

Council work session agenda

Thursday, April 30, 2020

2:00 PM

**<https://zoom.us/j/471155552> or
877-853-5257 (toll free)**

Please note: To limit the spread of COVID-19, Metro Regional Center is now closed to the public.

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2:00 Call to Order and Roll Call

Work Session Topics:

2:05 COVID-19 Response: Grants, Partnerships, and Sponsorships [20-5405](#)

Presenter(s): Marissa Madrigal, Metro
Elissa Gertler, Metro
Raahi Reddy, Metro

Attachments: [Work Session Worksheet](#)
[Emerging Practices in Philanthropy to Address COVID-19 Crisis](#)

2:20 COVID-19 and Our Economy: Regional Recovery, Resilience, and the 5-Year Comprehensive Economic Development Strategy (CEDS) [20-5406](#)

Presenter(s): Elissa Gertler, Metro
Raahi Reddy, Metro
Jeffrey Raker, Metro
Matt Miller, GPI
Brittany Bagent, GPI

Attachments: [Work Session Worksheet](#)

2:50 Chief Operating Officer Communication

2:55 Councilor Communication

3:00 Adjourn

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ការគោរពសិទ្ធិពលរដ្ឋរបស់ ។ សំរាប់ព័ត៌មានអំពីកម្មវិធីសិទ្ធិពលរដ្ឋរបស់ Metro ឬដើម្បីទទួលបានការបណ្តឹងរើសអើងសូមចូលទស្សនាគេហទំព័រ www.oregonmetro.gov/civilrights។ បើលោកអ្នកត្រូវការអ្នកបកប្រែភាសានៅពេលអង្គប្រជុំសាធារណៈ សូមទូរស័ព្ទមកលេខ 503-797-1700 (ម៉ោង 8 ព្រឹកដល់ម៉ោង 5 ល្ងាច ថ្ងៃធ្វើការ) ប្រាំពីរថ្ងៃ ថ្ងៃធ្វើការ មុនថ្ងៃប្រជុំដើម្បីអាចឲ្យគេសម្រួលតាមសំណើរបស់លោកអ្នក ។

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**COVID-19 and Our Economy: Regional Recovery,
Resilience, and the 5-Year Comprehensive Economic
Development Strategy (CEDS)**

Work Session Topics

Metro Council Work Session
Tuesday, April 30, 2020

COVID-19 RESPONSE: GRANTS, PARTNERSHIPS, AND SPONSORSHIPS

Date: April 24, 2020
Department: DEI/
Planning and Development
Meeting Date: April 30, 2020

Prepared by: Elissa
Gertler Elissa.gertler@oregonmetro.gov
Presenters: Elissa Gertler, Raahi Reddy
Length: 15 minutes

ISSUE STATEMENT

The COVID-19 pandemic has had a wide range of impacts to our community, and government agencies at all levels have been working to address these impacts, and to provide much needed resources to help people maintain their health, economic security, and meet basic needs. Communities of color are suffering disproportionately, and resources to help them are scarce and have barriers to access. Now more than ever, Metro's resources can play a role in supporting communities of color and the organizations that serve them. Metro's existing policies, programs, and resources are already focused on achieving racial equity, but we have an opportunity in the short-term to review these resources to ensure that we can best meet community needs now during the pandemic, while planning for the long-term as we rebuild our systems and structures to be more equitable.

Council held a work session on April 9, 2020, to provide direction to the Metro COO and Directors to review our current grant programs, community partnerships, and Council sponsorships to ensure we were best aligning those resources to support community partners as they address the impacts of COVID. Organizations led by and serving people of color are critical partners in Metro's work to advance livability and racial equity across the region. Especially in this time Metro must play an important role in supporting the broader ecosystem necessary for meeting our shared goals. Council articulated a set of principles that should be applied to a review of these programs and today's work session is a report back on how staff applied Council's principles to our grant, partnership, and sponsorship resources.

On a parallel track, staff who manage grant programs in departments across the agency have been meeting with one another as well as their program partners and stakeholders. They have been assessing conditions and needs of current and potential grantees, streamlining processes to reduce timelines and barriers, and working with partners and stakeholders to adjust the work to best respond to current needs. This work has helped lead to a set of best practices across the agency for grantmaking, informed by the research and outreach led by DEI, who has created a resource that captures emerging best practices across Metro and in philanthropy to support our non-profit partners during this time of crisis and support a more equitable recovery.

ACTION REQUESTED

Review and provide feedback on staff response to Council direction on applying principles and best practices to grantmaking, community partnerships, and sponsorships during the COVID-19 pandemic.

IDENTIFIED POLICY OUTCOMES

Ensure that Metro is applying best practices and principles, advancing racial equity, and responsibly investing resources within their legal requirements to best serve the community during the COVID-19 pandemic.

POLICY QUESTION(S)

1. Does the Council feel comfortable that the best practices and principles have been applied appropriately?
2. Does the Council have recommendations about how best to communicate this information with interested stakeholders?

ATTACHMENTS

- Is legislation required for Council action? Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today?
 - Metro and GPI PowerPoint presentations



4.29.2020

Emerging practices in philanthropy to address COVID-19 crisis

Prepared by Metro DEI team

Purpose statement

- Metro's existing programs, policies and investments that support the region's non-profit organizations, especially those serving communities of color, are more vital in this time of health and economic crisis.
- This document captures emerging best practices across Metro and in philanthropy to support our non-profit partners during this time of crisis and support a more equitable recovery.
- Metro should use opportunities in the short-term to re-shape our grant making practices to meet this unprecedented crisis, while planning for the long-term as we rebuild our systems and structures to be more equitable.

What Metro has learned

Organizations led by and serving people of color are critical partners in Metro's work to advance livability and racial equity across the region. Especially in this time Metro must play an important role in supporting the broader ecosystem necessary for meeting our shared goals. In the fall and winter of 2019 Metro's DEI team led a program development process with culturally-specific Community-Based Organizations to develop a community capacity building program. This process affirmed many best practices and approaches emerging at Metro that should be solidified:

- Community partnerships need to center trust and relationship building. They should be collaborative, mutually beneficial and non-extractive;
- CBOs who serve communities of color need flexibility – the needs and priorities of their communities change rapidly (this crisis is a perfect example of that);
- Metro has more work to do to improve our internal systems to reduce harm and minimize burden on these organizations.

Proposed guiding principles

- We commit to centering racial equity as directed by the Strategic Plan to Advance Racial Equity, Diversity and Inclusion.
- We are accountable to the public and understand that building public trust means we are both accountable to the goals of specific funding sources and are responsive to the crisis in our communities.
- We understand our work is urgent and constantly evolving, with a commitment to being bold and building for the future.
- In this time of turmoil, it is especially important that we send a consistent message to our partners:
 - We trust you to do what you need to do to serve your communities;
 - We value your time and will work to streamline our processes to support you in this moment of crisis;
 - We're in this together – it takes an ecosystem of effective partners for Metro to deliver on our work in the region.

Potential Strategies

The strategies outlined here may not be applicable or possible in every situation at Metro, and many may require OMA or Council input.

- Check in with your grantees – how are they and their organization doing? How have their needs and priorities changed? Beyond the list of strategies we’re deploying, are there other things we can do during this time?
- Re-orient programs and priorities to support COVID response and recovery.
 - Can we re-orient existing programs or funding or create new programs for community support and recovery?
 - Prioritize grants and funding to prevent immediate bankruptcies of community-based organizations, non-profits, etc.
- Flexibility
 - For existing grants:
 - Ideally – allow organizations to expand grant scopes to support general operations, and if possible, retroactively to the grant start date, allowing complete flexibility for organizations. If not possible, consider expanding the amount allowed for administrative overhead and operations.
 - Flexibility on how deliverables or goals (if any are present) are met (e.g. allow events or engagements to happen virtually or allow substitutions if deliverables are no longer possible) and flexibility with extensions if orgs need more time.
 - Re-orient existing grant scopes to include COVID-related aid or recovery efforts.
 - For upcoming grants:
 - Limit the burden of application for new rounds of grants or grant renewals. Keep in mind culturally-specific organizations under normal circumstances are the least likely to staffing for grant-writing work and now have even more limited capacity.
 - Re-application: For grant programs in the midst of selection – Allow applications to update applications to match changing priorities.
- Reporting - We should always seek process improvements in our reporting and tracking of our grants including minimizing redundant or outdated-reporting requirements and documentation, especially those processes that place more unnecessary burden on our staff and our grantees. This is especially true in this COVID19 crisis when under-resourced community based organizations are juggling lifeline programs and activities to their communities. In this time consider these strategies if applicable for your grant program:
 - Where possible reduce, or suspend documentation or reporting requirements in this crisis period (e.g. automatically defer all grant reports 90 days).
 - Reduce documentation requirements for reimbursements if an organization could provide two years of audited financial statements with positive financial management.
- Payment schedules- Non-profits now more than ever may struggle with cash flow. Shorten reimbursement cycles or move payouts up sooner. Consider paying out grants up front and in full.
- Rollover - If grant funds have legal restrictions that make them inflexible, can you allow organizations to roll over work?
- Pool funds or collaborate with other funders to support your grantees

Additional information

Populations of concern

At Metro we use an intersectional approach to understand oppression and marginalization. Accordingly, consider how intersections of race, disability, health status, language, gender, income, etc. might impact a person's or a population's ability to weather this crisis. In addition to communities of color, consider how your programs might also be targeted to support:

- Low-income residents, including those without health insurance and/or access to sick days
- Low-income workers in disproportionately impacted industries, such as healthcare and the service industry, as well as gig-economy workers
- Residents with greater health risks, including people over age 60, people with compromised immune systems, and pregnant people
- Residents with limited English language proficiency
- People with disabilities
- People experiencing homelessness
- Undocumented workers and families
- People at risk of intimate violence

**COVID-19 and Our Economy: Regional Recovery,
Resilience, and the 5-Year Comprehensive Economic
Development Strategy (CEDS)**

Work Session Topics

Metro Council Work Session
Tuesday, April 30 2020

COVID-19 + OUR ECONOMY: REGIONAL RECOVERY, RESILIENCE, AND THE 5-YEAR COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

Date: April 24, 2020
Department: Planning and Development
Meeting Date: April 30, 2020

Prepared by: Jeff Raker, 206-708-0512,
Jeffrey.raker@oregonmetro.gov
Presenters: Elissa Gertler, Jeff Raker
Length: 45 minutes

ISSUE STATEMENT

5-Year Comprehensive Economic Development Strategy

The Portland Metropolitan Region has a history of regional collaboration on economic development, transportation, land use and planning. Last year, Council reviewed a proposed project to explore the future of our regional economy and align planning for the future economy with the development of the bi-state region's 5-year Comprehensive Economic Development Strategy (CEDS) - a requirement by the Economic Development Administration for local projects to access federal assistance. The development of the CEDS is guided by the Greater Portland Economic Development District (GPEDD) housed at Greater Portland, Inc. (GPI) and Metro has developed a strong partnership with GPI as part of the Economic Value Atlas and an increased interest in further coordination between economic development and planning.

Work to update the current CEDS has just begun and a consultant team has been hired as part of a joint procurement effort with Metro. The CEDS incorporates an assessment of economic conditions, a refresh to the shared economic values established as part of the Economic Value Atlas, an evaluation regarding expectations for the region's economy and implications for transportation and land use investments. More importantly, the focus of this work was already incorporating an emphasis on economic resilience and looking at economic impacts from key disruptions and transformative trends. Since the CEDS/Future Economy project already provides a forum for gathered expertise on economic development it is a natural extension of this work to support our region's immediate economic recovery.

Regional Economic Recovery Action Team

The outcomes from the region's work on the CEDS are elevated during this unprecedented time of crisis and everyone is looking for solutions and resources in an uncertain and scarce environment. Now is a critical time for regional coordination and collaboration to ensure we are able to quickly and strategically bring needed resources to communities across our region, to help businesses, workers, and those who are most vulnerable. Economic development practitioners at every level are stepping into action, seeking to create and deploy resources and advocate for more. The GPEDD represents a cross-section of economic development practitioners and leaders who are already working together to plan for the region's economic future. This group is well-positioned to play a coordinating role for the economic recovery from the COVID-19 pandemic.

Metro is collaborating with GPI to establish a Regional Economic Recovery Action Team (and CEDS Action Item) focused on regional coordination of the Greater Portland region's equitable economic assessment and recovery from the COVID-19 pandemic. This action team would create a space for leaders and practitioners to work together to organize and mobilize the region's economic recovery activities. This team would also work closely in partnership with regional public health and emergency

management organizations to align recovery efforts with the reopening of businesses and the economy in accordance with public health guidelines and recommendations.

Since multiple public and private agencies are already creating and deploying economic development and workforce support resources, the Action Team would create an inventory of available resources, sources, processes, and players to serve as a central information point, helping to communicate and advocate. The Action Team would coordinate on Federal and State funding and policy needs to create a shared agenda, strengthened by the unified participation of multiple entities.

The intention is to bring together public and private sector regional leaders to strengthen our region's ability to advocate for our needs at all levels, whether it be in the state and federal legislative processes, ensuring access to capital, and prioritizing the needs of those who are already economically underserved, including communities of color who are suffering disproportionately from the impacts of the COVID-19 pandemic.

The Action Team will be comprised of a subset of leaders currently serving on the GPI and GPEDD Boards. Economic recovery activities include:

- Inventory existing economic recovery activities to identify gaps in coordination and review approaches in other regions currently underway to identify best practices in economic recovery.
- Build on existing principles among city, county, and regional economic strategies to establish a guide for securing and deploying resource in support of economic recovery with an equitable approach.
- Coordinate with public health and emergency management on how to support and resource businesses to address reopening needs.
- Coordinate city and county economic and community development practitioner input.
- Procure new resources and align economic recovery funding and assistance over the next 6-12 months (including private and philanthropic organizations; lenders and alternative finance organizations; and other local partners)
- Formalize identified actions and policy or program recommendations into the 5-year Comprehensive Economic Development Strategy (CEDS).

ACTION REQUESTED

- Review and provide input on progress to develop the 5-Year Comprehensive Economic Development Strategy (CEDS).
- Provide direction on the creation of a Regional Economic Recovery Action Team (and 5-Year Comprehensive Economic Development Strategy Action Item) focused on regional coordination of the Greater Portland region's equitable economic recovery from the COVID-19 pandemic.

IDENTIFIED POLICY OUTCOMES

Previous discussions with Council regarding Metro and the regional economy highlight how the six desired outcomes call for current and future residents to benefit from the region's sustained economic competitiveness and prosperity and for equity to exist relative to the benefits and burdens of growth and change to the region's communities. Economic and workforce development serve a crucial role in fulfilling these shared regional values and supporting the vitality of the Portland-Vancouver region. Proactive steps are needed to advance outcomes specific to the region's economic needs, including:

- Competitive business productivity and efficiencies
- Inclusive economic opportunity and financial security

- Vibrant, interconnected communities that attract and grow business and talent
- Resilient asset and systems management

Metro’s participation on the CEDS and more immediate response and recovery efforts are a clear extension of these policy objectives that will result in targeted actions and outline policy responses that are needed to address the economic impacts of the COVID-19 pandemic and improve the resilience of the region’s economy when facing this and other health crises as well as future trends and disruptions that will impact our community.

POLICY QUESTION(S)

1. What issues are important to Council to see addressed in the Comprehensive Economic Development Strategy (CEDS)?
2. Are there key stakeholders that Council wants to ensure are engaged in the CEDS/Economic Recovery work?
3. How would Council like to receive updates about the Economic Recovery Action Team and the CEDS?

ATTACHMENTS

- Is legislation required for Council action? Yes No
- If yes, is draft legislation attached? Yes No
- What other materials are you presenting today?
 - Metro and GPI PowerPoint presentations

Materials following this page were distributed at the meeting.



Metro

COVID-19 response: grants, partnerships and sponsorships

April 30, 2020

Context

Culturally-specific CBOs and the communities they serve are hit hard

These CBOs are critical partners

Our existing programs, policies and investments are more vital than ever

Metro should adapt our work in the short term while planning for the long-term

Principles

- **Center racial equity**
- **Continue to build public trust and accountability**
- **This work is urgent and evolving - practice continuous improvement**
- **Be bold with an eye to the future**
- **Send a consistent message to partners:**

We trust you, we value your time, we're in this together

Strategies to explore

- Re-orient priorities
- Provide flexibility (e.g. use of money, deliverables)
- Streamline reporting
- Adjust payment schedules (e.g. reimburse faster and more frequently)
- Delay deadlines or allow roll-over into next fiscal year



Metro grant programs

Parks and Nature, WPES, Planning and Development offer ongoing grant programs

Dedicated key policy and program goals (including racial equity)

Values, timelines and requirements evaluated in light of COVID-19

Adjustments being made to best serve the community during crisis

Grant Principles and Requirements

Legal Considerations

- Legal and financial authority
- Public purpose and connected to a matter of metropolitan concern
- Benefit to Metro/Metro region

Process Fundamentals

- Compliance with Metro finance policies
- Agreement or other documentation on use of funds, amount, and benefit to Metro and the region.
- Documentation of the process used for selection/distribution

Planning and Development Grants

- 2040 Planning and Development Grants
- Regional Travel Options (RTO)
- PILOT grants
- Safe Routes To Schools
- Transit-oriented Development
- Community Placemaking



Responding To Community Need

Understanding the needs and capacity of current grantees and applicants

Providing additional technical assistance and community engagement support



Aligning and Adjusting

Streamlining application and awards process for current cycles

Increasing emphasis on economic recovery in upcoming grant cycles



Parks and Nature grant programs



Parks and Nature Community Investments

Bond and Levy funds have different focus, different restrictions

Focus on community-based organizations and groups, large and small



Parks and Nature Community Partnerships

Most flexible (with constraints – Levy funded)

Four programs:

1. Metro-led programming support
2. Community-led programming
3. Partnership innovation funds
4. Co-created community partnerships

Nature in Neighborhoods Grants Program – Levy funded

- \$700k available annually
- limits on rapid flexibility
- funding rounds are specific each cycle
- limitations on general operating support if CBO mission is not directly aligned with levy framework
- 2020 cycle in final application review
- 2021 cycle focus and timeline TBD

2019 Parks and Natural Areas Bond

Potentially significant investments

Limited flexibility

\$475 million across six program areas:

1. Land protection and restoration
2. Metro park improvements
3. Nature in Neighborhoods capital grants
4. Local parks and nature projects
5. Walking and biking trails
6. Complex community projects



Waste Prevention and Environmental Services grants



WPES grants

- Innovation and Investment Grants
 - Efforts to reduce waste through reusing, repairing, recycling, composting or making energy from the stuff that is discarded in greater Portland
- Community Enhancement Grants
 - Economic opportunities, neighborhood livability, public safety in areas near the region's garbage transfer facilities



WPES programs

- Environmental Promoters and Community Education programs
 - community led development and delivery of culturally relevant services
- Youth Education and Leadership Programs
 - working to adapt and implement distance learning resources during the COVID-19 crisis

WPES programs

- Regional Illegal Dumping (RID) Patrol
- Metro paint
- Recycling information center
- Food donation technical assistance
- Household hazardous waste (HHW) collection

Proposed Resources



Agency-wide community capacity building program

- To build sustained capacity among community-based organizations to advance racial equity across Metro priorities
- Proposed in the FY 20-21 budget
- Opportunity to support communities affected by COVID-19 and have them inform how we design recovery efforts
- Metro Council will provide further direction



Sponsorships

Refocus sponsorships toward non-profits and community-based organizations that assist with recovery efforts including:

- food stability for vulnerable populations
- assistance with economic recovery for workers
- domestic violence prevention



Sponsorships

- Sponsorship applications streamlined and could include:
- Continued use of racial equity lens
- Possible new “buy local” focus to promote reduction of greenhouse gas emissions and support local businesses.



A Time of Great Need

Food

Housing

Medical care

Economic
recovery

**A voice for
vulnerable
communities**



oregonmetro.gov/tools-partners/grants-and-resources

oregonmetro.gov





GREATER
PORTLAND



Metro

COVID-19 + OUR ECONOMY: REGIONAL RECOVERY, RESILIENCE, & THE 5-YEAR CEDS

April 30, 2020 Metro Council work session

Metro and GPI Collaboration

How to position Greater Portland for competitiveness and prosperity

- Shared values and desired outcomes
 - Planning and implementing equitable strategies
 - Provide region-wide coordination that crosses jurisdictional boundaries
 - Coordinate data and research activities for community partners
- Recent collaboration and partnership
 - Economic Value Atlas
 - Greater Portland Global
 - Large Lot Industrial Sites
 - Site Readiness Toolkit
 - Columbia Connects
 - Comprehensive Economic Development Strategy

Introduction

- Greater Portland Inc
 - Bi-state, public-private partnership with 90 investors committed to advancing regional economic development
 - 7 county bi-state region
- Greater Portland Economic Development District
 - Federally designated via the U.S. Economic Development Administration
 - Clackamas, Multnomah and Washington Counties, Oregon & Clark County, Washington
 - Housed at Greater Portland Inc

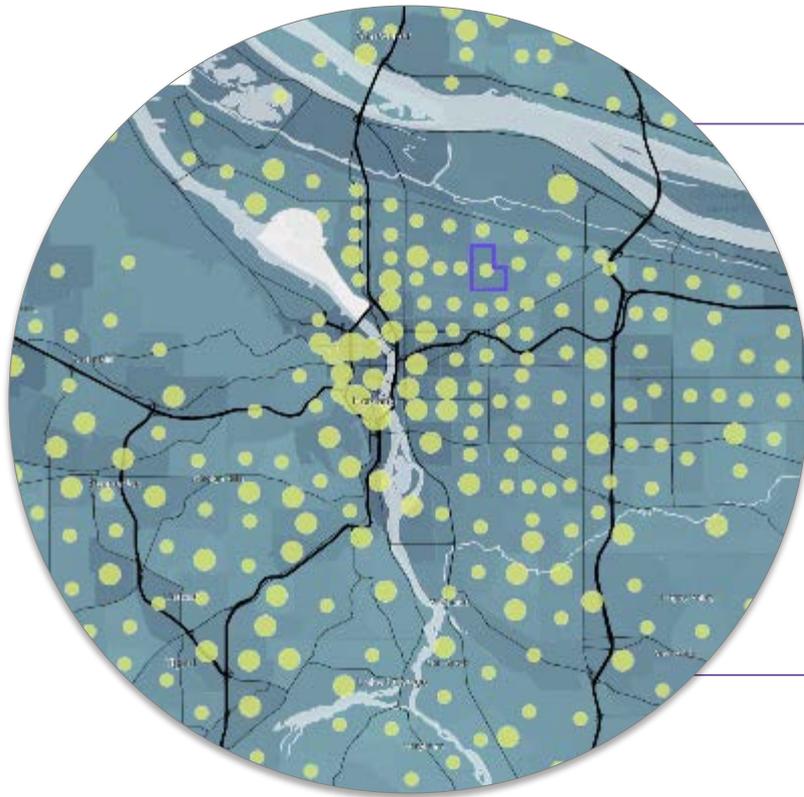
Comprehensive Economic Development Strategy (CEDS)

- U.S. Economic Development Administration five-year regional strategy
- Opportunity to identify common economic goals and align institutions
- Cities and jurisdictions use as guiding document
- Qualifies for Public Works & Economic Adjustment Assistance grant programs
- Will serve as an economic recovery and resiliency role
- **Nesting in with Metro Planning for our Future Economy**

Current CEDS/Future Economy Project Timeline

Phase	Task	J	F	M	A	M	J	J	A	S	O	N	D	J	F	M	A	M	J	J
1	Task 1: Startup + Analysis		█	█	█															
	Task 2: SWOT + Focus Groups				█	█	█	█	█	█										
	Task 3: Vision + Action Plans						█	█	█	█										
	Task 4: Evaluation Frames									█	█	█								
	<i>Submit CEDS to EDA</i>												★							
2	Task 5: Test Case Projects									█	█	█	█	█	█	█	█	█		
3	Task 6: Investment Frames														█	█	█	█	█	
	Task 7: Final Report																	█	█	

Shared Economic Values from Economic Value Atlas



Business: job activity, market connectivity, target industries, and labor access



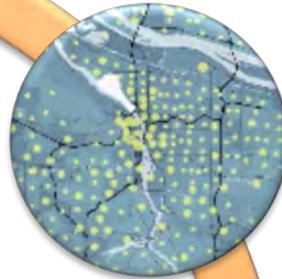
People: diversity, inclusivity, and access to opportunity



Place: developability, livability, affordability, and market activity

Exploring the Future of Our Regional Economy

Charting A New Approach To Land Use + Planning For Our Future Economy



How are we using our land today and what do we expect our economy to look like?

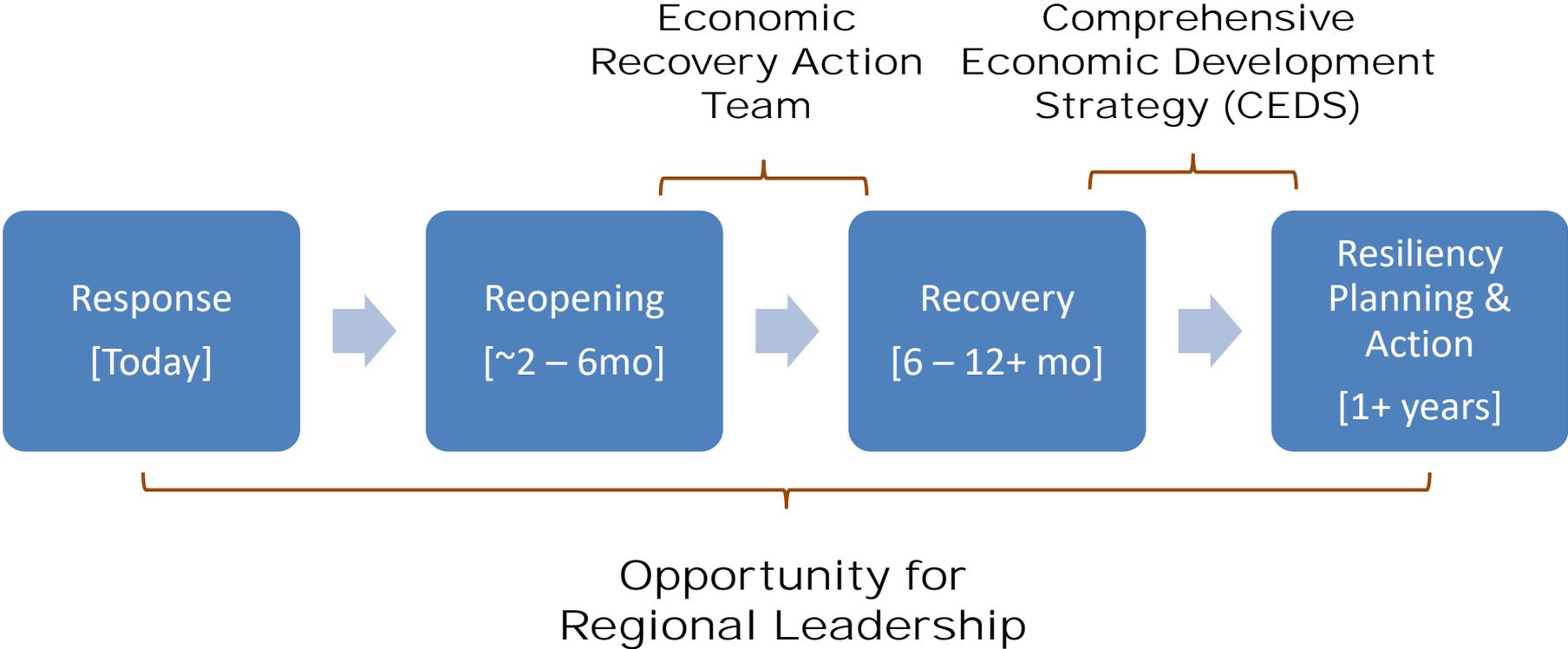


How do transformative economic trends and disruptions change these expectations?



What can we test now? How can we advance a more strategic approach?

Steps in Our Economic Recovery



Value of Collaborating now

- Opportunity to **align common goals** to advance actions and policies to benefit our region
- **What would happen** if we didn't convene, coordinate, and collaborate now?
- Identify **regional strengths** that are occurring and leverage for the next stages in economic recovery from the pandemic
- Opportunity to speak with **one voice** and display regional leadership
- Define and transition to a new normal which will require **regional systems change**

Regionally-tailored approach needed

- Unique features of Greater Portland region
 - 22nd largest economy in the U.S.
 - Trade-intensive, logistics hub
 - Manufacturing intensive
 - Regional governance model
 - Tourism economy
 - Limited corporate HQ
 - Dependence on in-migration
 - Inclusive economic growth challenges

Greater Portland Economic Recovery Action Team

- Identify gaps in coordination and best practices in other regions to support economic recovery.
- Establish a guide for securing and deploying resource in support of economic recovery with an equitable approach based on identified local and regional economic principles.
- Procure new resources and align economic recovery funding and assistance over the next 6-12 months.
- Formalize identified actions and policy or program recommendations into the 5-year Comprehensive Economic Development Strategy (CEDS).

GPEDD Board of Directors

Jennifer Baker

Columbia River Economic
Development Council

Mike Bomar

Port of Vancouver USA

Bernie Bottomly

TriMet

Kimberly Branam

Prosper Portland

Ryan Buchanan

Thesis

Maria Caballero Rubio

Centro Cultural

Dr. Tim Cook

Clackamas Community College

Dan Dias

City of Hillsboro

Chad Freeman

Henningsen Cold Storage Co.

Alan Garcia

NW Natural

Elissa Gertler

Metro

Jason Green

CBRE

Stephen Green

PENSOLE

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East Metro STEAM

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Business for a Better Portland

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WorkSystems Inc

Matt Miller

Greater Portland Inc

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Vancouver

Skip Newberry

TAO

Amanda Osborne

Oregon Entrepreneurs Network

Chad Paulsen

Blount International

Matt Ransom

Southwest Washington
Regional Transportation Council

Curtis Robinhold

Port of Portland

Miguel Sossa

Delta Air Lines

Shannon Stadey

City of Gresham

Graham Trainor

Oregon AFL-CIO

Questions for Council

- What issues are important to Council to see addressed in the Comprehensive Economic Development Strategy (CEDS)?
- Are there key stakeholders that Council wants to ensure are engaged in the CEDS/Economic Recovery work?
- How would Council like to receive updates about the Economic Recovery Action Team and the CEDS?

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