Developing a High-Quality & High-Impact CEDS
This presentation is based on 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.
Workshop Overview

- Review federal budget environment and EDA’s proposed changes for EDDs/CEDS
- Identify EDD approaches to doing more with less—integrated planning, statewide CEDS, and revenue generating programs
- Discuss how to make CEDS more readable and relevant (“comply but innovate”)
EDD/CEDS Federal Context
Lingering effects of recession +
Federal debt and budget deficit +
Pressure to eliminate duplication +
Desire to increase ROI =
Challenging environment for rural and small metro EDDs
Upjohn survey of 5,000 IEDC members:
14% of rural EDOs & 4% of urban EDOs were aware of EDD CEDS existence.

80% of EDOs have their own CEDS and few have any connection to EDD CEDS.
EDA Proposed Rule Changes  
(expected early-mid 2013)

More emphasis on clusters and innovation and entrepreneurship infrastructure (e.g., incubators)

Allows up to 80% for projects leveraging other federal resources

Eliminates mandatory formula for EDD and CEDS strategy committee board member representation

Prioritizes four main components of CEDS: (1) summary of regional conditions; (2) SWOT analysis; (3) strategy and implementation plan; (4) performance measures

Makes project list optional

http://www.nado.org/eda-requests-public-comment-on-new-proposed-regulations/
Rural/Small Metro Challenges

- Overcoming the perception that innovation doesn’t apply to rural economies
- Measuring and communicating impact—the tyranny of nominal over % gains and making room for jobs+ performance metrics
- Competing for resources in an environment of increasing pressure on federal/state agencies to demonstrate taxpayer ROI
Rural/Small Metro Challenges

- Marketing success stories in case studies in a data-driven world dominated by GPRA forms, sound bites, and short attention spans
- Forming partnerships and collaborating over large, sparsely-populated distances
- Adopting a cluster approach to development in a small business economy
What does this mean for EDDs?

- Take a fresh look at your regional landscape—have you defined your value proposition in a way that positions you for future success?
- Are you sufficiently focused on value-added services to diversify your revenue base?
- Are you collaborating with other EDDs, UCs, and leveraging all your regional assets?
- Are you pursuing integrated planning?
Asset-Based Strategies

- Building on what you have, not starting from perspective of what you don’t have
- Focusing on innovation and entrepreneurship (i.e. venture development)—creating new opportunities for wealth creation
- Thinking creatively about regions—does your strategy need to function more as a network rather than a geography?
What makes a “region”?

Aiken Labor Shed Analysis

| Jobs Count by Places (Cities, CDPs, etc.) Where Workers Live - Primary Jobs |
|-----------------------------|----------------|
|                             | Count | Share |
| All Places (Cities, CDPs, etc.) | 19,594 | 100.0% |
| Aiken city, SC              | 3,165  | 16.2%  |
| Augusta-Richmond County     | 1,048  | 5.3%   |
| Consolidated government (balance), GA | 1,048  | 5.3%   |
| North Augusta city, SC      | 638    | 3.3%   |
| Belvedere CDP, SC           | 262    | 1.3%   |
| New Ellenton town, SC       | 218    | 1.1%   |
| Gloverville CDP, SC         | 208    | 1.1%   |
| Martinez CDP, GA            | 202    | 1.0%   |
| Columbia city, SC           | 186    | 0.9%   |
| Graniteville CDP, SC        | 143    | 0.7%   |
| Clearwater CDP, SC          | 141    | 0.7%   |
| Evans CDP, GA               | 133    | 0.7%   |
| Williston town, SC          | 110    | 0.6%   |
| Burnettown town, SC         | 101    | 0.5%   |
| Charleston city, SC         | 98     | 0.5%   |
| Langley CDP, SC             | 96     | 0.5%   |
| Barnwell city, SC           | 93     | 0.5%   |
| Edgefield town, SC          | 87     | 0.4%   |
| North Charleston city, SC   | 76     | 0.4%   |
| Jackson town, SC            | 74     | 0.4%   |
| Warrenville CDP, SC         | 70     | 0.4%   |
Biomass to Energy
Opportunity Value –
45,000 tons/year

Economic Flow of Expenditures on Home Heating Oil

Purchase of #2 Heating Oil
5.9M gallons @ $2.71
(4/5/10)
$15.9M

78% of expenditures leaks out of the economy

$12.4M

22% of expenditures retained for distribution and service

Aroostook Impact
$3.5M

Economic Flow of Expenditures on Biomass Heating

45,000 tons local sourced and processed wood pellets
@$200/ton
$9M

100%

Aroostook Biomass Economic Impact
Biomass = $9M/year
Equip/Install. = $19M over 5 yrs

30%-50%

Equipment and Installation Value over Five Years
$63.5M

Job Creation Categories

<table>
<thead>
<tr>
<th>Job Creation Categories</th>
<th>Direct Jobs</th>
<th>Indirect &amp; Induced</th>
<th>Economic GDP Impact Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Acquisition &amp; Production of biomass fuel</td>
<td>90</td>
<td>67</td>
<td>$8.4M</td>
</tr>
<tr>
<td>Installation &amp; Admin</td>
<td>40</td>
<td>30</td>
<td>$3.7M</td>
</tr>
<tr>
<td>Wealth Retention</td>
<td></td>
<td></td>
<td>$6.9M</td>
</tr>
<tr>
<td>Total</td>
<td>130</td>
<td>97</td>
<td>$19.0M</td>
</tr>
</tbody>
</table>
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
Northwest Regional Planning Comm (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

Source: TIP Strategies research for NADO
Profiles

Over the coming weeks, RIAN will be publishing a series of profiles looking at selected venture development organizations around the country that exemplify how different approaches tailored specifically to their regional assets and entrepreneurial needs are all yielding the same results: impressive figures for job creation and successful innovation-based startup companies in their regional economies.

Each profile will provide quick information on

- Why the VDO was established – the specific problems the VDO was created to address and regional strengths to exploit
- The programs and approaches the VDO is using to create opportunities for greater success for innovation startup and small businesses
- The results of their efforts – how each VDO is moving the needle for their region and for the field of innovation support
- Lessons learned by the VDO along the way, and
- Insights and advice from the CEOs and RIAN staff to help improve other new and existing VDOs around the country.

The first profiles will provide detailed glimpses into ten very different VDOs: some statewide, some with much tighter service areas; some focused on smaller communities, some in large metropolitan areas; some with large budgets, some with fewer resources; some making direct investments, some wouldn’t touch direct investments if the cash were handed to them.

Here’s a list of the profiles in process (in alphabetical order) and their website links for a first glance at some of the leaders in VDO practice:

400 startups, 4,000 jobs and $110 million in investment
Success Stories

BOMGAR™

Bomgar
Ridgeland, MS
http://www.bomgar.com

VDO: Mississippi Technology Alliance

Synopsis of Company’s Work:

Bomgar is leading the remote support market with a solution that virtualizes IT staff by empowering them to securely connect to any computer, anywhere in the world. Bomgar’s appliance-based software, called the “Bomgar Box,” eliminates the constraints of remote access and reduces the inefficiencies of traditional phone-based and on-site tech support. As a result, customers running a virtualized helpdesk with Bomgar can improve IT resource management, enabling technicians to respond to incidents faster—regardless of location, language, system or network connection. Bomgar’s centralized platform also significantly impacts an organization’s bottom line by providing the visibility and secure accessibility required to keep pace with today’s mobile workforces.

Unlike competitors, Bomgar is the only remote support vendor that uses an appliance model, which provides a more secure and cost-effective approach than software-as-a-service (SaaS) offerings.

How Mississippi Technology Alliance Helped:

Joel Bomgar was introduced to MTA in 2003 and MTA helped the company with their business strategy along with helping to pull together their basic investor materials: business plan, valuation, etc. MTA then introduced the company to investors who subsequently provided Bomgar’s first round of equity financing.

Impact:

Bomgar has captured private equity and currently has more than 150 employees.
Public-Private Partnerships

(Going beyond RLF...)

- Cluster initiatives—but only if there is a clear opportunity for value creation
- Import substitution
- Workforce training
- Market research
- GIS
JETCO is a growing job shop that does tooling, prototype, and production work. They fabricated this Custom Helicopter Transport Trailer.
Statewide CEDS
EDDs collaborating on statewide CEDS

Source: NADO. As of November 23, 2012.
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.
Cross-Cutting Issues

All of the Regions of the State have their own perspective, that is, their own way of looking at issues and their own way of reporting what they find. Some regions look at issues in terms of physical assets. Others are more concerned with cultural and human capital, while still others are concerned with the programs and institutions that are in place to deal with the problems and issues at hand. Some Regions see things in terms of specifics, particularly local assets, while others speak in more general, region wide terms. Nevertheless, there are a number of common themes, or cross-cutting issues that come up time and again. In fact, the three primary cross-cutting issue categories that impact all areas of the State of Alabama and require the most attention to assure the continued economic development of the State are:

- Transportation and infrastructure;
- Education and workforce development; and
- Planning and leadership development.

When combined with the closely related issues of growth and sprawl, transportation and infrastructure are clearly the most significant issues of concern with regard to the continued economic development of the State.
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.
How the Process Will Work

- When the regional planning is completed, the NC Association of Regional Councils will “roll up” the work into first inter-regional plans and then finally a Statewide Comprehensive Economic Development Plan.

1. A “blueprint” for federal, state, regional, and local funding decisions.

2. Data for “responsible policy decisions” at all levels of government, helping secure private investment in NC.
Economic Development Districts
Coordinated CEDS Plan

SIX PILLARS OF FLORIDA’S FUTURE ECONOMY

2030

Prosperity & High Paying Jobs
Vibrant Communities
Global Competitiveness

TARGET:
+5-7 MILLION

www.FLFoundation.org
Coordinated CEDS Report Draft Outline

D. CEDS Goals and Objectives (3) - Building the Pillars

1. Talent Supply & Education
   a. Goal 1,
   b. Goal 2, ...
      i. Objective 1,
      ii. Objective 2, ...

2. Innovation & Economic Development
   a. Goal 1,
   b. Goal 2, ...
      i. Objective 1,
      ii. Objective 2, ...
Six Pillars Measures

1. Talent Supply & Education
   a. Average Annual Wage
   b. High School Graduation Rates
   c. 8th Grade Math Performance

2. Innovation & Economic Development
   a. Gross Domestic Product
   b. Bed Tax Collections
   c. Trade Exports and Imports
Maine State Strategy Framework

Drivers of Economic Growth in Maine

- Leadership
- Access to Capital
- Entrepreneurship and Innovation
- Asset Based Industry Clusters
- Education and Workforce Development
- Infrastructure
Maine Strategy Template - Outline

I. Regional Vision & Sense of Urgency

II. Regional Goals

III. Mobilize Maine Principles
   • Economic and community partner
   • Regional resource and advocate
   • Strategic action oriented
   • Grassroots civic engagement
   • Balance strategic approach

IV. Strategic Drivers of Growth
   • Education & Workforce Development
   • Access to Capital
   • Infrastructure
   • Innovation & Entrepreneurship
   • Asset Based Industry Clusters
   • Leadership

V. Appendix
Idaho Pathways
Leading Idaho to Productivity and Prosperity

Idaho Pathways

The University of Idaho’s Office of Economic Development, the Idaho Department of Commerce, regional economic development agencies and other stakeholders are joining together to build strategies for stimulating economic growth and development across the state.

The Idaho Pathways Project will gather information from Idaho’s six Economic Development Districts and help each region revitalize its official comprehensive economic development strategy and enhance its ability to compete for business investment.
NADO’s Statewide CEDS Workspace

The statewide CEDS workspace is open to all NADO members and their regional and state partners. For access please contact Brian Kelsey at bkelsey@nado.org. You may need to set up a free Google account.
Discussion

- Reactions to proposed EDD/CEDS changes—how will they impact your organization?
- How are you navigating fiscal austerity—what strategies are successful in your region?
- How are you engaging the private sector in “21st century” economic development?
CEDS Best Practices
Ground Rules

- CEDS are unique because they reflect unique regions with differing EDD priorities—no one size fits all solution (but maybe templates)

- Every EDD has the capacity to create a high-quality, high-impact CEDS via partnerships

- Everybody has room for improvement and NADO is happy to pitch in and help

- EDA is supportive
Group Exercise
Would you do a CEDS if no longer required by EDA?
CEDS: Popular Complaints

- We need more money/staff/resources
- We don’t have the right expertise on staff
- EDA funds projects not listed in CEDS
- EDA doesn’t read our CEDS
- Nobody wants to participate
High Priority National Issues

- Economy: 87%
- Jobs: 82%
- National debt: 76%
- Health care: 68%
- Energy: 67%
- Education: 65%
- Water quality: 42%
- Housing: 42%
- Banking: 37%
- Air quality: 37%
- Natural disasters: 36%
- Climate change: 26%
- Transportation: 25%
- Land Use: 20%

Survey fielded by Harris Interactive, March 2012
Some people believe that community planning is a necessary part of improving the US economy and encouraging job growth, while others believe that “market forces” alone will help the economy and bring more jobs. Which of the following statements comes closest to your belief?

- Market forces alone will help the economy and bring more jobs
- Community planning is needed for economic improvement and job growth
- Both community planning and market forces are necessary for economic improvement and job creation
- Don't know

### Survey Results

#### Segment
- **Political Affiliation**
  - Democrat: 6%
  - Republican: 22%
  - Independent: 14%
- **Race/Ethnicity**
  - White: 15%
  - African American: 8%
  - Hispanic: 15%
- **Type of Community**
  - Urban: 13%
  - Suburban: 14%
  - Rural: 23%
  - Small Town: 9%
Which of the following types of leaders do you think are best able to understand and implement changes that will make the next five years better than the last five in your community? Please select all that apply.

- Neighborhood representatives: 43%
- Business professionals: 43%
- Community planners: 33%
- Economists: 33%
- Non-profit professionals: 32%
- Elected leaders: 26%
- Environmentalists: 24%
- Academic experts: 23%
- Other: 7%
- None: 10%
CEDS: High-Quality/High-Impact

- Focuses on economic competitiveness
- Represents true regional priorities
- Showcases EDD’s value and impact
- Engages diverse audiences
- Tells a compelling story
- Motivates action
CEDS Standards of Excellence

1. Build more resilient economies and communities by focusing and targeting regional strategies on the existing and potential competitive advantages of each individual region.

2. Foster a regional collaborative framework to strategically align public sector investments from federal, state and local sources, as well as private, nonprofit and philanthropic partners.

3. Use modern scenario, data and analysis tools and planning techniques that provide policy makers, stakeholders and the public with evidence-based and factual based information.

4. Transform the CEDS process into a more strategy-driven planning process focused on regional visioning, priorities setting and performance outcomes, rather than broad-based encyclopedia or narrative of the region with a laundry list of random projects and programs.

5. Promote and support peer reviews and exchanges of Economic Development District planning professionals and policy officials with the goal of increasing collaboration across EDD boundaries, enhancing organizational resources, and positioning regional CEDS as more effective building blocks for statewide and local strategies.

6. Communicate in a compelling and modern communication style, including use of executive summaries, high quality print and online media, and social media.

7. Engage the public, private, nonprofit and educational sectors, along with the general public, in the development and implementation of the CEDS.

http://www.nado.org/noteworthy-models-and-examples-of-eda-funded-ceds/
1. Competitive Advantage
Key Questions

- What makes your economy unique?
- What is driving wealth creation?
- What assets can you leverage?
Welcome

Welcome to the newly redesigned U.S. Cluster Mapping website. Here policymakers, economic development professionals, entrepreneurs, and researchers can uncover powerful data and tools to understand clusters, strengthen businesses and economies, and stimulate innovation. This site was developed by a consortium of institutions and U.S. regions, led by Harvard Business School Professor Michael Porter through the Institute for Strategy and Competitiveness, and supported by the U.S. Department of Commerce’s Economic Development Administration.

Related to Data Dashboard
For more information, see the Cluster Mapping Primer.

Related Resources

EXPLORING THE DATA

Welcome from Michael Porter

Click to view in the left panel
### Norfolk, NE Metropolitan Statistical Area

**Employment by Traded Cluster, 2010**

**Chart Control:** Mouse over for more information. Click to see sub-cluster information.

#### Employment, 2010

<table>
<thead>
<tr>
<th>Cluster Type</th>
<th>Rank in US</th>
<th>Employment, 2010</th>
</tr>
</thead>
<tbody>
<tr>
<td>Processed Food</td>
<td>20</td>
<td>2,125</td>
</tr>
<tr>
<td>Metal Manufacturing</td>
<td>27</td>
<td>1,195</td>
</tr>
<tr>
<td>Automotive</td>
<td>122</td>
<td>385</td>
</tr>
<tr>
<td>Medical Devices</td>
<td>27</td>
<td>375</td>
</tr>
<tr>
<td>Heavy Construction Services</td>
<td>181</td>
<td>341</td>
</tr>
<tr>
<td>Hospitality and Tourism</td>
<td>189</td>
<td>303</td>
</tr>
<tr>
<td>Distribution Services</td>
<td>125</td>
<td>260</td>
</tr>
<tr>
<td>Heavy Machinery</td>
<td>102</td>
<td>216</td>
</tr>
<tr>
<td>Financial Services</td>
<td>119</td>
<td>210</td>
</tr>
<tr>
<td>Textiles</td>
<td>54</td>
<td>185</td>
</tr>
<tr>
<td>Business Services</td>
<td>358</td>
<td>174</td>
</tr>
<tr>
<td>Publishing and Printing</td>
<td>124</td>
<td>140</td>
</tr>
<tr>
<td>Transportation and Logistics</td>
<td>264</td>
<td>110</td>
</tr>
<tr>
<td>Education and Knowledge Creation</td>
<td>261</td>
<td>90</td>
</tr>
<tr>
<td>Entertainment</td>
<td>233</td>
<td>80</td>
</tr>
<tr>
<td>Production Technology</td>
<td>196</td>
<td>80</td>
</tr>
<tr>
<td>Meat and Related Products and Services</td>
<td>17</td>
<td>1,770</td>
</tr>
<tr>
<td>Specialty Foods and Ingredients</td>
<td>58</td>
<td>175</td>
</tr>
<tr>
<td>Milling</td>
<td>68</td>
<td>120</td>
</tr>
<tr>
<td>Milk and Frozen Desserts</td>
<td>47</td>
<td>60</td>
</tr>
</tbody>
</table>

**Overall Employment Rank = 141**
How could you use this data to engage employers and other regional partners?
2. Collaborative Framework
Key Questions

- Does your CEDS clearly connect inter-related goals of economic development, community development, and education/workforce?

- Is your CEDS process flexible enough to *link, leverage, and align* other regional plans?

- Does integrated planning present cost savings or revenue generating opportunities?
creating a **Resilient Region**

The Central Minnesota Sustainable Development Plan

- **The Plan**
- **Quality of Place**
- **Local Government**

**INCOMMONS**

InCommons is a community-based initiative to connect people who elect to share credible tools, knowledge and resources to solve community problems.

*Join us and engage* in a new online way of working together!

---

**Your Resource for Sustainable Communities**

The Resilient Region website is an excellent source of information pertaining to economic vitality, environmental stewardship and quality of life.
LESSONS LEARNED

20. The University rat pull from a wide-range of resources on a wide-range of subjects.

21. The Community-driven, University-assisted, partnership was foundational to the project. Usually it worked great! But sometimes it didn’t work as well. In part it is essential that the community know what is desired and what will be effective within the region and for the University partner to trust and listen to that advice. We learned that it took time to understand each other in part because we work from different cultural groups and had to make sure both understand the other. In our case, we know that the partnership will endure and be productive because of the community focus and commitment of our land grant institution.

22. Clear guidelines & expectations are necessary and should be checked regularly.

23. Regular communication is necessary to keep the project running aligned.


25. Use evaluation as a tool for learning and improving your effectiveness.

26. Take time to celebrate – figure out what your milestones are and celebrate.

Feedback from high school students who attended the Resilient Region Workshop:

“Love the fact it was informative and presented in a fun way.”

“Very interesting, makes you think about energy options.”

“Great speakers, good network to save energy and dollars to make our world better.”

“Awe inspiring!”

“Great presentation and process to discuss with others.”

“I learned a lot about energy efficiency and sustainability. I also learned about different products to buy and what to do without even purchasing anything.”

THE PLAN

The Central Minnesota Sustainable Development Plan
The Five County Resilient Region Vision & Values

Vision:
The Five County Resilient Region Vision is to provide everyone opportunity through ownership and stewardship by preservation and enhancement of our assets, natural resources and talented people who are here for a day or a lifetime. The Region's primary goals are to innovate, invest in stewardship, foster responsibility, and to allocate resources toward growth initiatives that will drive long-term resilience.

Primary Value – Sustainability:
Meet present needs without compromising the ability of future generations to meet their needs.

Value Statements:
The Five County Vision is to be a Resilient Region; to create a community where people thrive. The Five County Resilient Region is committed to these values.

Sustainable Development in action will:
- satisfy three guiding principles of economic prosperity, ecological stewardship and community livability.

Community: Create a healthy community incorporating an effective transportation system, equitable housing options, access to broadband and ample healthcare choices.

Economic Vitality: Foster a progressive driving force of economic competitiveness and community development for the Five County Region to provide opportunity for everyone.

Growth: Through a balance of economic and environmental Vitality, our region will see continued growth.

Natural Resources: Maintain our natural resource assets and water quality for the benefit of all.

Success: Infuse and energize the region, enhancing the lives of those who work, live and play here; ultimately generating a High Quality of Life. “Life is good here.”

Stewardship: Coordinate policies, sustain, leverage and revitalize our region, local communities and neighborhoods by wisely managing our assets, resources and tax dollars.

Themes & Recommendations

The planning process used a number of strategies to develop the final plan. Although focused on Economic Development, Housing, Land Use, and Transportation, the goal was always to think about how these were interdependent. This is especially the case in rural places.

The Kick Off, Workshop 1, 2, 3, 4, and 5, the scenario planning process, Round 1, 2, and 3, the 26 activities all lead to the development of a comprehensive plan that includes issues, goals, strategies, action steps and success indicators. These are organized across the following 11 Themes:

1. Infrastructure — Housing
2. Infrastructure — Connectivity
3. Infrastructure — Energy
4. Natural Resources & Development Patterns
Work with EDA and HUD early—clearly define how plans add value to each other and how funded activities will be delineated.

Quality of place is intersection of economic competitiveness (CEDS) and sustainability (SCRP)—strategies should reflect regional priorities and economic realities.

EX: mileage reimbursement, trails
Planning Our Future

Turbulent economic times currently challenge our nation and our state. The West Kentucky Workforce Investment Board (WKKIB) and Pennyrite Development District (PADD) have taken time to create a plan that ensures our region's growth.

Thanks to support from the U.S. Department of Labor and Economic Development Administration (EDDA) of identifying future economic development targets and aligning workforce programs and initiatives.

National consultants from Avalanche Consulting, Inc. and the Council for Adult and Basic Education (CABE) for evaluation of the region and crafted a strategic plan that will result in long-term growth.

The process answered critical questions such as: What characteristics of our region will attract new businesses? What will they need? What specifically should the region do to expand and recruit?

As a result of this process, the nine-county Pennyrite region is better positioned for the future.

Make it easy for small business owners to participate—consider aligning board members for EDD/CEDS and WIB.

EDDs and WIBs both need data analysis for federally required plans—why do it twice for the same regional economy?
Welcome to Pennyrile Headlight

...Your source for economic, demographic, and workforce data on the Pennyrile 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.
Monthly Employment

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

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

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

Start Year: 2000  End Year: 2012

http://pennyrileheadlight.com/
TAKEAWAY #1:
“Put the good stuff up front”

The CRDS process challenged the ECICOG staff to combine different sets of requirements from the EDA and DOT with public input from a variety of stakeholders into a user-friendly document. Elliott’s goal in crafting the plan was to keep the most compelling portions up front and place the high quantity of data and other federal requirements in the back. This strategy keeps the document consumable and accessible. A simple brochure outlining the regional vision also helps to distill the content.

TAKEAWAY #1:
“Be willing to offer assistance”

In reaching out to the private business community, Simpson noted the importance of offering help or assistance when asking for companies’ participation in the survey. “We tried to be open about our purpose and emphasize that we’re there to help,” she says. “Making sure they knew what we were doing with the information and how it would help them was essential for getting buy-in. We can’t do a project like this without it.”

TAKEAWAY #2:
“Break it down”

SGRC realized that freight was too large of a topic to address in a single study, and proceeded with a series of smaller reports to look at different subcategories. By using staff time and existing resources, SGRC is able to “provide services to the community and information to economic development leaders and elected officials on a case-by-case basis without having to break the bank,” says Hull.
Aligning Strategies to Maximize Impact:

Case Studies on Transportation and Economic Development

TAKEAWAY #1:
“The new measuring stick is not the high quality of plans”

Both Wray and Brenman emphasized the importance of following planning with “strategic doing” and showing what is being done on the ground. The Pioneer Valley Planning Commission is “not always the implementer—often we’re the enabler or helper. But demonstrating results increases our relevance and levels of support,” Brenman says. Especially after such an extended planning and visioning phase over 10 years, moving into action and strategic doing was critical for implementing projects that will meet the region’s goals.

TAKEAWAY #2:
“Be flexible”

ECICOG experienced a learning curve in combining its CEDS and LRTP for the first time, which required the staff to be flexible throughout the process to respond to unexpected challenges. The staff met weekly to evaluate progress and adjust as necessary. For example, according to Copeland, the staff intended to use modeling software and other scenario planning tools, but found that the diversity of the region made this method too complex. They decided instead that a simpler approach to data collection and analysis would produce a higher quality product that could serve as the basis for policy recommendations.

TAKEAWAY #2:
“Don’t run away”

The performance metrics used by the Sustainable Knowledge Corridor show where the initiative has been successful, and perhaps more importantly, where it has not. “They allow us to answer a very simple question: how are we doing?”
4/6 Strategy & Formatting
Key Considerations

(Thinking like a non-planner)

- What are the key trends affecting region?
- How can we effectively compete?
- What will you do about it?
- How will we measure impact?

EDA: Conditions | SWOT | Strategy | Measures
CEDS Formatting Suggestions

- Executive summary (3-5 pgs) that can be used as a stand-alone document—answers all four questions without consulting full plan

- SWOT—quantitative & qualitative featuring key influencers & implementation partners

- Strategy—S.M.A.R.T goals, implementation, and outcome-based performance metrics

Note: This is based on NADO’s research of CEDS and thoughts on best practices and is not intended to represent EDA’s plans or priorities.
CEDS Formatting Suggestions

- Put everything else (economic history, orphan data, project list) in appendices or drop

- Project list—key regional projects should be clearly tied to goals and strategies in main sections of the CEDS document

- Create a website or at least a dedicated page that goes beyond posting PDF

Note: This is based on NADO’s research of CEDS and thoughts on best practices and is not intended to represent EDA’s plans or priorities.
Comprehensive Economic Development Strategy
2005-10
Capital Area Economic Development District
Bastrop, Blanco, Burnet, Caldwell, Fayette, Hays, Lee, Llano,
Travis, and Williamson Counties

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. Consider a CEDS website instead of Word or PowerPoint.

THE SOUTHERN TIER’S APPROACH TO ECONOMIC GROWTH

Catalytic, Collaborative, Comprehensive, Competitive
WHY THE CREATIVE ECONOMY MATTERS

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

“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
Use CEDS as an opportunity to showcase local businesses.

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 JAWLINE. “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.
Avoiding using planner jargon with non-planner audiences. Even CEDS.
Cluster data—make it real and increase buy-in by identifying businesses in the cluster by name and showing where they are located on a map.

Source: Empire State Development analysis of NYS Department of Labor data, 2008.
### Primary Issues of Challenge & Opportunity

#### Southern Illinois = Benchmark, High Poverty

<table>
<thead>
<tr>
<th>Highest % in rural region</th>
<th>Highest poverty rate</th>
<th>Highest unemployment rate since 09/03</th>
<th>Lowest % college graduates</th>
<th>Highest % enrolled in Medicaid</th>
<th>Highest % age 5+ with a disability</th>
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<th>Highest % of population over age 65</th>
<th>Highest % age 65+ in poverty</th>
<th>Highest % age 65+ with a disability</th>
<th>Lowest % of population 0-17 in poverty</th>
<th>Highest % age 0-17 in poverty</th>
<th>Highest % households owner burdened</th>
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<tr>
<th>Highest % households lack complete plumbing</th>
<th>Highest % households lacking complete kitchen</th>
<th>Highest % commuting to work from other IL counties</th>
<th>Lowest % population work and live in same county</th>
<th>Highest % households rent burdened</th>
<th>Highest % of Adults with no High School Diploma</th>
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Performance measures should be strategy-specific and demonstrate quantifiable improvements in the regional economy directly attributed to the EDD’s CEDS implementation.

**Strategy**

**Renewable Energy Economy**

**Direct Impacts**

- 62 jobs (3.6%)
- 604 jobs (54%)
- $45.3M (12.4%)
- $94.6M (3.7%)
- 650+ jobs with benefits

**Aroostook 2015 Goals**

- 1,677 new jobs @ $42,000
- 1,118 new jobs @ $38,500
- Improvement of 6,628 jobs by $5,000/yr.
- $365M new wages
- Increase Internet Subscriptions to 37,500
- Reach Regional GDP of $2.8B
- 27.7% Private Payer Healthcare Reimbursements

**Strategic Opportunity Value**

- $69.9M per year

**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
Invest the time required to communicate your impact effectively.
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.

- **Direct Revenue:** $23.8 Million
- **Indirect & Induced Revenue:** $7.7 Million
- **Total Supported Business Revenues:** $31.5 Million

TCOG spent $16.1 Million in direct revenues for businesses, divided as follows:

1. **$658 Thousand** in total local tax revenues
2. **$323 Thousand** in local property taxes for school districts
3. **$127 Thousand** in local property taxes for Counties
4. **$162 Thousand** in local property taxes for Cities
5. **$30 Thousand** in local property taxes for Other Entities and $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

Group Exercise
Assignment: Critique Your CEDS

- Are your performance measures focused on outcomes or process? Find one example of a process-based measure and convert it to an outcome-based measure.

- Is it easy for the reader to quickly understand the connection between goals, strategies, and impact on the regional economy?

- What other changes are needed to make your CEDS more readable and relevant?