown. With many property owners needing to quickly repair and rebuild, the City's lack of historic zoning and design guidelines amplified the downtown's vulnerabilities. Not wanting to hold up the recovery process, the City quickly hired The Walker Collaborative, which led an intensive three-day charrette to create design guidelines. Support was provided by Third Coast Design Studio and local architects. Preparing roughly 75% of the document and presenting it to the public by the end of the charrette, the guidelines were completed by the end of the same week.

Because of the availability of valuable historic information, such as historic photographs of the downtown and Sanborn insurance maps, the guidelines were based heavily upon historic precedents. For example, while the downtown currently lacks a single front balcony, the historic data revealed numerous balconies during the late- nineteenth and early-twentieth centuries. Consequently, the guidelines go into great detail on the design of balconies, which are encouraged as an amenity for upper floor housing. The City is currently utilizing the document as guidance for building repairs and new construction in their historic downtown.

The City also appropriated additional money to replace and modernize utilities in the damaged area to include underground utilities. In addition to the Downtown Design Guidelines, the City adopted a Façade Improvement Grant Program to help with the rebuilding efforts. The program will reimburse 50% of up to \$5,000 per façade for downtown businesses. The program has approved 31 applications with a total investment back into downtown Cullman of over \$6 million by the business owners with over 200 jobs being replaced or created.

City of Cullman Downtown Design Guidelines:

<http://www.cullmancity.org/Design%20Guidelines%20Updated%20Oct%2020%202011.pdf>



Aerial photos of downtown Cullman as it looks after rebuilding. The town of Cullman was hit by tornadoes on April 27, 2011 during mid afternoon destroying a good part of the downtown area. Here are photos from then and now. [Joe Songer | jsonger@al.com (Photo courtesy/David Warren)]

Amidst the destruction, it is hard to see a disaster as an opportunity. But it can be exactly that—an opportunity to build back better. Too often in the rebuilding process, communities look backwards to try to replicate what they lost instead of looking forward to how they can rebuild more sustainably. Strategies for strengthening regions and communities in the wake of disaster not only mean reducing future risk, but can mean enhancing quality of place by guiding smart development, protecting natural resources, diversifying transportation options, and fostering economic growth.

Pre-disaster Recovery Planning

Preparing communities and regions for long-term recovery and resiliency is a complex process requiring vision, setting of priorities, cooperation, and action sustained over a long period. It requires close collaboration among the public, private, and nonprofit sectors. The following are a list of recommendations and strategies from the Urban Land Institute, Tornado Recovery Action Council, as well as best practices in the area of resilience planning.

1. Recommendation: Local governments should prepare pre-event contracts for debris removal and disposal that require compliance with all environmental guidelines.

Strategy

- Communities, with the assistance of NARCOG, should identify debris removal firms and evaluate the cost and requirements of contracts to reduce fraud and waste in the event of a sudden economic shock.

2. Recommendation: Increase the number of storm shelters available to the public, and publicize their locations so people know when severe weather approaches.

3. Recommendation: Engaging business leaders and other community stakeholders in a discussion on land-use issues and redevelopment priorities prior to an economic shock scenario enables the community to devote the proper time and resources to a potentially sensitive topic.

Strategy

- To select a rational sequence and strategy for implementing resilience measures, criteria for prioritization need to be established that include a cost/benefit assessment of criticality of need, protection of market value, and potential market value to be created, among other factors

4. Recommendation: Establish statewide fortification standards for construction of new, rebuilt, and extensively remodeled homes to save lives and property when tornados or other forms of severe weather move through Alabama; provide in the code inspection procedures and enforcement rules apply statewide

Strategy

- To limit costs, a pilot program of three or four counties should be considered, an opportunity for the NARCOG region to pilot this effort statewide.
- Encourage all communities to adopt the stricter Alabama Building Code for commercial and residential construction.



- Identify grants and low-cost loans to finance retrofitting for resilience improvements and offer technical assistance on securing the financing

5. Recommendation: While considering alternative locations for business and community operations following an economic shock, attention should be paid to where the workforce of small and medium-sized businesses will live if a significant portion of the regional workforce is severely damaged. Each community should consider identifying resources and partners, such as private-sector developers and contractors, to consider temporary housing solutions in the event of a major economic shock resulting in the relocation of a massive number of people.

Strategy

- **Regularly monitor and report on the availability of office space, industry space, and residential developers, building a network of contractors, engineers, real estate professionals, and other contacts who can quickly react to an economic shock situation by providing the resources to quickly bring critical regional assets back online**

6. Recommendation: Create an ongoing resilience task force. A resilience task force should be able to drive and ensure government and region-wide coordination to assist communities as they make decisions about long-term rebuilding. The task force is envisioned as an entity that proactively drives appropriate policy and planning decisions well in advance of an event.

Strategy

- **Identify key members of the private and public sector to serve on a resilience task force. The importance of the establishment of the taskforce must be stressed and key responsibilities must be outlined.**

7. Recommendation: Promote regional coordination. Interconnected infrastructure networks are regional in scope, but they also have neighborhood-by-neighborhood impacts. A change in the way local governments organize themselves might be needed to build an infrastructure framework that is flexible, that is sensitive to community context, and that supports the development of capacity for local disaster planning and response decision making. Regional protection demands cooperation among people and governments that share geomorphology. Without well-informed collective decision making about priorities and methods, any major new protective works a region wishes to undertake will be realized slowly, if at all, and their effectiveness will be reduced.

Strategy

- **Integrate resilience as a component into the technical assistance offered to communities and entities within the NARCOG region**
- **Engage communities and critical regional employers in the importance of resilience planning and identify funding opportunities to enhance preparation efforts**
- **Communities should consider an informal agreement or partnership with nearby communities, pledging support and assets in a time of need**

8. Recommendation: Identify those parts of your region to protect and invest in that are critical to your regional economy, culture, and health, safety, and welfare. Every region has areas that are of special importance to its economic vitality and well-being. In addition, there are areas that are essential to its health and welfare, and to its unique cultural and historic heritage. An essential task of regional coordination is to identify these priority areas for protection and investment long term, given that resources are finite and all desirable projects cannot be undertaken.

Strategy

- **Identify natural infrastructure to preserve and utilize the presence of these assets to control growth and development patterns**
- **Devise a system for identifying critical assets in the region that must be addressed first in terms of resiliency and recovery following an economic shock**

- 9. Recommendation: Allow partial compliance and mitigation measures in order to create flexibility in insurance premiums.** Appropriate reductions in premiums should be considered in flood mitigation programs even if properties fail to fully meet local, Federal Emergency Management Agency (FEMA), or flood insurance requirements. These measures may be appropriate in circumstances in which it is impossible or prohibitively expensive to raise the elevation of the building or to implement other zoning requirements. Integrating careful assessment of the value of flood mitigation efforts should also encourage investment in retrofits, which can reduce the impact (cost, duration, displacement) of future extreme events and thereby protect major private market investments.

Strategy

- **In certain areas, relax strict building codes to cut costs for owners and others if the efforts to bring builds and other assets to code becomes cost-prohibitive**

- 10. Recommendation: Build capacity for decision making at the local level.** Many localities lack capacity and need greater access to information and resources, as well as the support of coordinating entities at higher levels of government. Resources and expertise from other levels of government must have greater duration and continuity than they do currently. Information systems and sharing agreements among communities are needed, and they can be facilitated or encouraged by a federal or regional coordinating body. The federal government needs to institute, and make permanent, a series of training sessions for local governments to teach them how to prepare for and respond to disasters. These sessions should include both elected officials and key staff.

Strategy

- **Hold a series of workshops and community town halls to address opportunities to build resilience in both small businesses, industry, and communities.**
- **Work with the Chambers of Commerce and local economic development organizations to develop a resilience-based continuity planning service.**

- 11. Recommendation: Target businesses and industries within the regional cluster for business retention and expansion opportunities.**

Strategy:

- **Identify existing businesses and industries that compose the regional cluster for BRE programs and financing. Businesses and industries located within or affiliated with the supply chain of large local employers should also be targeted. The existence of a large workforce geared toward this industry will easily accommodate workforce development programs and services and will ensure the regular supply of labor for critical employers.**
- **Identify gap areas through Claritas/Nielsen for additional opportunities for BRE**

Greenburg, Kansas - Farming Town Nearly Obliterated by a Deadly 2007 Tornado Goes Green

- Greenburg, KS, saw opportunity in devastation. The town went “green,” transforming into a model of environmentally conscious planning and construction.
 - Invested in solar, wind, and geothermal technologies to produce cleaner electricity
 - Made wide use of energy efficient building materials
 - Poured more storm resistant concrete
 - Installed advanced insulation and windows
 - Took advantage of natural sunlight through the positioning of buildings

Measuring Resilience

Resilience is a process, not an end-state. Our region must employ tools to measure the effectiveness of resilience initiatives across physical, economic, and social dimensions. Rigorous procedures for data collection and analysis must be implemented to understand and mitigate our vulnerability to economic shocks.

The Resilience Capacity Index from the University of California at Berkeley is one tool that communities can use to measure resilience. The RCI aids regional leadership in mitigating future shocks by highlighting areas of potential vulnerability.

**Resilience Capacity Index
Decatur, Alabama MSA**

Category	Overall Rank (Out of 361)
Overall RCI	237
Regional Economic Capacity	253
Income Equality	215
Economic Diversification	330
Regional Affordability	70
Business Environment	102
Socio-Demographic Capacity	285
Educational Attainment	326
Without Disability	319
Out of Poverty	255
Health-Insured	162
Community Connectivity Capacity	145
Civic Infrastructure	304
Metropolitan Stability	38
Homeownership	63
Voter Participation	209

Source: University of California at Berkeley; <http://brr.berkeley.edu/rci/metro/index>

Newton, Iowa – Economy on the Brink of Collapse Re-invents Itself

- Whirlpool Corporation closed the Maytag Corporate headquarters and factory in Newton, IA
- Nearly 13% of the town (1,900) worked at Maytag
- Community leaders formed the Newton Transformation Council (NTC) to plan for recovery
- Newton recruited potential employers by advertising available skilled workforce
- The town transformed from a one-company town to a diverse economic base—wind energy, call center, Iowa Speedway



Anderson, Louise. "Introduction to Economic Resilience." International Economic Development Council. Economic Resilience for Elected Leaders and Community Partners, 20 July 2017, Hanceville, AL, Wallace State Community College.

Partners & Resources

There are a host of federal, state, regional and local government, nonprofit and private organizations that provide resources, support and partnerships for economic development in Alabama. The NARCOG EDD and CEDS Strategy Committee recognize the importance of defining its role and relationships with these organizations and institutions for the enhancement of economic development planning efforts and implementation. Individuals representing these organizations and institutions have provided leadership, guidance, and/or input into the development of our *2017 CEDS*.

Local Partners & Resources:

- Calhoun Community College
- Cullman Area Chamber of Commerce
- Cullman County Economic Development (CCED)
- Cullman Economic Development Agency (CEDA)
- Cullman County Industrial Development Board
- Decatur-Morgan County Chamber of Commerce
- Decatur-Morgan Entrepreneurial Center (DMEC)
- Decatur Utilities
- Hartselle Area Chamber of Commerce
- Hartselle Development Board

- Hartselle Utilities
- Lawrence County Chamber of Commerce
- Lawrence County Industrial Development Board
- Morgan County Economic Development Association (MCEDA)
- Morgan County Economic and Industrial Development Authority
- Rural Morgan County Industrial Development Board
- Wallace State Community College (WSCC)

Regional Partners & Resources:

- Alabama Association of Regional Councils (AARC)
- Alabama Automotive Manufacturers Association (AAMA)
- Alabama Communities of Excellence (ACE)
- Alabama Information Technology Association,
- Alabama Power Company
- Alabama’s Mountains, Rivers & Valleys Resource Conservation & Development Council (AMRV RC&D)
- Biotechnology Association of Alabama (BAA)
- Design Alabama
- Economic Development Association of Alabama (EDAA)
- Main Street Alabama
- Muscle Shoals National Heritage Area (MSNHA)
- North Alabama Industrial Development Association (NAIDA)
- North Alabama Tourism Association
- Tennessee Valley Authority (TVA)
- The University of Alabama Center for Business and Economic Research (CBER)
- Your Town Alabama

State & Federal Partners & Resources:

- The Office of the Governor
- Alabama Chamber of Commerce Association (ACCA)
- Alabama Communities of Excellence (ACE)
- Alabama Department of Economic and Community Development (ADECA)
- Alabama Department of Environmental Management (ADEM)
- Alabama Development Commission (ADC)
- Alabama Department of Transportation (ALDOT)
- Appalachian Regional Commission (ARC)
- Economic Development Administration (EDA)
- Economic Development Association of Alabama (EDAA)
- Economic Development Partnership of Alabama (EDPA)
- Environmental Protection Agency (EPA)
- Federal Aviation Administration (FAA)
- Federal Highway Administration (FHWA)
- Workforce Development Councils, Regions 1 and 2
- Housing and Urban Development (HUD)
- National Association of Development Organizations (NADO)
- Retirement Systems of Alabama (RSA)
- United States Department of Agriculture (USDA)

Key to Acronyms

ACCA – Alabama Chamber of Commerce Association
ACE – Alabama Communities of Excellence
ADCNR – Alabama Department of Conservation and Natural Resources
ADECA – Alabama Department of Economic and Community Affairs
ADEM – Alabama Department of Environmental Management
ADC – Alabama Development Commission
AFO – Alabama Film Office
AHC – Alabama Historical Commission
ALDOT – Alabama Department of Transportation
ARC – Appalachian Regional Commission
BAA – Biotechnology Association of Alabama
CBER – Center for Business and Economic Research, University of Alabama
CDBG – Community Development Block Grant
EDA – Economic Development Administration
EDPA – Economic Development Partnership of Alabama
EIDA – Economic & Industrial Development Authority
EPA – Environmental Protection Agency
FAA – Federal Aviation Administration
FEMA – Federal Emergency Management Authority
FHWA – Federal Highway Administration
LWCF – Land and Water Conservation Fund
MPO – Metropolitan Planning Organization
NARCOG – North Central Alabama Regional Council of Governments
NPS – National Park Service
OADI – Office for the Advancement of Developing Industries
RPO – Rural Planning Organization
RSA – Retirement Systems of Alabama
RTP – Recreational Trails Program
STIP – State Transportation Improvement Plan
TAP – Transportation Alternatives Program
USDA – U.S. Department of Agriculture

Appendix

Resolution (To be considered for adoption at the September 27, 2017 NARCOG Board Meeting)

List Sources