



Centralina Regional Council  
**FY2021-2022 Workplan**



**CENTRALINA**  
REGIONAL COUNCIL

# Contents

- INTRODUCTION ..... 1
- GOAL 1: Manage cross-jurisdictional collaboration for coordinated regional growth 2
- GOAL 2: Expand regional mobility choices and connections ..... 3
- GOAL 3: Improve the health and resilience of individuals, communities and our region..... 5
- GOAL 4: Facilitate business and infrastructure investments in our local communities and regional economy ..... 8
- GOAL 5: Provide talent strategies and solutions for a qualified and competitive workforce..... 9
- GOAL 6: Support and champion our local governments ..... 10
- GOAL 7: Enhance Centralina operations, infrastructure and partnerships.....13
- GOAL 8: Complete updates to framework documents that set a regional agenda for the next strategic planning period..... 17



## INTRODUCTION

Centralina Regional Council leads regional collaboration and sparks local action to expand opportunity and improve quality of life. We do this through creative problem solving, innovative service delivery and support to our local governments. Centralina's six departments and associated boards are dedicated to this mission of public service with a regional spirit.

Each community in the nine-county Centralina region is unique, but we share a common set of challenges. We believe that our region thrives when we work together, unified by a common mission for expanding opportunity and improving quality of life. The strong fabric of cooperation, woven by over 50 years of regionalism, must be sustained through robust implementation of localized solutions.

### ***Our Regional Goals***

As one of the fastest-growing metro areas in the country, Centralina has a diverse set of guiding plans<sup>1</sup> for the region. With limited resources and capacity, it is critical to prioritize within the ongoing implementation of these plans. We must also respond to the evolving needs of the region, local communities and the individuals that we serve. The following cross-cutting goals guide our work over three years (2019-2022):

1. **Growth:** Manage cross-jurisdictional collaboration for coordinated regional growth
2. **Mobility:** Expand regional mobility choices and connections
3. **Health:** Improve the health and resilience of individuals, communities and our region
4. **Economic development:** Facilitate business and infrastructure investments in our local communities and regional economy
5. **Talent:** Provide talent strategies and solutions for a qualified and competitive workforce
6. **Innovation:** Support and champion our local governments
7. **Operations:** Enhance Centralina operations, infrastructure and partnerships

FY22 represents the final year of the current strategic plan and this year's workplan includes a new goal that will help guide the organization and its stakeholders in preparing for a new three-year strategic planning period. The FY22 workplan is grounded in input from the Board of Delegates, Regional Managers Group and an assessment of emerging opportunities posed by COVID-19 recovery. Funding to support our work comes from federal, state and local sources. The Centralina Executive Board reviews and approves the FY22 workplan in June 2021 and corresponding budget amendments throughout the fiscal year.

---

<sup>1</sup> CONNECT Our Future Regional Growth Strategy (2015); Prosperity for Greater Charlotte Comprehensive Economic Development Strategy (2017-2022); Centralina Area Agency on Aging Area Plan (2020-2024); and the Centralina Workforce Development Board Annual Plan

## GOAL 1: Manage cross-jurisdictional collaboration for coordinated regional growth

*We work across borders to support regional growth and economic development.*

<i>Strategy 1</i>	Support local government planning through a variety of planning initiatives, processes and direct assistance.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Assist a minimum of three communities in creating or updating their comprehensive land use plans to meet the requirements of NCGS Chapter 160D.</li> <li>2. Develop a compilation of resources for promoting affordable housing solutions in different sized communities, from tiny homes, to middle housing, to code enforcement.</li> <li>3. Provide a minimum of three appointed board trainings for local planning boards or boards of adjustment.</li> <li>4. Provide six educational sessions on a variety of relevant planning issues to assist in meeting American Institute of Certified Planning certification maintenance requirements.</li> <li>5. Provide on-site planning administration for at least two community planning departments.</li> </ol>
<i>Lead Dept.</i>	Regional Planning

<i>Strategy 2</i>	Support regional framework for transportation, land use, and environmental coordination and connections.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Complete CONNECT Our Future Retrospective analysis and summary report.</li> <li>2. Convene a regional workgroup to develop draft criteria and a proposed method for communicating about development projects of regional impact (transportation/ land use).</li> <li>3. Develop framework for a regional livable communities program linking transportation planning through MPOs/RPOs with small area planning.</li> <li>4. Lead convening and collaborating on regional environmental initiatives such as water, solid waste, and air quality to meet regional challenges.</li> </ol>

<i>Lead Dept.</i>	Regional Planning
<i>Strategy 3</i>	Provide high-quality data, mapping and analysis services to better inform regional collaboration processes and stakeholder projects.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Solidify a regional process and timeline for updating local land use and development status data for inclusion in local projects and the regional travel demand model.</li> <li>2. Support the development of regional data, GIS mapping for Centralina-wide projects and Census 2020 training and implementation.</li> <li>3. Identify opportunities to enhance and utilize the economic data portal on the Centralina Economic Development District website with ongoing regional collaboration efforts and local projects.</li> </ol>
<i>Lead Depts.</i>	Regional Planning; Community Economic Development

## GOAL 2: Expand regional mobility choices and connections

*We partner with all levels of government to keep our region moving.*

<i>Strategy 1</i>	Support regional mobility options through integrated, cross-jurisdictional, coordinated planning conducted through a lens of equity, resiliency and sustainability.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Develop a regionally coordinated set of recommendations to advance mobility through the CONNECT Beyond Regional Mobility Initiative.</li> <li>2. Conduct regional process for supporting and endorsing the CONNECT Beyond plan.</li> <li>3. Support regional transportation planning initiatives through participation in sub-regional and regional plans, processes and dialogue:           <ul style="list-style-type: none"> <li>• Beyond 77 Plan</li> <li>• GCLMPO Catawba Crossings Plan</li> <li>• CRTPO Metropolitan Transportation Plan</li> <li>• CRTPO Strategic Plan</li> <li>• Charlotte Regional Alliance for Transportation</li> </ul> </li> </ol>

	4. Seek funding opportunities to implement the Regional Freight Plan, and specifically seek funding for the Intelligent Transportation Systems (ITS) bi-state planning effort.
<i>Lead Dept.</i>	Regional Planning

<i>Strategy 2</i>	<b>Begin implementation of CONNECT Beyond strategies once plan is complete.</b>
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Lead collaborative conversations among key funding and governance partners focused on prioritizing and implementing near and long-term CONNECT Beyond recommendations.</li> <li>2. Take initial steps towards creating a regional Transportation Demand Management program, including seeking funding and setting up public and private partnerships.</li> <li>3. Facilitate development of a pilot Livability Program with CRTPO, financially supporting land use/mobility planning in activity centers as a foundation for future transportation project funds.</li> <li>4. Conduct quarterly meetings of transit system staff to promote cross-agency collaboration and to support CONNECT Beyond plan implementation.</li> </ol>
<i>Lead Dept.</i>	Regional Planning

<i>Strategy 3</i>	<b>Support the integration of emerging transportation technology implementation in the region.</b>
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Implement Department of Energy Clean Cities Coalition activities to support transportation-related sustainability goals (curbside charging, air quality education and outreach tied to transportation technologies [CFAT], regional stakeholder group, equity in transportation, resilience, etc.).</li> <li>2. In cooperation with UNC Charlotte and Duke Energy, lead the design and coordination of an Electric Vehicle Curbside Charging pilot project within the City of Charlotte.</li> <li>3. Curate a comprehensive set of activities that educate and engage stakeholders about how air quality can be improved through local adoption of strategies related to land use, fuel and vehicle technologies, transit and freight movement opportunities, etc.</li> </ol>



	<ol style="list-style-type: none"> <li>4. Assist in creating regional systems and local implementation of electric vehicle charging infrastructure to support updated Federal priorities.</li> <li>5. Facilitate the Connected and Autonomous Vehicle Task Force, including coordination of actions via MPO plans, participation in state and federal emerging technology discussions, and an updated “Roadmap” for the region.</li> </ol>
<i>Lead Dept.</i>	Regional Planning

<i>Strategy 4</i>	Identify and work to remove barriers to alternative transportation for older and disabled adults.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Conduct a minimum of four transit hub and transit station audits to identify barriers to physical access and safe, comfortable use.</li> <li>2. Create core messaging and educational materials addressing post COVID-19 related safety concerns with riding transit, especially for vulnerable populations.</li> <li>3. Determine barriers to using ride-sharing for first-mile/last-mile transportation connections from transit and develop educational materials to support use by seniors and persons with disabilities.</li> <li>4. Develop social media campaign to support awareness of existing transit options for seniors and persons with disabilities.</li> </ol>
<i>Lead Depts.</i>	Regional Planning; Centralina Area Agency on Aging

## GOAL 3: Improve the health and resilience of individuals, communities and our region

*We advance health and resilience through a holistic approach.*

<i>Strategy 1</i>	Increase awareness about the COVID vaccine and provide supportive services to older adults to access the vaccine within the region.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Develop COVID-19 vaccine strategic plan and identify at risk and marginalized populations that require additional supports and outreach.</li> </ol>

	<ol style="list-style-type: none"> <li>2. Conduct data analysis and mapping to support distribution of COVID-19 vaccinations across the region.</li> <li>3. Develop and support a multidisciplinary Vaccine Advisory Council.</li> <li>4. Disseminate and develop credible information about COVID vaccines.</li> <li>5. Provide direct services to older and disabled adults such as helping to get an appointment, appointment reminders, transportation, interpretation services, etc. as needed.</li> <li>6. Conduct at least one educational and outreach event in each of the nine Centralina counties.</li> <li>7. Provide at least one update of vaccine efforts to the Centralina Regional Council Board of Delegates.</li> </ol>
<i>Lead Depts.</i>	Centralina Area Agency on Aging; Regional Planning

<i>Strategy 2</i>	Increase outreach, engagement and direct services to minority, low-income, rural, and marginalized (MLIRM) older and disabled adults.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Gather baseline data and create GIS maps for MLIRM populations and track throughout the year for analysis and evaluation.</li> <li>2. Require each Request for Proposals (Family Caregiver, Title III-D Health Promotion, and Senior Centers) to include a plan on how the provider will address outreach and services to MLIRM populations.</li> <li>3. Assess and adjust Centralina Area Agency on Aging outreach materials for language accessibility and cultural appropriateness.</li> <li>4. Develop partnerships in the region to assist with engaging with identified populations of older adults.</li> <li>5. Maintain SAGECare (Advocacy and Elder Services for LGBT) Platinum credentials by having 100% of all Area Agency on Aging staff complete required training.</li> <li>6. Utilize specific Coronavirus Aid Relief and Economic Security Act and American Rescue Plan Act (ARPA) funds for COVID recovery to increase services to MLIRM populations.</li> </ol>
<i>Lead Dept.</i>	Centralina Area Agency on Aging



<i>Strategy 3</i>	Guide regional environmental coordination and resilience planning efforts to support sustainability and recovery efforts.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Complete Regional Resilience Collaborative project to frame a regional approach to resilience and disaster recovery coordination.</li> <li>2. Collaborate with statewide resilience programming led by the North Carolina Office of Recovery and Resiliency and the North Carolina Association of Regional Councils of Government.</li> <li>3. Lead the team for plan creation for the Department of Energy regional storm resilience plan for disaster preparedness and recovery planning for local government fleets, ensuring key issues important to our stakeholders and local governments are highlighted and prioritized.</li> <li>4. Collaborate with existing water management organizations to provide education and best practices related to water capacity, water quality, stormwater, etc.</li> <li>5. Support the South Fork River Health Committee in finalizing an action agenda and aid in coordinating implementation action, including applying for state grants.</li> </ol>
<i>Lead Depts.</i>	Community Economic Development; Regional Planning; Government Affairs & Member Engagement

<i>Strategy 4</i>	Develop local and regional systems to support healthy communities.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Educate Public Health Departments on available data and engagement available through Centralina to inform County Health Assessments.</li> <li>2. Lead health resilience planning activities to identify lessons learned from COVID-19 to inform future practices.</li> <li>3. Assist local governments in establishing benchmarks and future plans to increase opportunities for physical activity and improve access to healthy foods.</li> </ol>
<i>Lead Dept.</i>	Regional Planning

## GOAL 4: Facilitate business and infrastructure investments in our local communities and regional economy

*We connect the dots between the public and private sector to unlock funding and stimulate the economy.*

<i>Strategy 1</i>	Facilitate federal and state funding for public Infrastructure, economic development and community development projects in Centralina communities.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Serve as the regional liaison with the U.S. Economic Development Administration (EDA) and support local applications for EDA public infrastructure grants.</li> <li>2. Develop a strategy to promote available state and federal grants for community economic development and economic development.</li> <li>3. Support local government strategic planning and administration of housing and community development funding, including Community Development Block Grant, (CDBG), HOME Investment Partnerships Program, Essential Single Family Rehabilitation and other state and federal programs.</li> <li>4. Support at least two local government applications to North Carolina's state CDBG program.</li> </ol>
<i>Lead Depts.</i>	Community Economic Development; Centralina Economic Development District

<i>Strategy 2</i>	Support economic resilience and recovery from COVID-19 through education, technical services and strategy development.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Complete the Industry Cluster Analysis to identify short-term and long-term economic recovery and resilience recommendations.</li> <li>2. Offer support to local governments in administering funding, writing grants and managing projects that address COVID-19 economic impacts.</li> <li>3. Build relationships with state and regional organizations to support economic development activities in smaller communities and rural areas of the region.</li> </ol>

	4. Develop Centralina Learns sessions around community development and economic development topics.
<i>Lead Depts.</i>	Community Economic Development; Centralina Economic Development District

## GOAL 5: Provide talent strategies and solutions for a qualified and competitive workforce

*We champion career seekers and businesses at the heart our regional economy.*

<i>Strategy 1</i>	Provide high quality, customer focused talent services to career seekers and employers through the eight local NCWorks Career Centers.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Provide monthly education/training sessions for NCWorks Career Center staff on improving flow of services for all customers.</li> <li>2. Continue to upgrade and modernize NCWorks Career Center facilities including expanding access to remote/virtual services.</li> <li>3. Ensure that at least 95% of NCWorks Career Centers customers (career seekers and employers) are satisfied with services received.</li> </ol>
<i>Lead Dept.</i>	Centralina Workforce Development Board

<i>Strategy 2</i>	Expand use of Centralina Virtual Career Marketplace and coordinate services provided to businesses in the region by workforce organizations.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Expand use of Centralina Virtual Career Marketplace by holding at least eight events (regional and county/industry specific). Collaborate with local Chambers of Commerce, Economic Development Organizations (EDCs), community colleges and workforce organizations to help promote these regional events.</li> <li>2. Provide customized talent services value package for new and expanding businesses; seek to have 60% of projects involving local EDCs approved.</li> <li>3. Pending available funding, increase number of approved UpSkill Centralina training grants for incumbent workers by 25%.</li> </ol>

<i>Lead Dept.</i>	Centralina Workforce Development Board
<i>Strategy 3</i>	Provide creative and innovative services and products to enhance the economic and career growth of our region’s citizens for individual resilience.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Provide at least 20 new Finish Line Grants to area community college students meeting stated criteria for assistance.</li> <li>2. Offer at least six new virtual workshops via NCWorks Career Centers to customers in our communities.</li> <li>3. Use Centralina Year of Giving initiative to focus on a key workforce-related health issue in our region.</li> <li>4. Implement use of Centralina Career Headlight within the region to allow individuals to build upon their strengths and interests in order to achieve self-sufficiency and individual resilience. Increase use of Centralina Career Headlight by 25%.</li> </ol>
<i>Lead Dept.</i>	Centralina Workforce Development Board

## GOAL 6: Support and champion our local governments

*We stand ready to serve our members as a local resource and trusted partner.*

<i>Strategy 1</i>	Engage members proactively to provide excellent customer service, information and support.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Utilize Member Liaisons to strengthen relationships with members and coordinate response to their needs across other Centralina departments.</li> <li>2. Respond to ad hoc local government questions, requests and informational presentations in front of elected bodies or staff.</li> <li>3. Collaborate with federal, state and regional partners to proactively engage members about the ARPA implementation.</li> <li>4. Support member governments in redistricting and other activities influenced by Census 2020 data.</li> <li>5. Actively engage former member governments or prospective member governments about joining Centralina.</li> </ol>

<i>Lead Dept.</i>	Government Affairs & Member Engagement
-------------------	--

<i>Strategy 2</i>	Lead regional peer networks and professional development activities for local government staff and elected officials.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Promote Centralina member portal and build out content library as a resource to local governments.</li> <li>2. Engage local governments to design 2021-22 Centralina Learns series and pursue partnerships to deliver content.</li> <li>3. Lead Regional Managers roundtable to convene managers and administrators on topics that meet the needs of our member government leadership.</li> <li>4. Convene special meetings with local leaders to inform Centralina programming and service delivery to affinity groups, including small towns, women in local government, diversity and inclusion leaders, human resources directors and communications/public information officers.</li> </ol>
<i>Lead Depts.</i>	Government Affairs & Member Engagement; Regional Planning

<i>Strategy 3</i>	Enhance grant services to connect more local governments with federal, state and philanthropic resources.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Promote grant services, information and administration offered by Centralina and its departments.</li> <li>2. Expand capacity for grant application development services, including grant writing, budget development, application review.</li> <li>3. Actively support local governments in responding to funding opportunities offered by the ARPA and subsequent federal stimulus programs.</li> </ol>
<i>Lead Dept.</i>	Government Affairs & Member Engagement

<i>Strategy 4</i>	Provide creative and cost-effective technical services to local governments.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Increase the number of technical assistance service contracts, especially in administration, human resources, strategic planning and board facilitation, over FY21.</li> <li>2. Proactively engage local governments to offer services related to ARPA administration.</li> <li>3. Identify opportunities to create technical documents, such as guides and toolkits, to support local governments when service contracts are not feasible.</li> <li>4. Provide administrative support to multi-jurisdictional boards, commissions and committees, including the Lake Wylie Marine Commission and NC73 Council of Planning.</li> <li>5. Expand use of and access to NCWorks Career Center virtual workshops and Workforce Development Board app for local government hiring.</li> </ol>
<i>Lead Depts.</i>	Government Affairs & Member Engagement; Regional Planning; Community Economic Development; Workforce Development Board

<i>Strategy 5</i>	Lead intergovernmental coordination and advocacy.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Bolster relationships with elected officials and staff at the state and federal levels through specific Centralina-led activities, including August Advocacy Days and quarterly delegation updates.</li> <li>2. Implement approved 2021 Federal Action Plan and lead the development of the 2022 Plan.</li> <li>3. Engage the Centralina Board in developing a state engagement and advocacy strategy that advances key regional priorities, including CONNECT Beyond implementation and COVID-19 recovery.</li> <li>4. Actively participate in the North Carolina Association of Regional Councils of Government and support statewide efforts to increase the profile of COGs as a state implementation partner.</li> </ol>
<i>Lead Dept.</i>	Government Affairs & Member Engagement

## GOAL 7: Enhance Centralina operations, infrastructure and partnerships

*We seek opportunities to improve how we work together and with our partners in support of our mission.*

<i>Strategy 1</i>	Enhance employee engagement, appreciation and development in support of our core values and culture of belonging.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Complete an update to the organization's pay and classification plan, including developing recommendations to create career pathways.</li> <li>2. Create a program of employee engagement that works to create a meaningful culture of belonging within the organization.</li> <li>3. Create forums for raising awareness of and appreciation of peer work across the organization, including a focused effort to help orient new employees to Centralina.</li> <li>4. Strengthen the organization's recognition and appreciation efforts by continuing the Peer-to-Peer recognition program and identifying additional ways to recognize staff that align diverse appreciation styles.</li> <li>5. Implement professional development and learning opportunities for staff, including access to LinkedIn Learning and technology training.</li> <li>6. Engage trusted neutral partner to continue to offer Diversity, Equity and Inclusion group learning, one-on-one coaching and confidential resource for staff.</li> </ol>
<i>Lead</i>	Executive Director/Administrative Team; Culture and Development Team
<i>Strategy 2</i>	Update and streamline internal services, policies and procedures.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Complete update to legal documents, accounts and other business documents to fully implement name change.</li> </ol>



	<ol style="list-style-type: none"> <li>2. Utilize AccuFund core evaluation to fully utilize the various features currently not used or needing improvement.</li> <li>3. Streamline AccuFund data to reduce detail overload on reports and ensure better utilization of subledgers.</li> <li>4. Offer AccuFund report writing training and implementation to improve functionality and value of report output.</li> <li>5. Develop onboarding materials to train new staff on AccuFund.</li> <li>6. Utilize Microsoft 365 tools to share information and coordinate across the organization in order to improve efficiency and communication.</li> </ol>
<i>Lead</i>	Executive Director/Administrative Team; Finance Department

<i>Strategy 3</i>	<b>Improve IT systems, coordination and external vendor services.</b>
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Conduct a cybersecurity assessment and develop an incident response plan.</li> <li>2. Promote enhanced PII Protect training protocols and integrate compliance into performance management system.</li> <li>3. Solve for Brightflow's gap in certifications needed to meet HITECH HIPAA compliance requirements.</li> <li>4. Identify opportunities to migrate to organization-wide software solutions and explore feasibility of transition.</li> <li>5. Explore software solutions to better manage Centralina contacts (i.e., customer relationship management system) and external communications.</li> <li>6. Resolve ongoing VPN access issues.</li> <li>7. Implement comprehensive asset tracking system for all types of technology equipment.</li> <li>8. Conduct a one-year review and evaluation of the IT governance process to ensure it is serving the organization as intended.</li> <li>9. Develop standards for file storage and structure that include security considerations recommended by Brightflow.</li> </ol>
<i>Lead</i>	Executive Director/Administrative Team & IT Team

<i>Strategy 4</i>	Enhance revenue diversification and strategic partnerships development.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Set revenue diversification and business development targets for each department and build into performance management goals for FY22.</li> <li>2. Coordinate with Centralina Foundation to pursue funding for Goal #3 health and resilience activities.</li> <li>3. Support the NC Association of Regional Councils of Government in their pursuit of state funding for COGs in the FY22 budget.</li> <li>4. Develop blueprint for Centralina Area Agency on Aging business development with assistance of n4a Business Institute.</li> <li>5. Conduct staff development to encourage agency business and cultural climate transition as Centralina Area Agency on Aging department develops new products and revenue streams.</li> <li>6. Develop relationship with at least four healthcare organizations resulting in one contracting affiliation.</li> <li>7. Continue development of Medicare line of services.</li> </ol>
<i>Lead</i>	Executive Director and Department Directors; Centralina Area Agency on Aging

<i>Strategy 5</i>	Enhance Centralina's visibility in the region through marketing, outreach and media engagement.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Develop library of up to 15 Centralina success stories for use online and for promotion in local media.</li> <li>2. Develop proactive strategy for marketing Centralina technical services and update technical services sales sheets by the end of the second quarter.</li> <li>3. Create a media engagement strategy and implementation plan to better promote Centralina activities and impact in the region.</li> <li>4. Support departments in coordinating regional outreach campaigns for key Centralina initiatives in FY22.</li> </ol>

	<ol style="list-style-type: none"> <li>5. Develop a social media strategy and implementation plan to create organization wide standards and grow audiences.</li> <li>6. Continue to refine the Centralina website and harmonize content, brand standards across department and affiliate sites.</li> </ol>
<i>Lead</i>	Executive Director/Administrative Team & Communications Team

<i>Strategy 6</i>	<b>Develop a dynamic office space that meets the current and future needs of Centralina employees and our stakeholders.</b>
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Manage office space search and negotiations to support the Executive Board in taking action prior to September 30, 2021.</li> <li>2. Review potential office space locations for accessibility and ensure any necessary improvements are negotiated into final contracts.</li> <li>3. Create staff engagement opportunities including forming an advisory committee, issuing staff survey and providing monthly updates throughout the process.</li> <li>4. Manage implementation of the Executive Board's decision to either move to a new location or make improvements at the current location.</li> <li>5. If applicable, support the office relocation by ensuring IT environment at new office better serves staff and coordinating with vendors.</li> <li>6. If applicable, develop a plan for operational continuity during physical move.</li> <li>7. If applicable, develop a communications plan to keep internal and external stakeholders informed of the move.</li> </ol>
<i>Lead</i>	Executive Director/Administrative Team; Culture and Development Team; IT Team

## GOAL 8: Complete updates to framework documents that set a regional agenda for the next strategic planning period

*We will plan together and set the path for regional success over the next three to five-year period.*

<i>Strategy 1</i>	Develop new regional goals for the FY23-25 strategic planning period
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Host a series of regional conversations in Fall 2021 - Winter 2022 to identify opportunities to review and refresh CONNECT Our Future regional framework priorities based on the completed FY21 retrospective.</li> <li>2. Proactively engage the Centralina Board of Delegates, CEDD Board, Workforce Development Board and Centralina Foundation Board through the creation of a special committee and periodic briefings.</li> <li>3. Present findings from the regional engagement series and recommended strategic priorities to the Centralina Executive Board for endorsement in April 2022 and to Centralina Board of Delegates in May 2022.</li> <li>4. Utilize inputs from the strategic planning process to inform regional COVID-19 recovery planning and regional collaboration projects, as well as, updates to the Comprehensive Economic Development Strategy (CEDs)</li> </ol>
<i>Lead</i>	Centralina-wide effort led by the Executive Director/Administrative Team

<i>Strategy 2</i>	Complete a five-year update to the region's CEDs.
<i>Tactics</i>	<ol style="list-style-type: none"> <li>1. Establish robust internal and external partnerships and engagement to update the goals and strategies for the 2022-2027 CEDs.</li> <li>2. Utilize inputs from the CONNECT Our Future Retrospective and CONNECT Beyond Regional Mobility Plan to inform infrastructure and quality of place recommendations.</li> <li>3. Develop clear implementation strategies and action steps for Centralina departments, the Centralina Economic Development District and partner organizations.</li> </ol>

<i>Lead</i>	Centralina-wide effort led by the Community Economic Development and the Centralina Economic Development District
-------------	---

***Reporting Our Progress***

On a quarterly basis, staff will share updates with the Board of Delegates on our progress related to the strategies and tactics associated with each goal. The workplan will also inform how the organization prepares the required Annual Report. Each department works with various performance indicators and metrics based on the requirements of various funding sources. As a whole, Centralina seeks to define its impact on the individuals, communities and region we serve.



Copyright © 2022 Centralina Regional Council

