



*Rethinking the CEDS and the EDD's Role in
Regional Economic Development*

NADO

AARC ANNUAL CONFERENCE
OCTOBER 23, 2012



Exploring Regional Approaches to Economic Innovation



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Funded by the U.S. Economic Development Administration (EDA), the Know Your Region project explores regional and local approaches to economic innovation and competitiveness across the United States.

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Regional Innovation

Training

Latest News

EDA To Hold Workshop on Building the National Network for Manufacturing Innovation

SEPTEMBER 24, 2012 BY ADMIN

EDA Unveils Online Tool to Help Economic Development Outcomes

This presentation is based upon work supported by the U.S. Economic Development Administration (EDA) under Agreement No. 99-06-07548, and is part of the *Know Your Region* project. Any opinions, findings and conclusions, or recommendations expressed in this presentation are those of the presenter(s) and do not necessarily reflect the views of EDA or the NADO Research Foundation.

The NADO Research Foundation would like to thank EDA for their support with this presentation and the *Know Your Region* project.

Featured Publications



Collaborative Leadership: Partnerships between Development Organizations and Community Foundations

SEPTEMBER 4, 2012 • [LEAVE A COMMENT](#)

Federal Context

- Federal budget deficits and debt—what is the appropriate federal role in supporting local & regional economic development?
- Smarter use of existing resources—breaking down silos, interagency competitions
- New emphasis on manufacturing, foreign direct investment, reshoring
- EDA regulations update

ECONOMIC
DEVELOPMENTEfficiency and
Effectiveness of
Fragmented Programs
Are UnclearStatement of William B. Shear, Director
Financial Markets and Community Investment

For FY2013, the Administration requested \$219M for EDA--25% less than FY2010—which would be about \$3.6M per state after agency operating costs

Pompeo would ax agency that could help Learjet

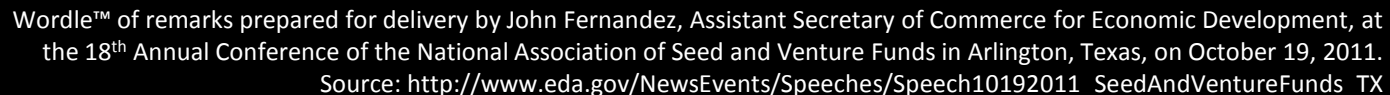


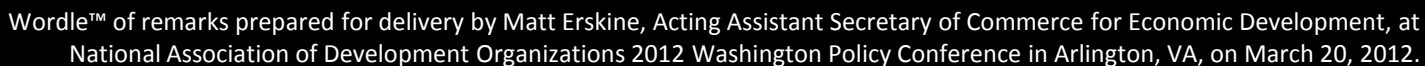
Rep. Mike Pompeo, R-Wichita, participated in the Bombardier Learjet [expansion](#) announcement Tuesday, saying “we are thrilled that you all have made the decision that this is a place you want to continue to grow.” But U.S. Assistant Secretary of Commerce for Economic Development John Fernandez told The Eagle editorial board that Pompeo, unlike many other Kansas elected officials, hadn’t sent a letter of support on behalf of a Learjet-related grant application to the U.S. Economic Development Administration. The Wichita Airport Authority

applied for a \$2 million EDA public works grant to help defray the cost of a new parking lot for Learjet’s expansion. Pompeo has [offered](#) a bill to eliminate the 45-year-old EDA, railing against it on the House floor as a “wasteful” and ineffective “giant wealth-redistribution machine” and mocking its past grants. “Much like a stimulus bill or earmarks, the EDA provides loans and grants to pet projects of the administration in power,” he said. After the Learjet announcement, his spokeswoman told the editorial board that Pompeo’s opinion of the EDA hadn’t changed.

By Rhonda Holman

Published by The Wichita Eagle | Posted Jan. 15, 2012, at 6:01 a.m. | Updated January 13, 2012, at 4:16 pm | Copyright 2012 The Wichita Eagle | Filed under Aviation, Kansas government, Wichita government





Visit:

[Department of Commerce's \(DOC's\)
Economic Development Administration
\(EDA\)](#)

[Department of Commerce's \(DOC's\)
National Institute of Standards and
Technology's \(NIST's\) Hollings
Manufacturing Extension Partnership
\(MEP\)](#)

[Department of Energy's \(DOE's\)
Advanced Manufacturing Office \(AMO\)](#)

[Department of Labor's \(DOL's\)
Employment and Training
Administration \(ETA\)](#)

[Small Business Administration \(SBA\)](#)

Important Resources:

- [Press Release](#)
- [Recorded Webinar for Prospective Applicants](#)
- [The Commerce Blog Post](#)
- [Federal Funding Opportunity on Grants.gov](#)
- [Federal Funding Opportunity \(PDF\)](#)
- [Frequently Asked Questions](#)
- [Application Guide & Document](#)

Jobs & Innovation

Advanced Manufacturing Jobs and Innovation Accelerator Challenge Winners Announced

Press Release: [October 9, 2012 - Obama Administration Announces \\$20 Million for 10 Public-Private Partnerships to Support American Manufacturing and Encourage Investment in the US](#)

Challenge Winners:

- **Arizona:** Growing the Southern Arizona Aerospace and Defense Region, a project of the Arizona Commerce Authority. (\$1,817,000)
- **California:** Advanced Manufacturing Medical/Biosciences Pipeline for Economic Development (AM2PED), a project of Contra Costa County, Manex, the University of California-Berkeley, Laney College, and the Northern California Small Business Development Center at Humboldt State University. (\$2,190,779)
- **Michigan:** Innovation Realization: Building and Supporting an Advanced Contract Manufacturing Cluster in Southeast Michigan, a project of the Southeast Michigan Community Alliance, the Michigan Manufacturing Technology Center, the National Center for Manufacturing Sciences, and Detroit Regional Chamber Foundation. (\$2,191,962)
- **New York:** A Proposal to Accelerate Innovations in Advanced Manufacturing of Thermal and Environmental Control Systems, a project of Syracuse University, NYSTAR, the State University of New York's College of Environmental Science and Forestry, and Onondaga Community College. (\$1,889,890)
- **New York:** Rochester Regional Optics, Photonics, and Imaging Accelerator, a project of the University of Rochester, NYSTAR, and High Tech Rochester Inc. (\$1,889,936)
- **Oklahoma:** Manufacturing Improvement Program for the Oil and Gas Industry Supply Chain and Marketing Cluster, a project of the Oklahoma Manufacturing Alliance, the New Product



Enhance the CEDs

- ★ Reduce the size of the document and focus more on strategic development and collaboration to implement regional vision
- ★ Discontinue five-year CEDs updated schedule
- ★ Make the CEDs planning process annual
- ★ Conduct better outreach to increase awareness and the use of the strategy
- ★ Partner with EDA University Centers to collect data

What does this mean for EDDs/CEDS?

- Revisit your value proposition—what are you offering region beyond EDA grants?
- Review your CEDS—are there opportunities to align w/ other planning activities?
- Rethink your impact—how are you measuring and communicating your results?

EDD Peer Standards of Excellence

1. Competitive advantage
2. Collaborative framework
3. Modern planning & analysis tools
4. Strategy-driven
5. Peer accountability & resource sharing
6. Smart formatting & compelling style of communication
7. Broad engagement from all sectors

CEDS: Formatting/Communication

- Professional look—attractive template, case studies with photos, pull quotes
- Smart format—executive summary, website, appendices for subject matter experts
- Relevant data—motivating, actionable, tied directly to strategy & performance

Would you be excited about reading this?

Comprehensive Economic Development Strategy 2005-10

Capital Area Economic Development District

Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano,
Travis, and Williamson Counties

2512 IH 35 South, Suite 200
Austin, TX 78704
512.916.6000

I. Introduction

Vision Statement:

Region-wide prosperity and economic equity achieved through diversified business development, balanced growth, and improved mobility.

The economic development planning that a council of governments can reasonably do for a region is somewhat limited since our organization is not on the front lines of marketing and actively working with businesses to locate here. While we are pleased to provide technical assistance, grant administration, economic impact studies, market data, and project development for communities when they need help, we think our primary focus is to take more of a policy and advocacy role in an effort to bring about a better understanding of the region's future.

In that regard, a regional economic development plan should do a few things: call attention to important issues, assess relevant trends related to the issues, and advocate actions that can appropriately address those issues at a regional level.

Our region is ideally positioned for continued growth. Regions that can sustain economic growth must have four ingredients: a well-educated workforce that supports innovation, ample capital to finance entrepreneurship, an appropriate mix of industry clusters that have growth potential, and buzz—today's quality of place. These are the ingredients that give Central Texas a competitive advantage.

Basic infrastructure is also important, but it is a prerequisite to the other factors. Regions without adequate transportation, healthcare, education, and telecommunications will have problems being competitive in the future. Lack of infrastructure is a barrier to economic development.

As a committee of public and private sector representatives began helping our organization outline the process for developing a regional economic development plan for 2005-10, they agreed that meetings should be held around the region and two questions should be asked: What are the barriers to economic development, and what are our competitive advantages that should be built on? The goals and strategies contained in Section IV of this report were the result of the input from those regional meetings and a survey of all economic developers across the ten-county Capital Area.

This report also represents our organization's efforts to begin measuring the economic competitiveness of the region. Some of the trends identified herein bear watching, and will be tracked as part of a larger research effort focused on competitiveness planned for later this year. We are seeing an intraregional disparity in wages, steady job growth but in low-paying industries, population decline in Travis County, and significant residential development in parts of the region that are not showing enough high-wage job creation to support it. If these trends continue, the region's ability to achieve a balance of good jobs with good housing becomes grim. Instead, people will continue depending on employment in the inner core while commuting to outer rings for housing. Once commuters get close to home, the market data suggest they want

Experiment with report formats—and even consider a
CEDS website instead of Word or PowerPoint

SOUTHERN TIER



THE SOUTHERN TIER'S APPROACH TO ECONOMIC GROWTH

Catalytic, Collaborative, Comprehensive, Competitive

Avoid using "CEDs" w/ external audiences

HOME

ABOUT

WHAT IS CEDS?

REGIONAL COUNCILS

NEWS

RESOURCES

GET INVOLVED



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What is NC Tomorrow?

The North Carolina Association of Regional Councils is leading a collaborative partnership with assistance from the US Economic Development Administration, North Carolina Department of Commerce -Division of Community Development, the US Department of Housing & Urban Development and the SAS Institute of Cary, NC to create a statewide **Strategy**



REGIONAL
COUNCILS



CURRENT
EVENTS

WHY THE CREATIVE ECONOMY MATTERS

“The emerging creative economy has become a leading component of economic growth, employment, trade and innovation, and social cohesion in most advanced economies.”

—The United Nations Conference
on Trade and Development

Creative businesses, in their various forms, conceptualize, create or sell an array of products ranging from architecture, music, photographs and films to textiles, fashion, websites, advertising and much, much more. But there is one thing that they all produce in common—revenue.

Creative industries provide a surprisingly sizable component of any city’s economy. They also provide a significant number of jobs. Combine that with the multiplier effect through suppliers and peripheral businesses, and there’s no doubt that the creative sector is a highly desirable and sought-after piece of today’s urban economies.

It’s no wonder that cities increasingly are looking to creative businesses as they begin to position themselves for growth in the 21st century. Creative businesses are a symbol of vibrant, clean and forward-thinking communities, which can bring numerous benefits, such as:

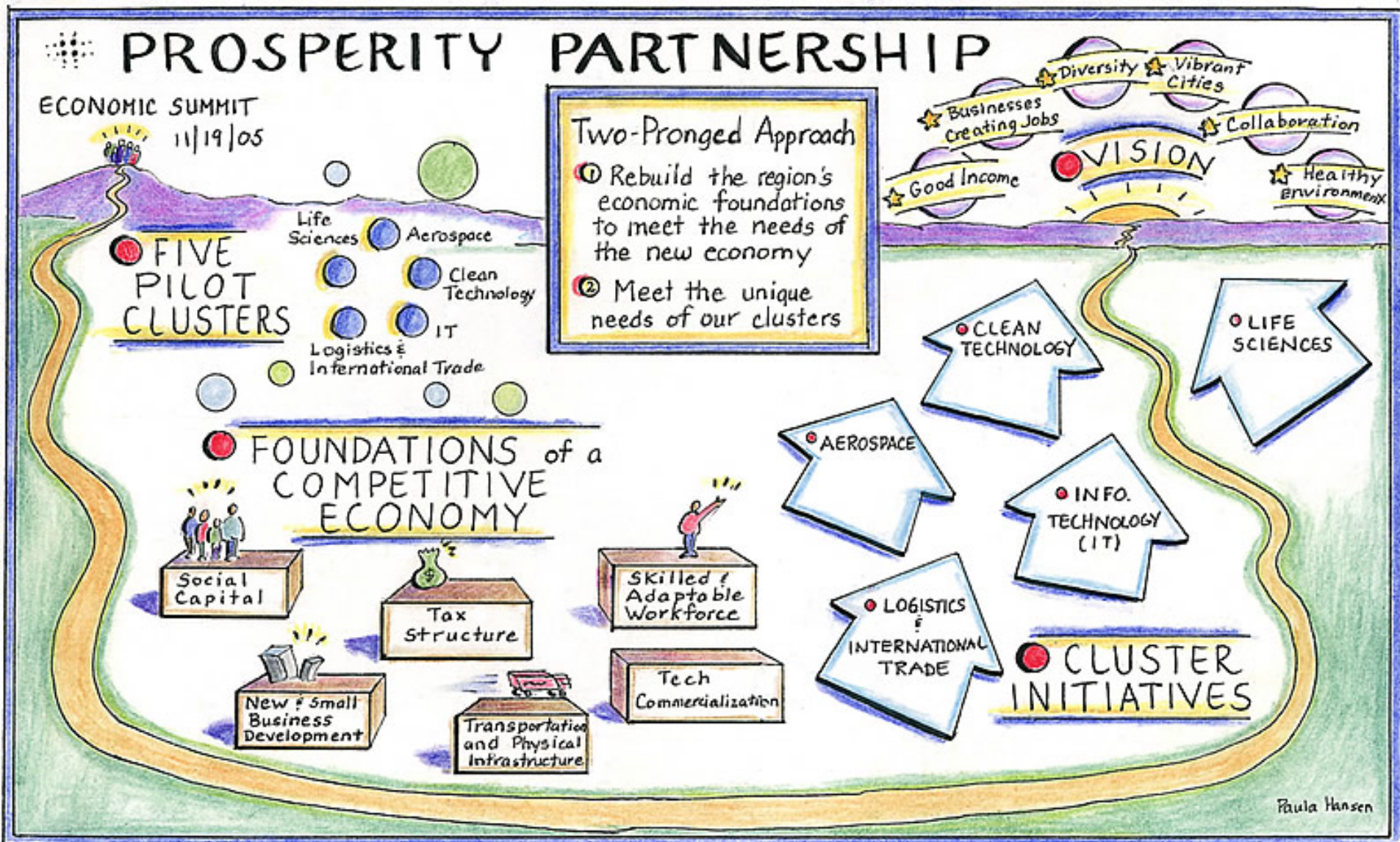
- Greater diversity—and thus greater stability—of a local economy
- Greater ability to attract new employers (quality of life)
- Greater ability to attract professionals and families (diverse job opportunities)
- Higher profile in national and international media (“creative” is cool)
- Proven record as a growth industry with great potential for further expansion
- Elevated tourism appeal

Use case studies to illustrate research findings, strategies, or activities—especially businesses you have worked with

SABA AND SARAH JAWDA

Growing up, sisters Saba and Sarah Jawda were encouraged to be creative. As adults that creativity translated into graphic design, advertising, public relations and marketing (for Sarah) and architecture, interior design and art (for Saba). Together they are the design team of Jawda and Jawda. The collaboration came naturally, and while each sister specializes in specific aspects of the design business, they depend upon one another. "We have similar style, but with different takes on how we get there, so it helps to step back and view each project separately and again together," says Saba Jawda. "We have fun, and we really push one another creatively and professionally." Right now they are focused on interior design, graphic design and a furniture line JAW[LINE]. "That's not saying we stop there—we are problem solvers, we don't limit ourselves," she concludes. With Houston as their home base, they feel the opportunities are endless.





Industry Structure and Concentration

Electronics and Imaging Cluster:

40 companies
7,070 employees

Identify companies doing business in region that belong to targeted industries or clusters—maps can help with buy-in



Source: Empire State Development analysis of NYS Department of Labor data, 2008.

Welcome to Pennyrire Headlight

...Your source for economic, demographic, and workforce data on the Pennyrire region.

Select from any of the datasets above:

- Industry Employment
- Wages & Income Levels
- Workforce & Unemployment Rates
- Firm Count By Industry and Size
- Demographics (Births/Deaths/Migration)
- College Graduates by Degree

Headlight gives you, the user, the full capability to generate reports based on the criteria **you** select.

Headlight is kept up-to-date automatically as new data is released, so you know you've got the most current information available on your economy.

[Click here](#) to learn more about how to use the Headlight System, or start by clicking any of the datasets above.



PennyrireHeadlight.com was developed as part of a strategic planning process for the [Pennyrire Area Development District \(PADD\)](#) and the [West Kentucky Workforce Investment Board \(WKWIB\)](#) completed in October, 2010.

The portal was designed to provide up-to-date information on the Pennyrire economy and workforce. The Pennyrire region consists of nine counties located in the western area of Kentucky: Caldwell, Christian, Crittenden, Hopkins, Livingston, Lyon, Muhlenberg, Todd and Trigg.

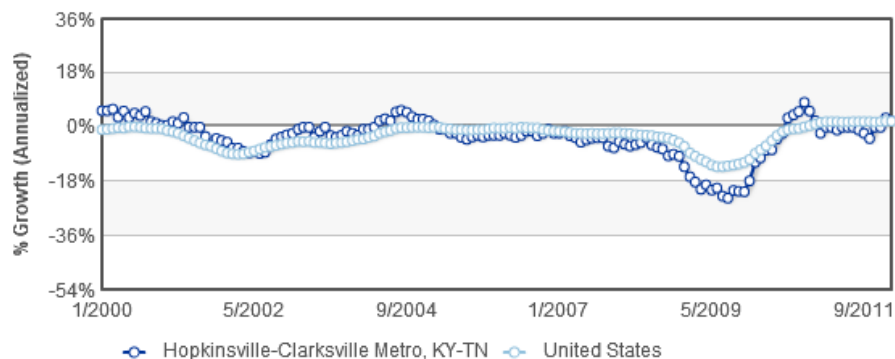


Please direct questions or comments to

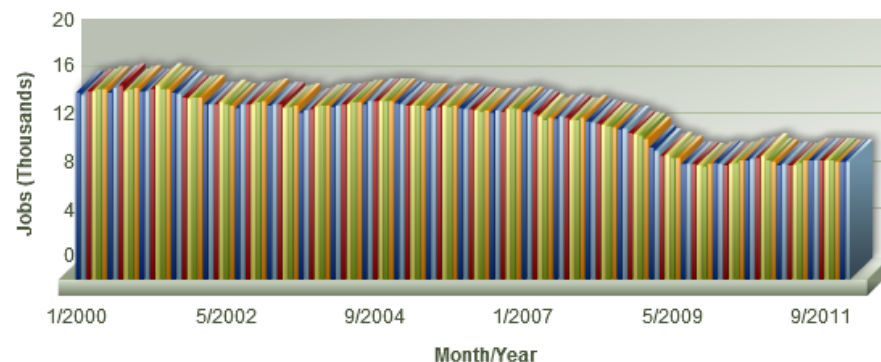
Monthly Employment

Geography: Industry: Start Year: End Year:

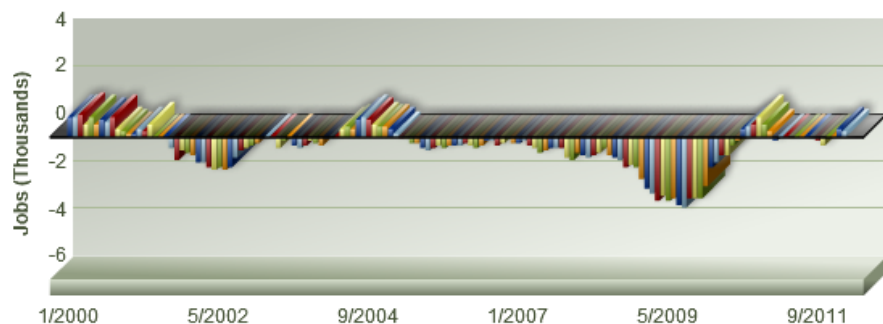
% Growth, Employment, Manufacturing, 2000-2012
Hopkinsville-Clarksville Metro, KY-TN vs. U.S.



Total Employment, Manufacturing, 2000-2012
Hopkinsville-Clarksville Metro, KY-TN



Net New Jobs Per Year (Annualized), Manufacturing, 2000-2012
Hopkinsville-Clarksville Metro, KY-TN



Pennyrile Future

A Strategy for Workforce and Economic Development

[Home](#) | [Survey](#) | [Process](#) | [About the Region](#) | [Reports](#) | [Consultants](#) | [Contact](#)

Pennyrile's new regional data portal is now available. **Pennyrile Headlight** offers an interactive research tool, containing extensive workforce and economic information about the nine-county region. Click here to visit the website: www.pennyrileheadlight.com.

Planning Our Future

Turbulent economic times currently challenge our nation and our state. The West Kentucky Workforce Investment Board (WKWIB) and the Paducah Development District (PADD) have taken time to create a plan that ensures our region is prepared for the future.

Thanks to support from the U.S. Department of Labor and Economic Development Administration, the WKWIB and PADD have been able to complete the process of identifying future economic development targets and aligning workforce programs around those businesses' needs.

National consultants from Avalanche Consulting, Inc. and the Council for Adult and Experiential Learning (CAEL) conducted a comprehensive evaluation of the region and crafted a strategic plan that will result in long-term growth and prosperity.

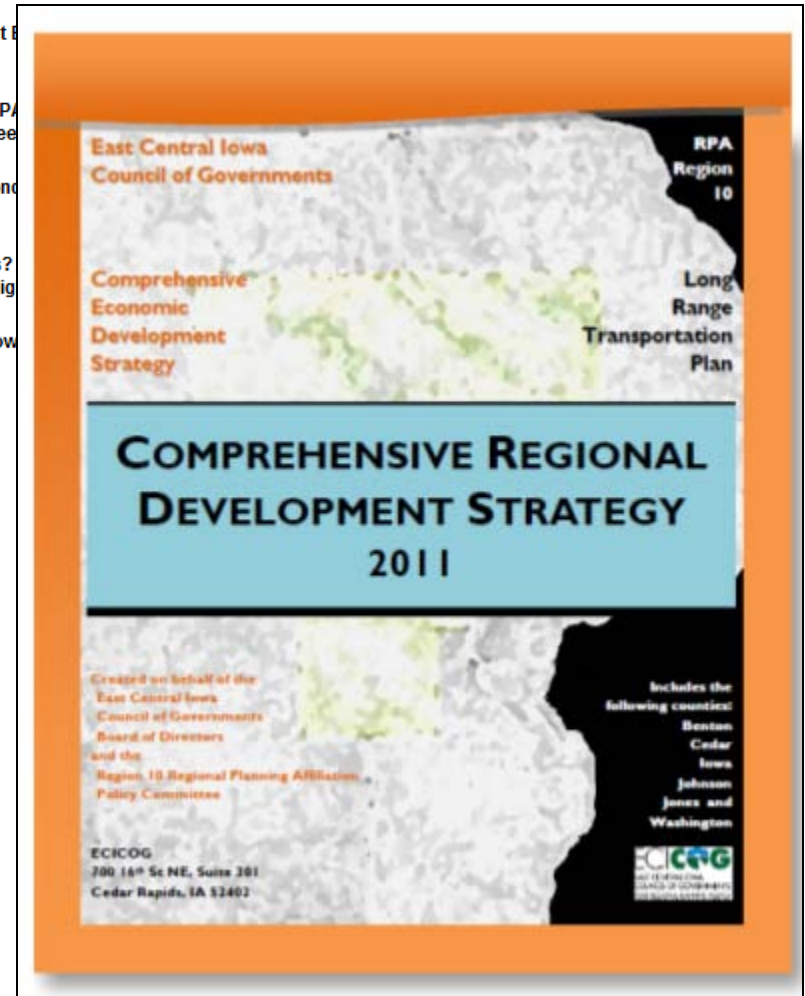
The process answered critical questions such as: What characteristics of our region are competitive advantages? and how do we fill them? What specifically should the region do to expand and recruit companies in tomorrow's high-tech economy?

As a result of this process, the nine-county Pennyrile region is better positioned for the next wave of economic growth and has the tools to succeed.



Economic Development & Workforce Development

Economic Development & Land Use/Transportation



SEPTEMBER 2011

MOBILIZE MAINE:

Asset-Based Regional Economic Development

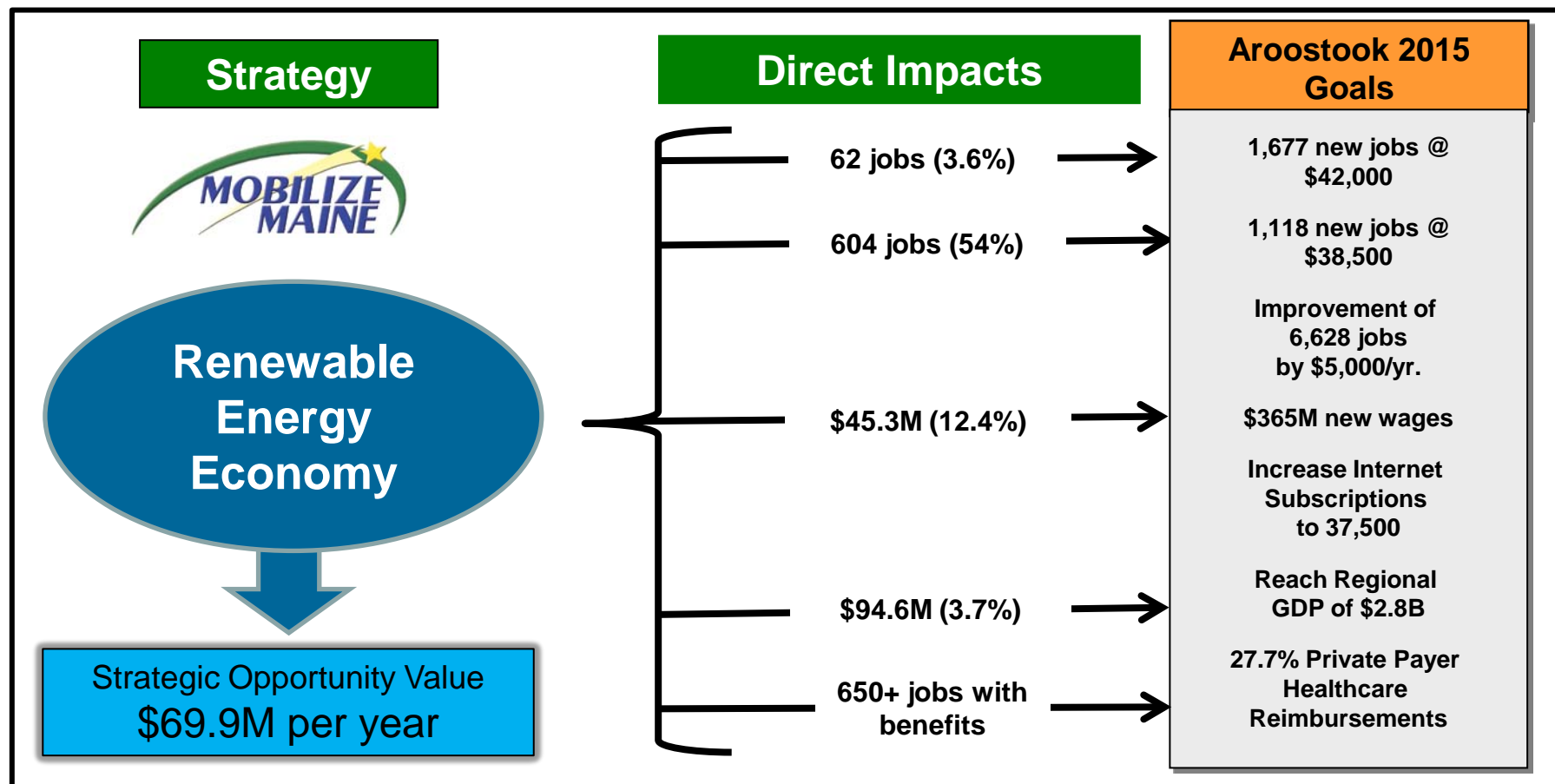


NADO
NORTHERN MAINE DEVELOPMENT COMMISSION
RESEARCH FOUNDATION

In Partnership with the EDA Know Your Region Project

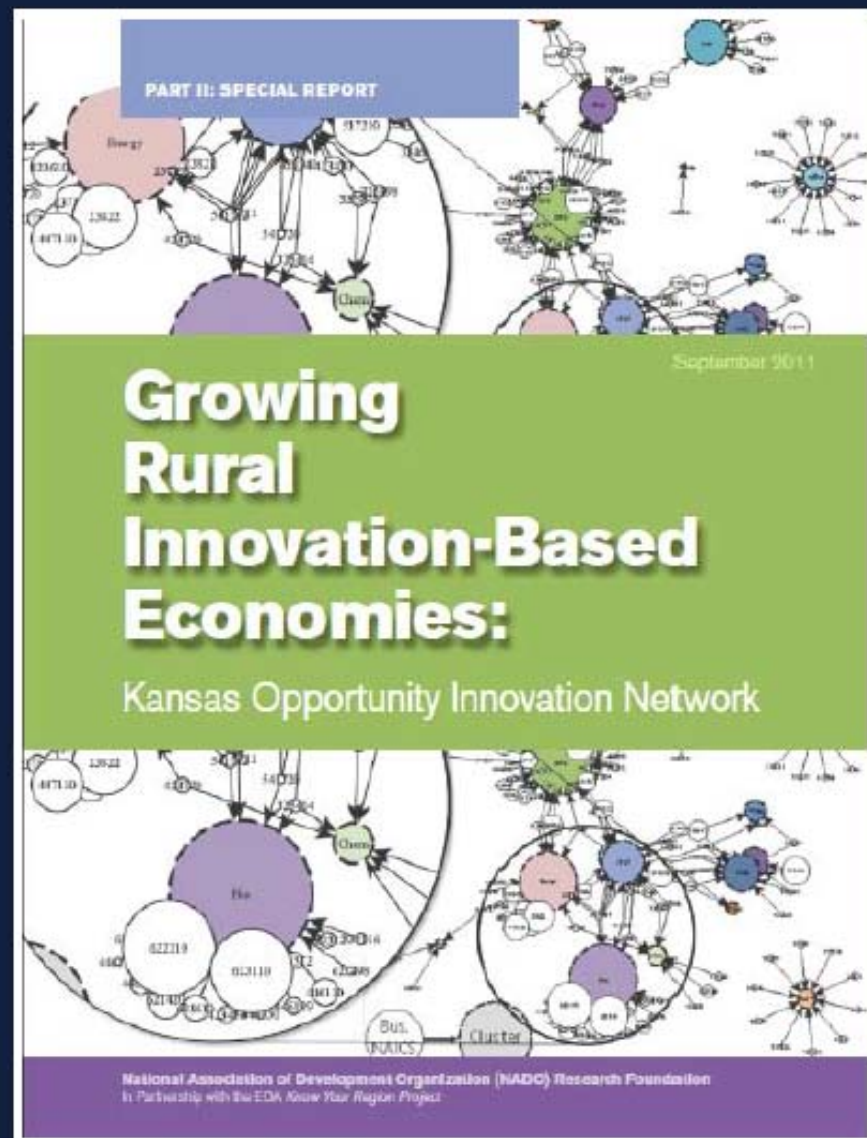
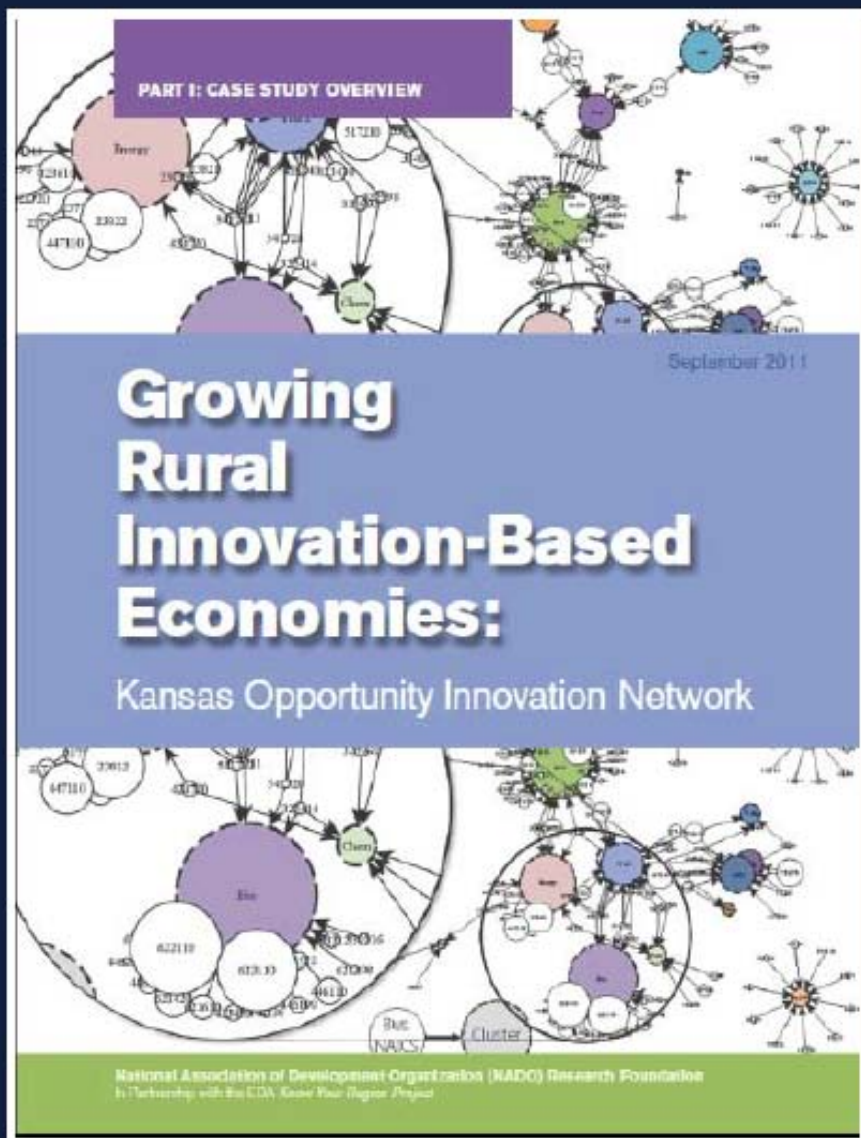
Northern Maine
Development Commission

- ◇ Asset-based regional strategy
 - ◇ Low-growth population region
 - ◇ Asset-rich natural environment
 - ◇ Strong private sector engagement
-
- Regional cluster analysis
 - Asset mapping and analysis –
cultural, environmental and economic
 - Wealth flow impact assessment
 - Public + private + nonprofit sectors
- = ***New approach to the future***



Measurement & Outcomes: 2011-2012

- 16 commercial installations, \$19M, \$2.1M savings/year
- 100+ residential installations
- JIAC grant award, \$1.9M, \$1M private match
- \$1.2 NMCC Award, largest private donation in Maine history
- 12x1 investment leverage



www.INNOVATEKANSAS.org

<http://www.nado.org/growing-rural-innovation-based-economies-kansas-opportunity-innovation-network/>

Kansas Opportunity Innovation Network

Regional Projects
Enable “Learning by
Doing” Approach

Business Profiling/Supply Chain Network Development

Partner: KDOC

KTEC Technology Cluster Strategy Development

Partner: KTEC

Business Profiling and Innovation Networking

Partner: North Central
Regional Planning Commission



Regional Asset Mapping

Partner: Great Plains
Development Inc.

Regional Manufacturing Park/Incubator IBED Strategy and Business Development

Partner: Harvey County
Economic Development Council

Wind Supply Chain ID and Pre-profiling Assessment

Partner: South Central
Kansas Economic
Development District

Kansas Army Ammunition Plant Business Redevelopment

Partner: Great Plains
Development Authority

Kansas Opportunity Innovation Network

AMI Wind Industry Manufacturing Supply Chain Initiative



Image courtesy of AMI

[Capabilities Statement](#)[Programs](#)[Training](#)[Membership](#)[The Network](#)[Contact Us](#)[Affiliates & Links](#)

A consortium of manufacturers organized to increase business opportunities while addressing Department of Defense procurement challenges through services that help manufacturers to overcome federal procurement challenges. [READ MORE](#)

The American Manufacturer Network Mission is to enhance and assure the domestic supply base for the Department of Defense by working with an existing, local network of manufacturers and exercising processes that reduce costs, cycle times and waste. As a result, AMN shall increase military preparedness and create manufacturing business opportunities resulting in job creation in the Pacific Northwest.





Entrepreneurship • Education/Workforce Development • Technology • Capacity Building



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[Sign Up To Participate!](#)

search...

GO

What Is REDI

REDI is a regional economic development initiative formed by the Southwest Tennessee Development District. It is focused on creating regional collaboration in West Tennessee.

May 2012						
Su	Mo	Tu	We	Th	Fr	Sa
		1	2	3	4	5
6	7	8	9	10	11	12
13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

Upcoming Events

There are no upcoming events currently scheduled.

WE ARE REDI

CHESTER
CROCKETT
DECATUR
FAYETTE
GIBSON
HARDEMAN
HARDIN
HAYWOOD
HENDERSON

News

[January 2012 REDI Newsletter](#)
[REDI Legislative Agenda](#)
[December REDI Newsletter](#)

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(731) 668-6448

BUSINESS FORMATION

■ Northwest Regional Planning Council (Wisc.)

- 1996: Very rural region with high UE; low wage rates.
- Had tech. assistance & some loan programs. Real need for incubator space & early-stage \$.
- WI Business Innovation Corp.:
Operates 2 RLFs and 6 **incubators**. (As of 2010: 73 cos. incubated creating 871 FTEs)
- WI Rural Enterprise Fund:
Community-based venture fund has launched 14 cos.



Recipe for success.
*Vision + Skills + Courage +
Flexibility + Patience*

Primary
Issues of
Challenge &
Opportunity

Southern Illinois = Benchmark, High Poverty

Highest % in rural region	Highest poverty rate	Highest unemployment rate since 09/03	Lowest % college graduates	Highest % enrolled in Medicaid	Highest % age 5+ with a disability
#1	#1	#1	#1	#1	#1
Highest % of population over age 65	Highest % age 65+ in poverty	Highest % age 65+ with a disability	Lowest % of population 0-10	Highest % age 0-17 in poverty	Highest % households owner burdened
#1	#1	#1	#1	#1	#4
Highest % households lack complete plumbing	Highest % households lacking complete kitchen	Highest % commuting to work from other IL counties	Lowest % population work and live in same county	Highest % households rent burdened	Highest % of Adults with no High School Diploma
#1	#1	#1	#3	#3	#1

Source: IL Poverty Summit, "2004 Report on Illinois Poverty," Based on US 2000 Census or IL Dept of Employment Security data & Atlas of Illinois Poverty Spring 2003



TEXOMA COUNCIL
OF GOVERNMENTS



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NEWS

ABOUT US

EMPLOYMENT

SERVICES

DEPARTMENTS

DIRECTORIES

AGENDAS AND MEETINGS



TCOG's direct expenditures support indirect and induced revenues during the year for local businesses. In 2011, this totaled \$23.8 million in revenues for businesses in the Texoma Region.

\$16.1
Million
direct revenues
for businesses



\$7.7
Million
indirect & induced
revenues for business

HOW ELSE DID TCOG IMPACT OUR REGION?

[Click here to find out more >>](#)

TCOG's direct expenditures

support indirect and induced revenues during the year for local businesses.

In 2011, this totaled \$23.8 million in revenues for businesses in the Texoma Region.

\$16.1
Million
direct revenues
for businesses



\$7.7
Million
indirect & induced
revenues for businesses



\$323
Thousand
in local property
taxes for
school districts



\$127
Thousand
in local property
taxes for
Counties



\$162
Thousand
in local property
taxes for
Cities



\$30
Thousand
in local property
taxes for
Other Entities



\$16
Thousand
in local sales taxes
collected by Cities,
Transit Authorities,
and Others

Source:

Report of the Economic Impact of TCOG during Fiscal Year 2011, completed by Impact DataSource. Available at www.tcog.com

TCOG
TEXOMA COUNCIL OF GOVERNMENTS



Alabama CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY


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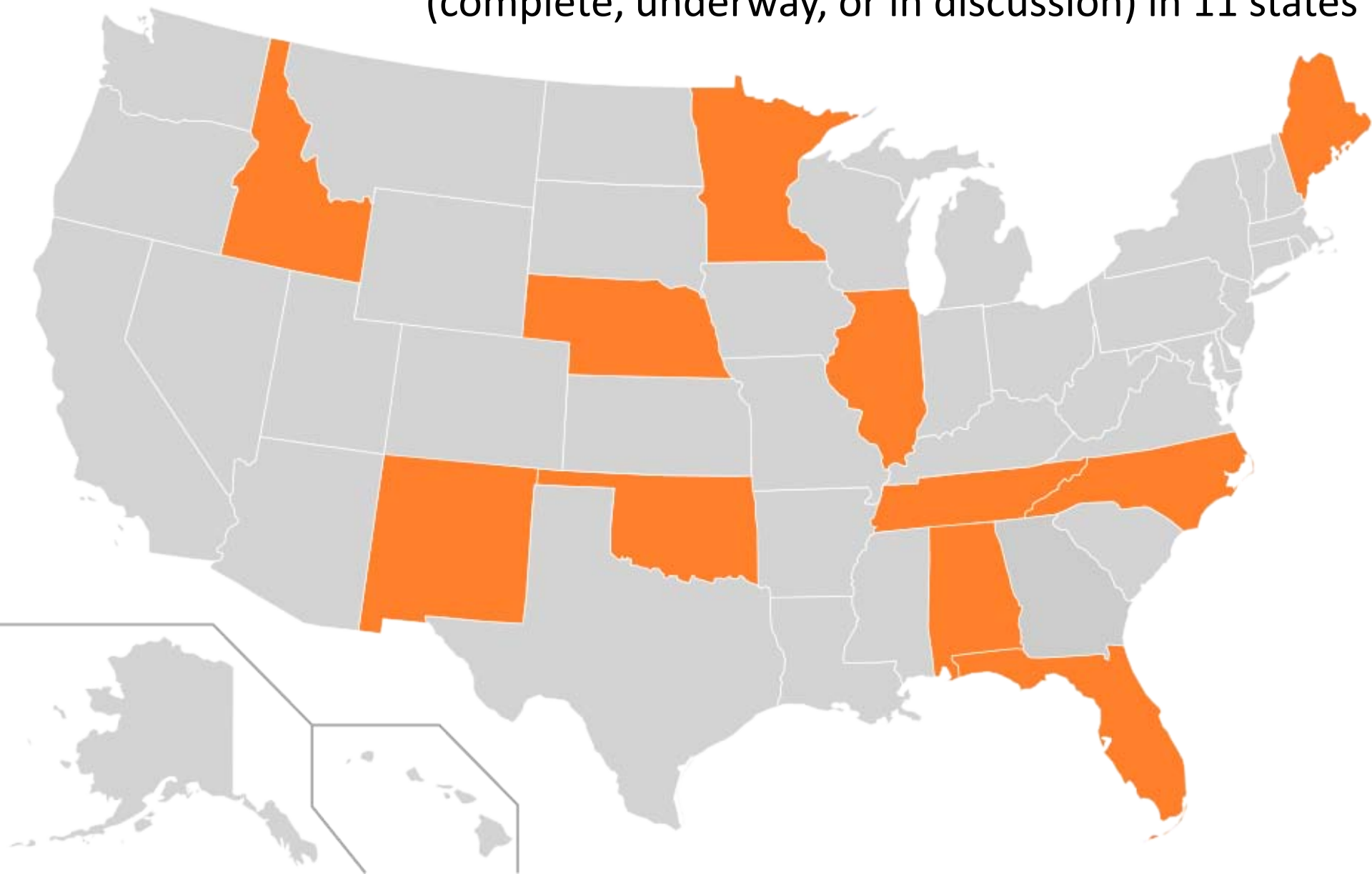

Collectively, Alabama's Regional Councils represent the entire State of Alabama by working to plan and implement strategies that create opportunities for development and prosperity. The Comprehensive Economic Development Strategy (CEDS) of any of Alabama's twelve regions reflects the goals, objectives and priorities **specific to a given region.**

[learn more](#)
[previous](#) | [next](#)

This report constitutes the Alabama Consolidated Comprehensive Economic Development Strategy of the Alabama Association of Regional Councils and the twelve Regional Councils that serve the communities of the State of Alabama. It is prepared and updated with the assistance of the United States Economic Development Administration in partnership with the Alabama Department of Economic and Community Affairs. The task of coordinating the preparation of this Strategy and the development of this report was performed by the Planning Task Force of the Alabama Association of Regional Councils.

The Alabama Consolidated Comprehensive Economic Development Strategy is funded by a grant from the U.S. Economic Development Administration with additional support provided by the Alabama Department of Economic and

RDOs/EDDs are leading statewide CEDS initiatives
(complete, underway, or in discussion) in 11 states





National Association of Development Organizations (NADO)

and the NADO Research Foundation

400 North Capitol Street, NW | Suite 390 | Washington, DC 20001

Ruraltransportation.org | Knowyourregion.org | Regionalcouncilguide.org

202.624.7806 | Info@nado.org

NADO.org

Regional Strategies. Solutions. Partnerships.