

Equity Plan. The regional growth clusters of sustainable energy, logistics/transportation, and manufacturing were selected based on shared regional assets. These clusters offer the most impact and opportunity for all communities and people in the region to participate in prosperity and an equitable economy. The impacts will be accessible to rural, urban, and tribal communities including workforce development and training programs that are being sought by San Juan College, UNM-Gallup, and Navajo Technical University as well as an alternative pathway being offered by scaling the Greater Gallup Industrial Workforce Program. This proposal also provides strategic infrastructure that while targeted to catalyze business development and job creation industries can stand as the backbone to expand into rural and tribal communities. Showcasing the examples of:

(1) **Broadband Backbone to San Juan Industrial Parks:** while this project builds the broadband required at specific industrial parks in rural San Juan County, Bloomfield, Aztec, and Farmington, it can be the backbone for residential use and be the start of a county-wide broadband build-out including places with no or limited internet services.

(2) **Gallup Wastewater Extension and Upgrade:** this project will support specific growth at several areas industrial parks but can also be leveraged as capacity for in-fill business grow, a new planned Indian Health Service regional in-patient hospital, and regional residential use once Navajo-Gallup Water Supply Project is operational for the urban, rural, and tribal communities that have no or limited wastewater services.

The following principles for Equitable Economic Development will be the foundational guide to implementing our Build Back Better program:

- Grow industries and businesses that create good, accessible jobs that are place-based and locally supported and appropriate.
- Utilize asset mapping tools to assess the location of opportunities and support services in the region and identify areas of high need.
- Support worker-cooperatives and other employee-owned businesses.
- Require that all large-scale development projects include Community Benefit Agreements for residents in distressed and high need communities.
- Identify large-scale development projects coming into the region and ensure they will provide sufficient training and employment opportunities for all residents.
- Help entrepreneurs in low-income neighborhoods grow their businesses.
- Leverage regional investments and planning for equitable growth.
- Look for opportunities to remove barriers to employment.
- Create career pathways from pre-K to career education and job placement in high-demand and accessible careers.
- Lean heavily on community-based organizations, local governance, and school systems and other public entities to involve and outreach to all citizens and clients as well as adapt strategies to populations historically left out either in notice, inclusion, or participation in opportunities.

Outreach Strategies:

- One of the items that would be a key first step is the broader the table of partners and facilitate a broader and diverse set of stakeholder and community leaders to develop a participation and inclusion plan that would include asset mapping, a network of partner system map, effective marketing and outreach strategies, and development of an engagement and evaluation platform to provide transparency and accountability.
- Outreach strategies, collateral materials, and approaches need to be multi-media, multi-lingual, and across various media sources including in-person presentations, radio, print, social media, and web-based.
- Specific strategies will come from equity partners as they have the experience and personal knowledge of underserved populations and clients.
- Creative Placemaking best practices and visual facilitation would be deployed to provide the broadest level of involvement and employ local artists and designers into the process.
- The regional partnership will pull ideas and projects from broader and diverse set of stakeholders from previous initiatives such as:
 - Proposals submitted via New Mexico’s Energy Transition Act and call for projects to transition workers from coal-based jobs to future employment.
 - Revisit recommendations from the Kellogg Foundation supported New Mexico Pathways Project and Education to Employment Reports to re-visit outreach strategies as well as barriers such as transportation and childcare that need to be addressed at the same time as any investment strategy.
 - Visit with other tribal nations that are planning and have implemented their own tribal energy initiatives and projects to provide strategic avenues of energy ownership, sovereignty, and profit-making opportunities.
- As discussed in the Sustainability Plan, the COG and its partners would employ employee volunteers, AmeriCorps*VISTA, and potentially staff to support underserved communities throughout the region in facilitating and developing value chains using the Wealthworks Model that helps communities connect and build capital to align and benefit from the regional economy in an appropriate and community-based manner.
- Several letters of support showcasing the support for preparing and implementing this Equity Plan as well as key roles they can play to advance an equitable economy.

Partners: as defined more formally in letters of support including roles and commitments.

Type	Role
Municipalities & Counties	Public Inclusion, Marketing, and Engagement.
Business Associations, e.g. Chambers, MainStreet	Inclusion and Targeted Efforts to include Minority, Women, and Veteran owned businesses.
Schools, Districts & Universities	Broad based Outreach, Career Pathways and Education Alignment focused on Growth Clusters.
Arts, Tribal & Rural Non-profits	Support and engagement of Historically Excluded Populations, including tribal language & placemaking.