



Developing a High-Quality & High-Impact CEDS

NADO

PROSPEROUS PLACES
MARCH 26, 2013



Exploring Regional Approaches to Economic Innovation



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Statewide Approaches to Regional Development: This presentation outlines national trends, innovations, and model practices of state associations of regional councils, including case studies of exemplary practices and projects in Kentucky, Missouri, North Carolina, Maine, New Mexico, and Texas.

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Alabama Statewide Consolidated Comprehensive Economic Development Strategies:

Alaba
Devel

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Asset-Based Economic Development and Building Sustainable Rural Communities

JANUARY 30, 2013 BY ADMIN

Alabama Statewide Consolidated Comprehensive Economic Development Strategies: Planning for the Future

JANUARY 22, 2013 BY ADMIN

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

JANUARY 17, 2013 BY ADMIN

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.

There are no upcoming events at this time.

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

U.S. Metro Areas Business and Finance Competitiveness U.S. Economic Performance

Paper | April 2011

Metropolitan Business Plans: A New Approach to Economic Growth

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In the aftermath of the Great Recession, America needs to move toward a more productive next economy that will be increasingly export-oriented, lower-carbon, and innovation-driven—as well as opportunity rich. At the same time, leading U.S. metropolitan areas—which drive the national economy—are mounting increasingly strategic, locally developed, and sophisticated initiatives to move in that direction

DOWNLOADS

Download Framing Paper 1.1 MB

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JOBS & INNOVATION

ACCELERATOR CHALLENGE



GAO

United States Government Accountability Office

Testimony

Before the Subcommittee on Rural Development, Research, Biotechnology, and Foreign Agriculture, Committee on Agriculture, House of Representatives

For Release on Delivery
Expected at 10:00 a.m. EDT
Wednesday, March 21, 2012

ECONOMIC DEVELOPMENT

Efficiency and Effectiveness of Fragmented Programs Are Unclear

Statement of William B. Shear, Director
Financial Markets and Community Investment

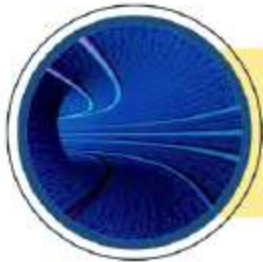
Lingering effects of recession +

Federal debt and budget deficit +

Pressure to eliminate duplication +

Desire to increase ROI =

Challenging environment for rural and small metro EDDs



Increase the EDDs' ability to guide regional economic development efforts



Enhance the CEDs

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.



Advance EDA's relationship with EDDs



DEPARTMENT OF COMMERCE

Economic Development Administration

13 CFR Parts 300, 301, 302, 303, 304, 305, 306, 307, 308, 310, 311, and 314

[Docket No.: 110725429-1418-01]

RIN 0610-AA66

Economic Development Administration Regulatory Revision

AGENCY: Economic Development Administration, U.S. Department of Commerce.

ACTION: Notice of proposed rulemaking; request for public comment.

SUMMARY: Through this notice of proposed rulemaking ("NPRM"), the Economic Development Administration ("EDA"), U.S. D.

("DOC"), proposes comments on regulations implementing the Small Business Investment Act of 1965, as amended, and the Small Business Technology Transfer Act of 1995, as amended. On February 1, 2011, during which we received approximately 170 public comments. In addition, EDA conducted a review of its regulations. This NPRM addresses and incorporates public comments and agency staff suggestions to present an updated set of proposed regulations that reflects the agency's current practices and policies in administering its economic development assistance programs. For convenience, the full text of EDA's regulations as amended is available on EDA's Web site at <http://www.eda.gov/>.

DATES: Written comments on this NPRM must be received by EDA's Office of Chief Counsel no later than 5 p.m. Eastern Time on February 6, 2012.

ADDRESSES: Comments on the NPRM may be submitted through any of the following methods:

- **Federal eRulemaking Portal:** <http://www.regulations.gov>. Follow the instructions for submitting comments.
- **Agency Web Site:** <http://www.eda.gov/>. EDA has created an online feature for submitting comments. Follow the instructions at <http://www.eda.gov/>.
- **Mail:** Economic Development Administration, Office of Chief Counsel, Suite D-100, U.S. Department of Commerce, 1401 Constitution Avenue NW., Washington, DC 20230. Please indicate "Comments on EDA's

regulations" and Docket No. 110725429-1418-01 on the envelope.

FOR FURTHER INFORMATION CONTACT: Jamie Lipsey, Attorney Advisor, Office of Chief Counsel, Economic Development Administration, U.S. Department of Commerce, Room D-100, 1401 Constitution Avenue NW., Washington, DC 20230; telephone: (202) 482-4667.

SUPPLEMENTARY INFORMATION:

Background

EDA leads the Federal economic development agenda by making strategic grants-based investments. EDA's regulations, codified at 13 CFR chapter III, provide the framework through which the agency administers its economic development assistance programs. EDA's programs are built on two key pillars: innovation and regional

development. To extend the comment deadline until April 11, 2011, allowing for a total comment period of 70 days. EDA received approximately 170 public comments from approximately 71 commenters. In addition, EDA conducted an internal review of its regulations and received approximately 55 suggestions from agency staff.

EDA now publishes this NPRM to incorporate and respond to both public and agency staff comments and suggestions and to propose a revised set of regulations that reflects EDA's current practices and policies in administering its economic development assistance programs. For the most part, comments received express opinions on 13 CFR parts 300 through 307 and 314. Capitalized terms used but not otherwise defined in this NPRM have the meanings ascribed to them in EDA's



Received and

communities their economies opportunity through partnership, and

February 1, 2011, EDA has taken a critical and comprehensive look-back at its regulations to reduce burdens by removing outdated provisions and streamlining and clarifying requirements. EDA requested both public and internal comments on the regulations and has received a number of helpful suggestions that the agency believes make sense and should be put into practice. Therefore, through this NPRM, EDA proposes intelligent and intuitive revisions to provide additional flexibilities to the agency's stakeholders and support current best practices, while protecting taxpayer dollars and the Federal interest in EDA-assisted property. These changes are designed to provide greater flexibility and local control to EDA's Recipients and to make the regulations easier to navigate and apply.

As a result of the regulatory revision effort, EDA plans to substantially improve its regulations by removing outdated provisions; streamlining burdensome or unnecessary requirements; and including provisions that increase flexibility, encourage creative collaboration and the effective leveraging of resources, and clarify agency requirements. Regulatory

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

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

Smart Investments to Accelerate Job and Economic Growth



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?

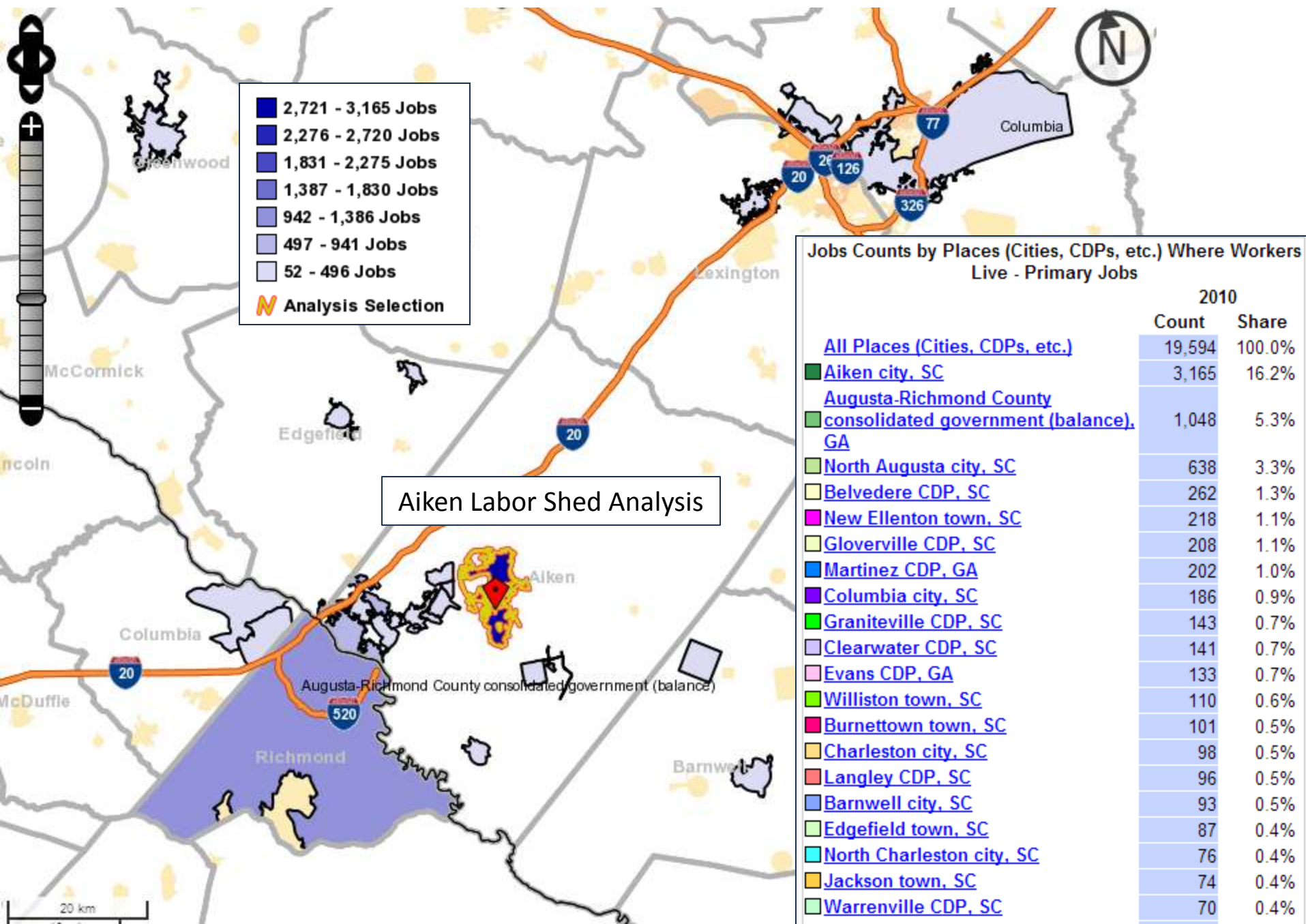


Rural Innovation

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?

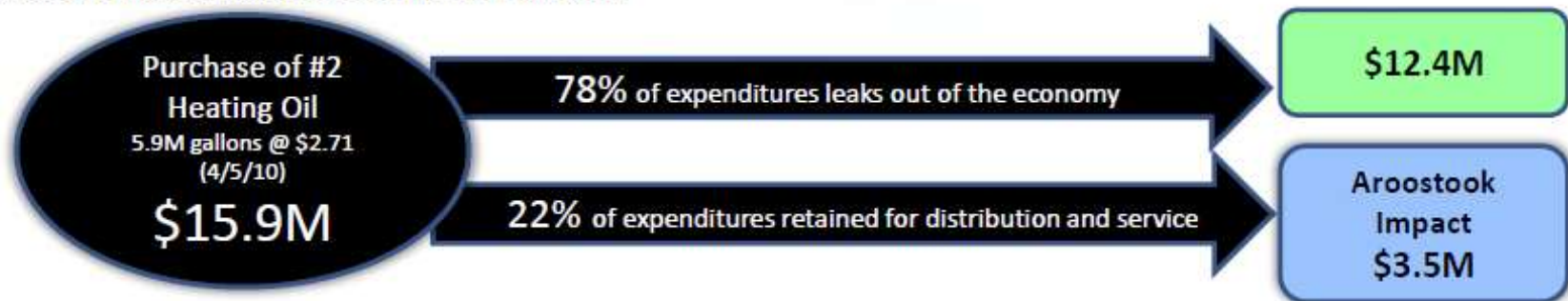
What makes a "region"?



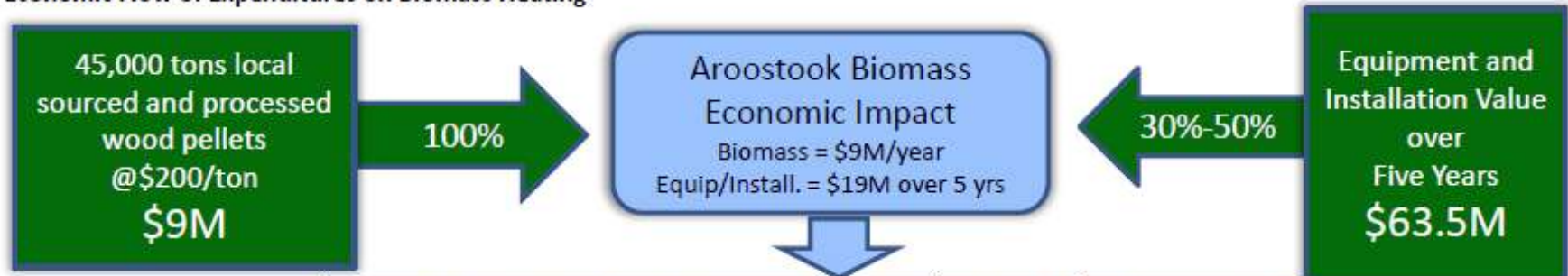


Biomass to Energy Opportunity Value – 45,000 tons/year

Economic Flow of Expenditures on Home Heating Oil



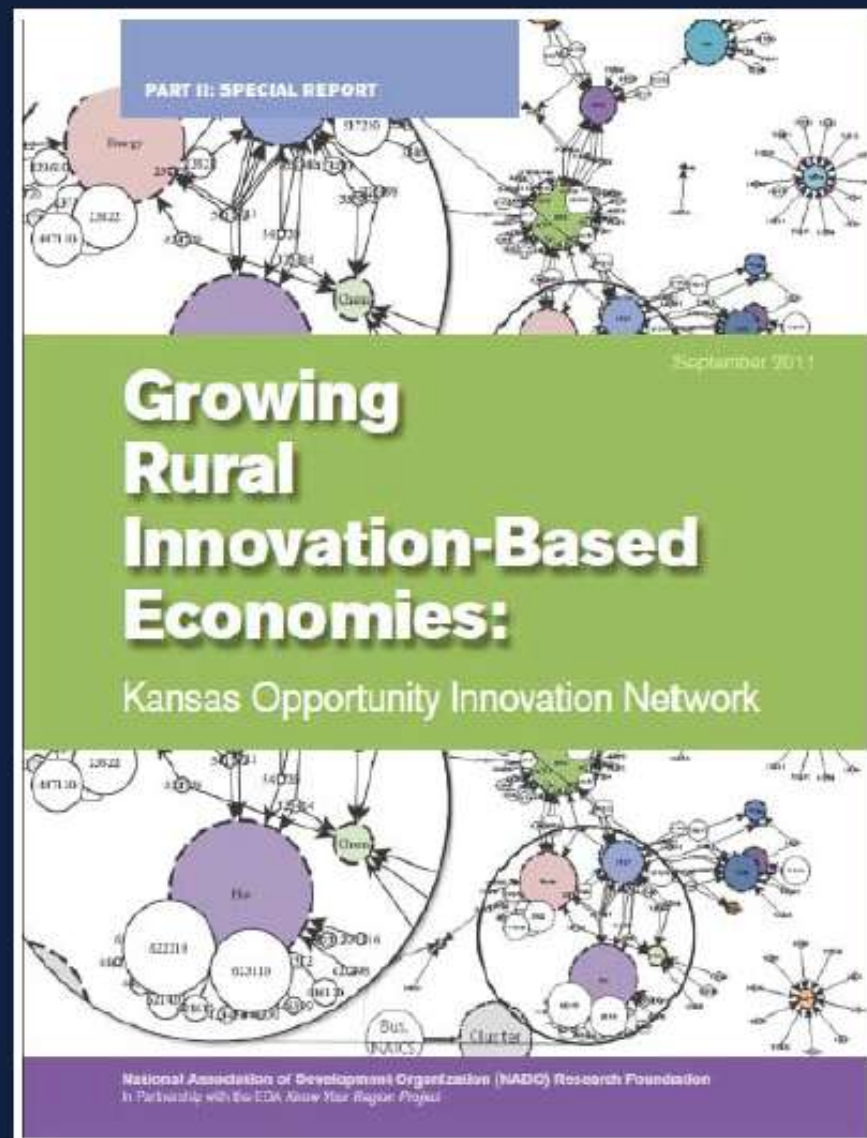
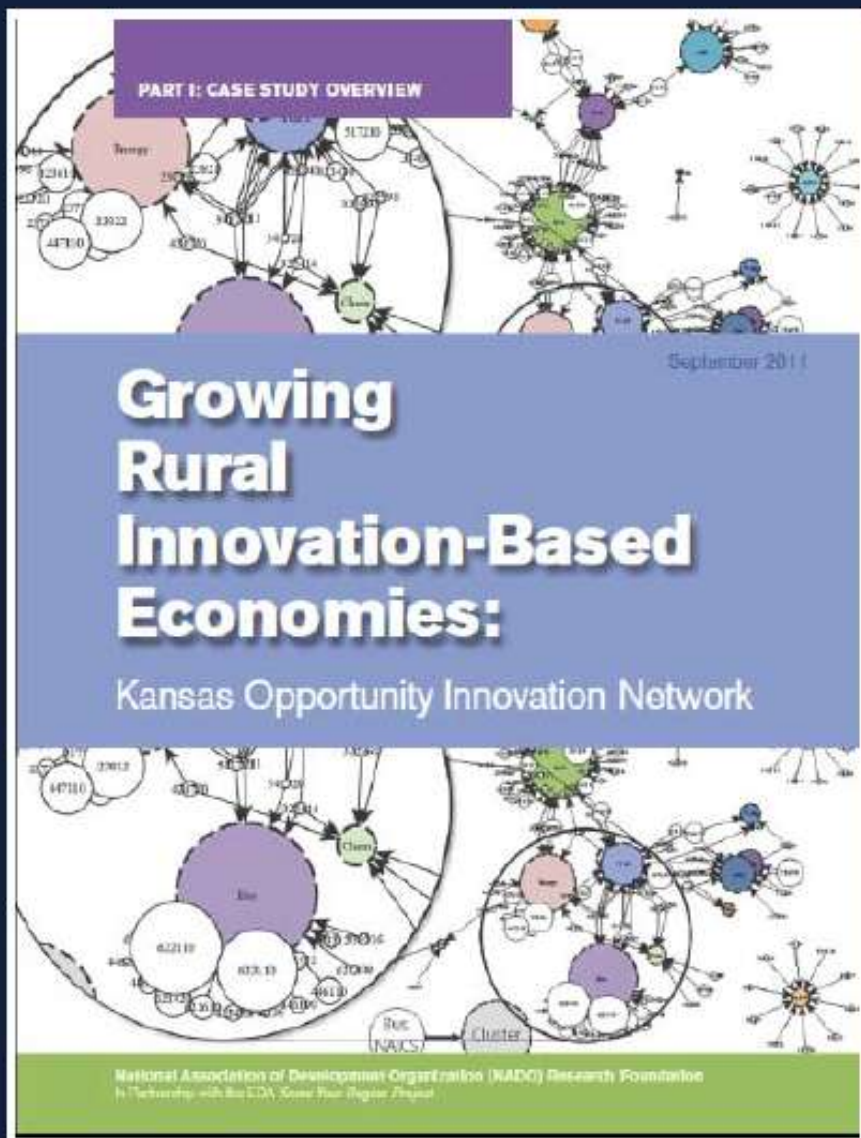
Economic Flow of Expenditures on Biomass Heating



Job Creation Categories	Direct Jobs	Indirect & Induced	Economic GDP Impact Value
Acquisition & Production of biomass fuel	90	67	\$8.4M
Installation & Admin	40	30	\$3.7M
Wealth Retention			\$6.9M
Total	130	97	\$19.0M



Working for Northern Maine's Future. Today.



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

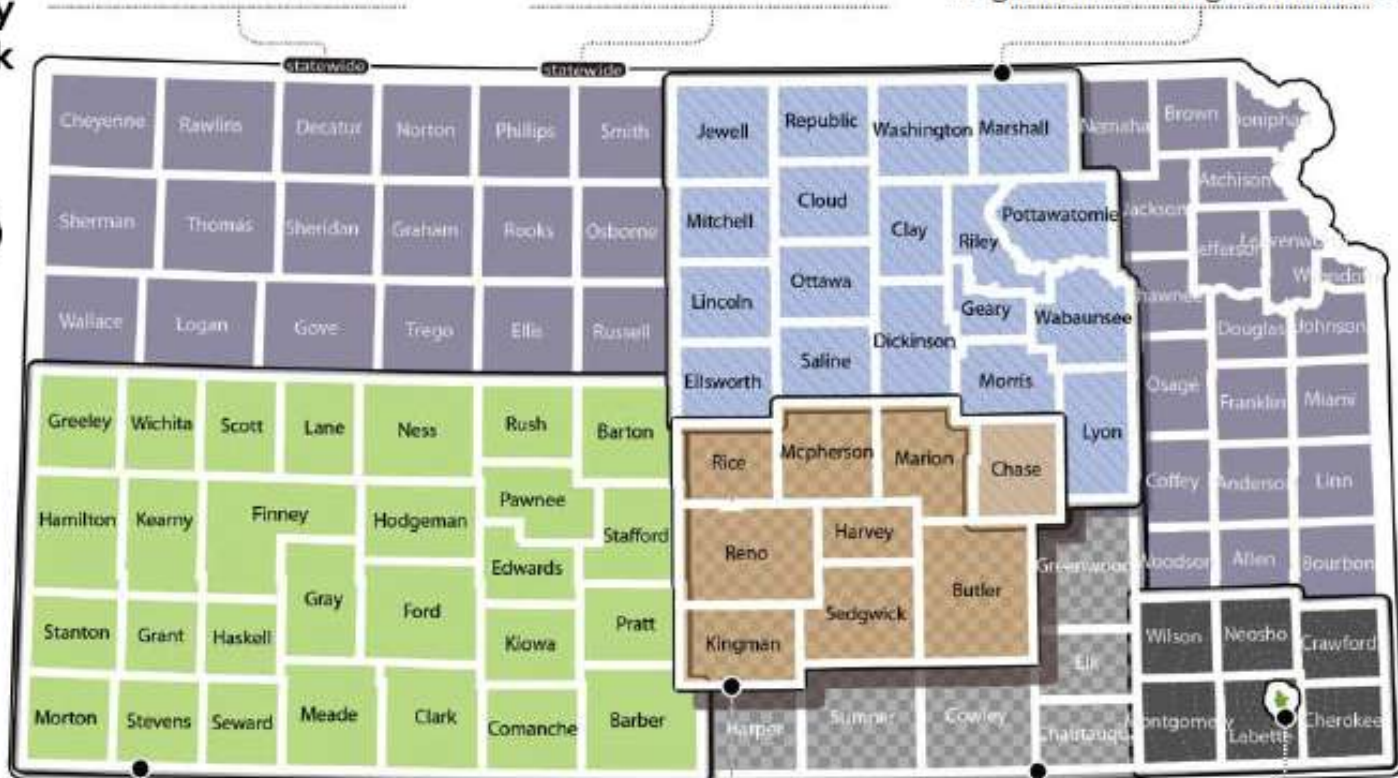
Partner: KDOC

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

AMI Wind Industry Manufacturing Supply Chain Initiative



Image courtesy of AMI

BUSINESS FORMATION

■ 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***

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:

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VDO Locator Map



Find the Innovation Resources in Your Area

Tools & Guides



STATS America

Know Your Region

Determining Regional Strengths

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.

[« Back To Success Stories Page](#)

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VDOs Making an Impact

Jobs Created

Since 2007, assisted companies have created 133 jobs.

Rocky Mountain Innosphere
Fort Collins, CO

Tools & Guides



STATS America



Know Your Region



Determining Regional Strengths



A Guidebook For Conducting
Regional Innovation Assessments

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



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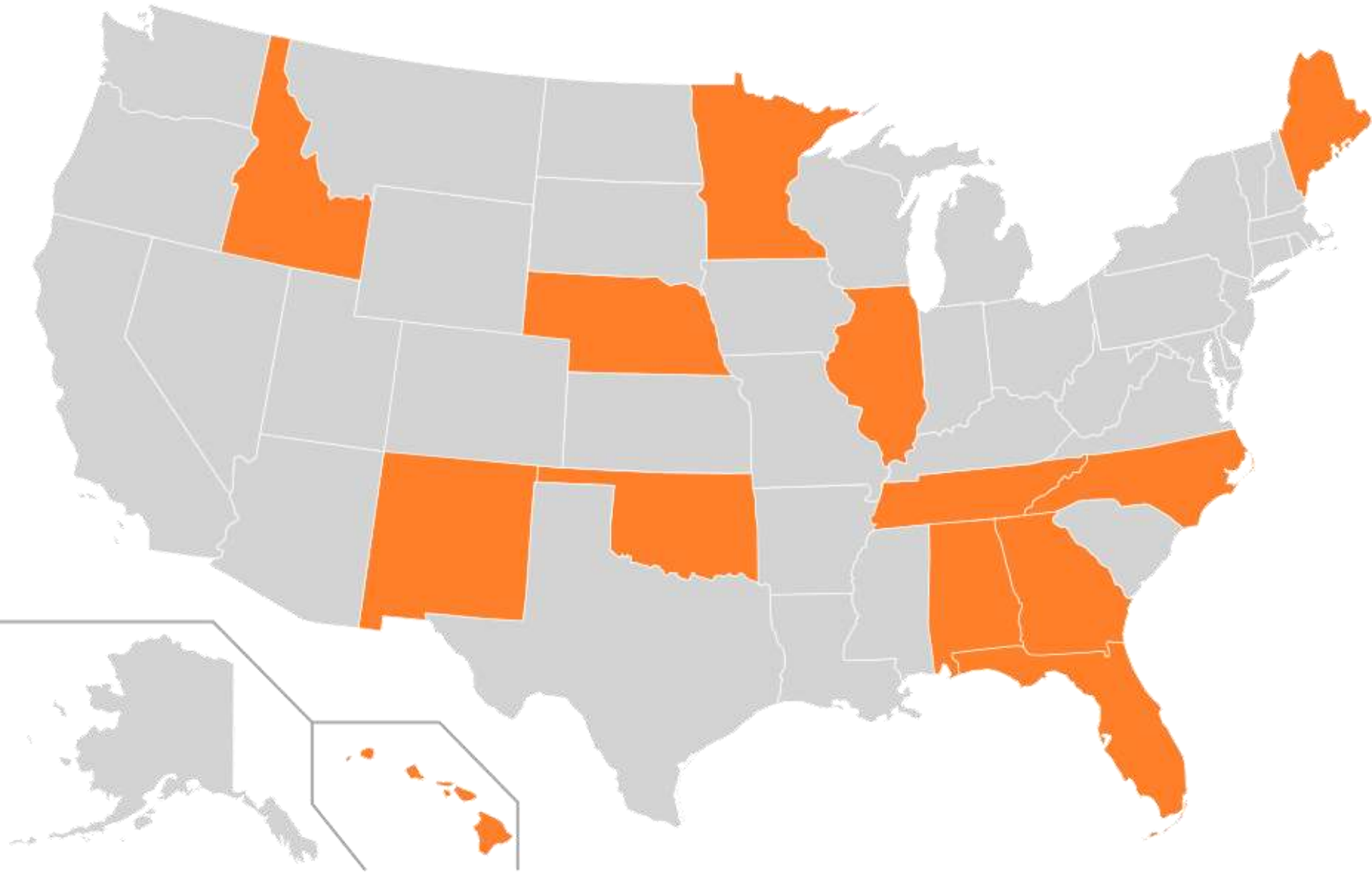
JETCO

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





Alabama CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

[Home](#)[Planning Process](#)[Economic Situation](#)[Analysis](#)[Vision](#)[Promotion](#)[Projects](#)[Measurements](#)

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



Alabama CEDS

COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY


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Cross-Cutting Issues

[Home](#) » [An Analysis of Economic Development Issues](#) » 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

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[Community Infrastructure](#)
[Education and Workforce Development and Other Projects](#)
[» Cluster Opportunities](#)
[» Investment Opportunities](#)
[» Related Plans and Studies](#)
[» A Short Selection of Readings on Sustainability](#)

Links to documents referenced in this report

[» !\[\]\(a551b0630a928855fed2157a11076906_img.jpg\) 2011CEDS-NARCOG](#)
[» !\[\]\(241407ae374027aec4b030ca93d07b05_img.jpg\) Unemployment](#)



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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**



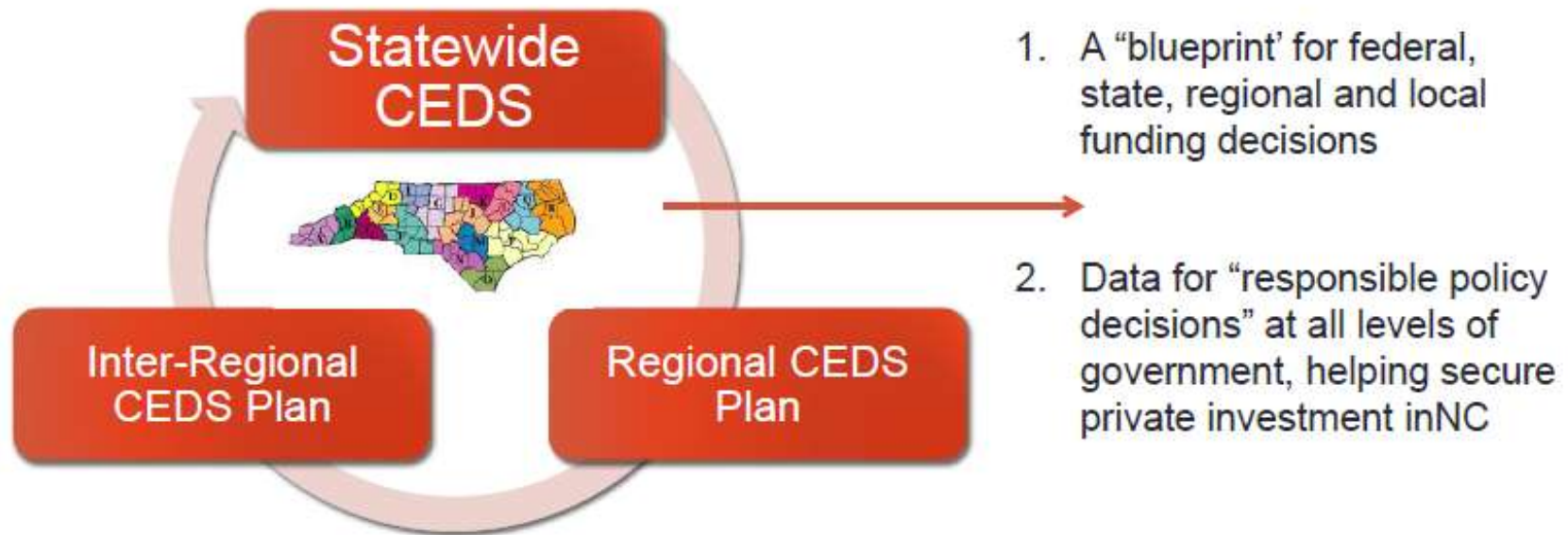
REGIONAL
COUNCILS



CURRENT
EVENTS

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**



Economic Development Districts Coordinated CEDS Plan



SIX PILLARS OF FLORIDA'S FUTURE ECONOMY



www.FLFoundation.org

FLORIDA
CHAMBER
Foundation

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, ...

Partnerships for the Future

Economic Development Districts Coordinated CEDS Plan – Technical Report



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

Partnerships for the Future

**Entrepreneurship and
Innovation**

**Education and
Workforce Development**

Leadership

**Asset Based
Industry Clusters**

**Access to
Capital**

Infrastructure

Drivers of Economic Growth in Maine



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



University of Idaho

Idaho Pathways

Leading Idaho to Productivity and Prosperity

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Project Updates

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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 <http://blogs.uidaho.edu/idaho-pathways>

TAKE ACTION

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NADO's Statewide CEDS Workspace

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<input type="checkbox"/>	☆ Minnesota Shared	me	11/13/12 me
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<input type="checkbox"/>	☆ 2012-10-16 Statewide CEDS Funding Shared	me	Jan 4 Sharon Hueftle
<input type="checkbox"/>	☆ Hawaii Statewide CEDS 2010.pdf Shared	me	Jan 10 Dawn Hegland
<input type="checkbox"/>	☆ Info request for all states Shared	Dawn Hegland	10/22/12 Dawn Hegland
<input type="checkbox"/>	☆ NADO Webinar Statewide CEDS.pdf Shared	me	11/20/12 me
<input type="checkbox"/>	☆ Statewide CEDS Brainstorming Shared	me	11/2/12 me

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

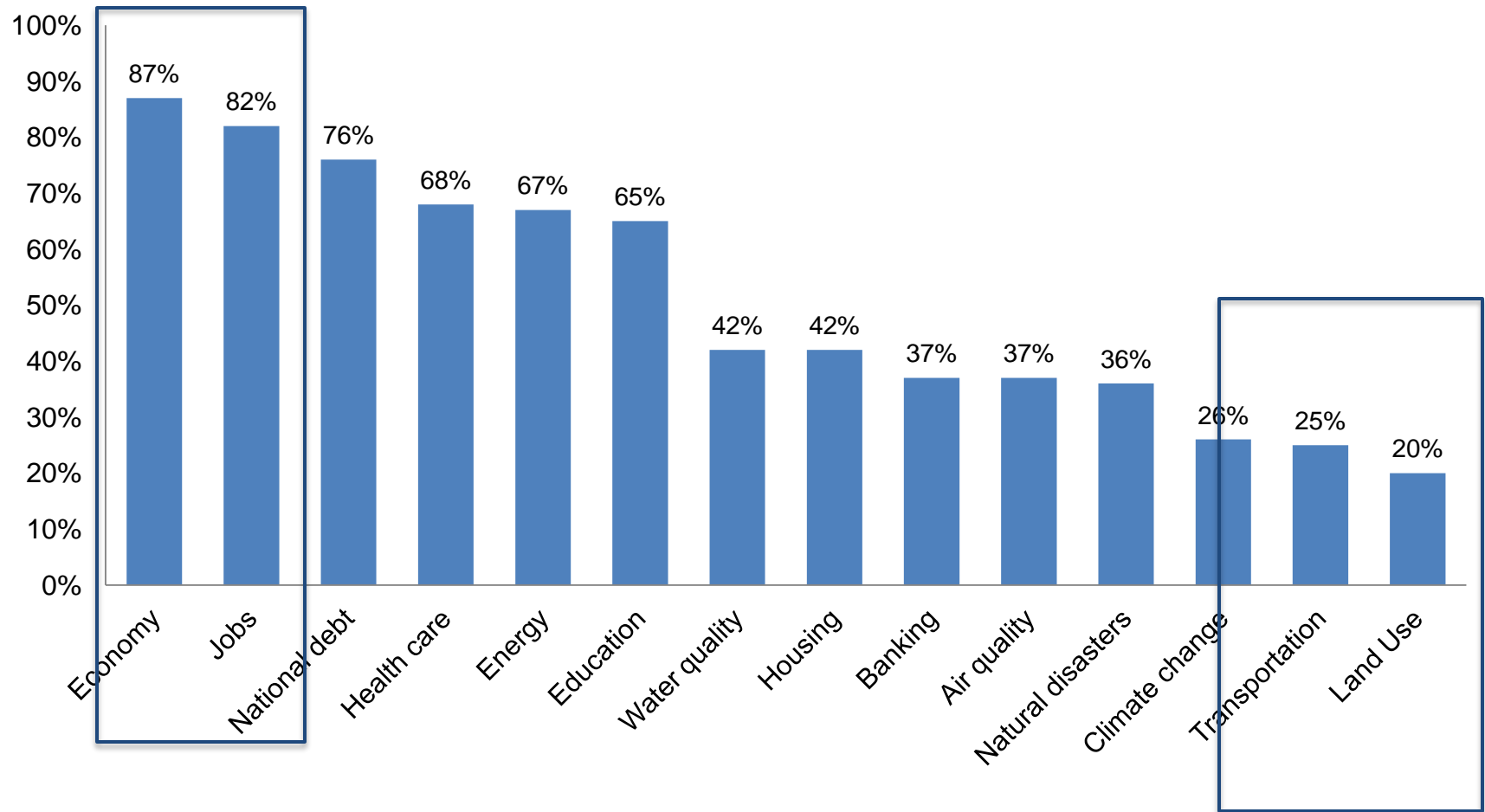
Group Exercise

Would you do a CEDS if no
longer required by EDA?

CEDS: Popular Complaints

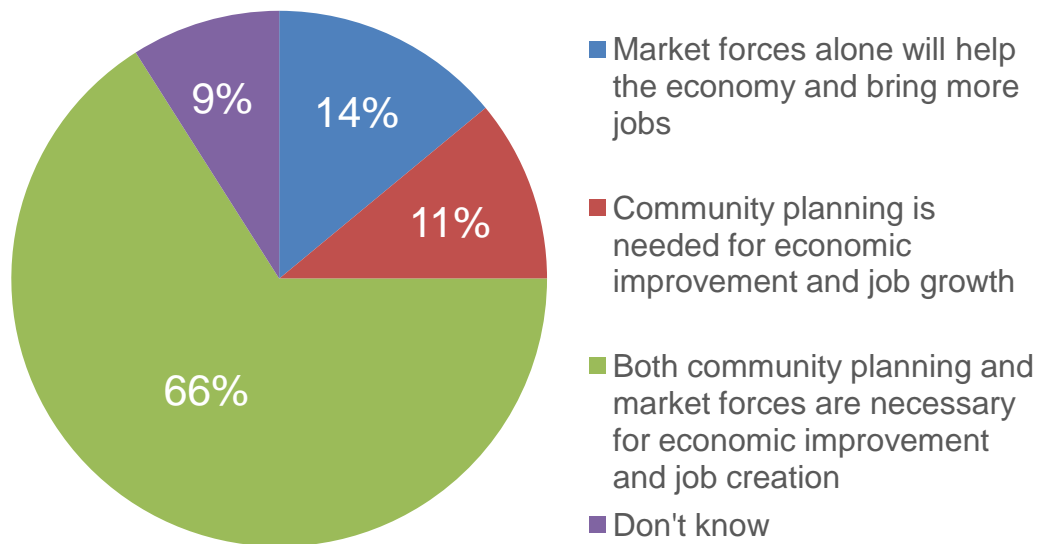
- We need more money/staff/resources
- We don't have the right expertise on staff
- EDA funds projects not listed in CEDS
- EDA doesn't read our CEDS
- Nobody wants to participate

High Priority National Issues



Market Forces Alone Are Not Enough

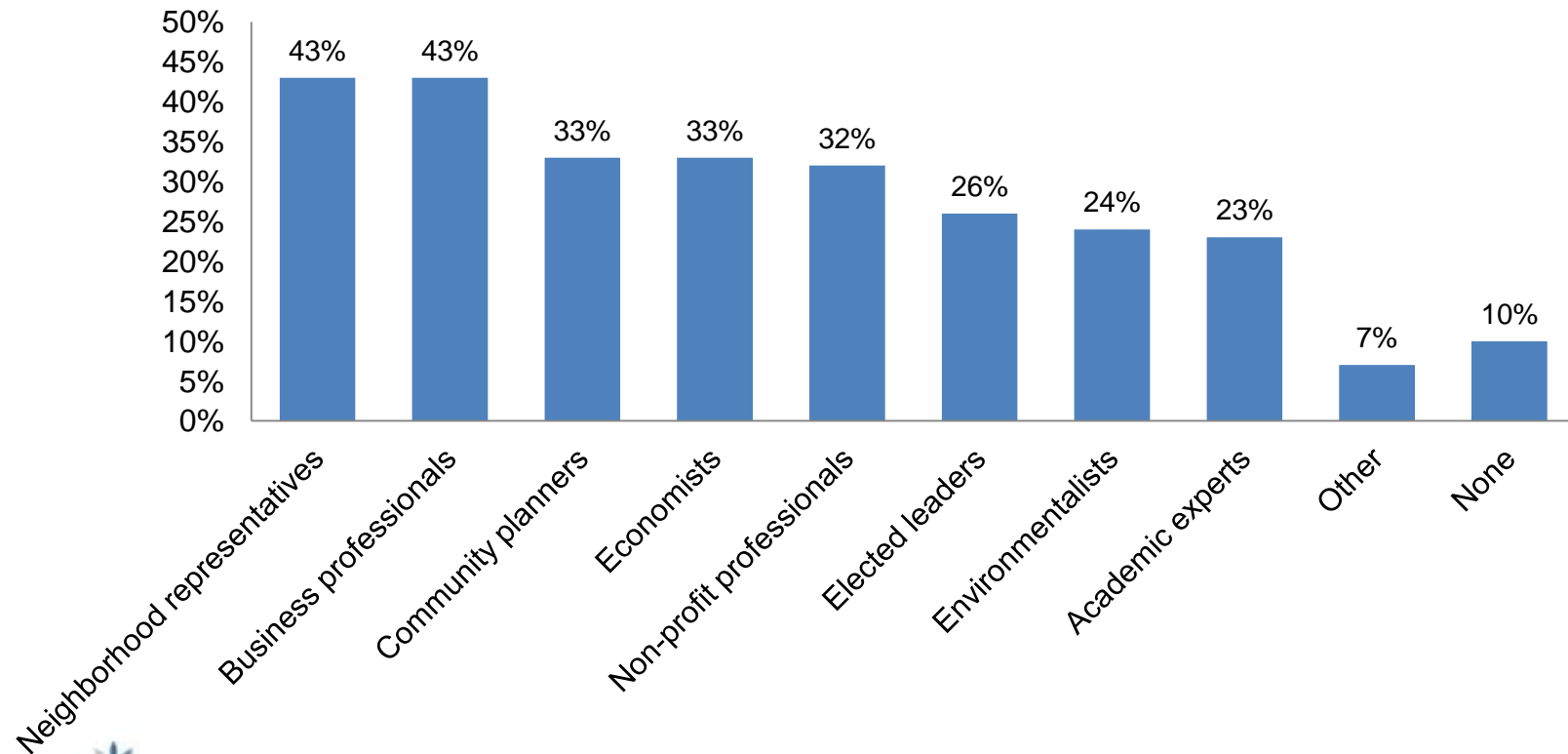
Some people believe that community planning is a necessary part of improving the US economy and encouraging job growth, while others believe that “market forces” alone will help the economy and bring more jobs. Which of the following statements comes closest to your belief?



Segment	Sub-Segment	% Market Forces Alone Enough
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%

Planners Are Viewed As Key Leaders For Next Five Years

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



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.

1. Competitive Advantage

Key Questions

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

Note: This is an "alpha" version of a website that we will continue to develop throughout 2013-2014. We welcome *your suggestions and comments*.

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Explore U.S. Cluster Data

Data QuickStarts

The top charts and maps — all in one place.

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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.

WELCOME FROM MICHAEL PORTER



EXPLORE THE DATA



Related to Data Dashboard

For more information, see the [Cluster Mapping Primer](#).

RELATED RESOURCES

[Click to view in the left panel](#)



Cluster Mapping - A Primer

<http://clustermapping.us/>

Update chart

Maps | Charts

? Charts of Regions...

I want to focus on:

Region

Cluster

Available Analyses:

Employment by Cluster

Missing something from the [old site?](#)

Year:

2010

Focus:

Region type:

Metropolitan Statistical Areas

Region:

Norfolk, NE

Filter:

Cluster type:

Traded

Cluster:

--- All Clusters ---

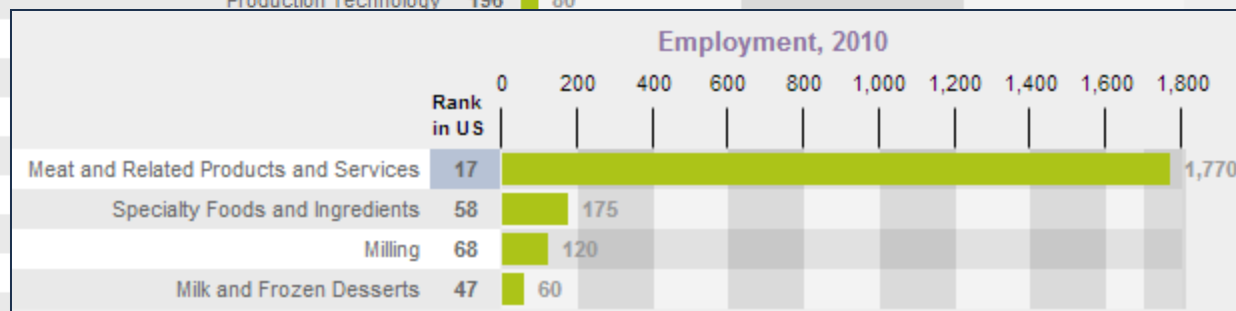
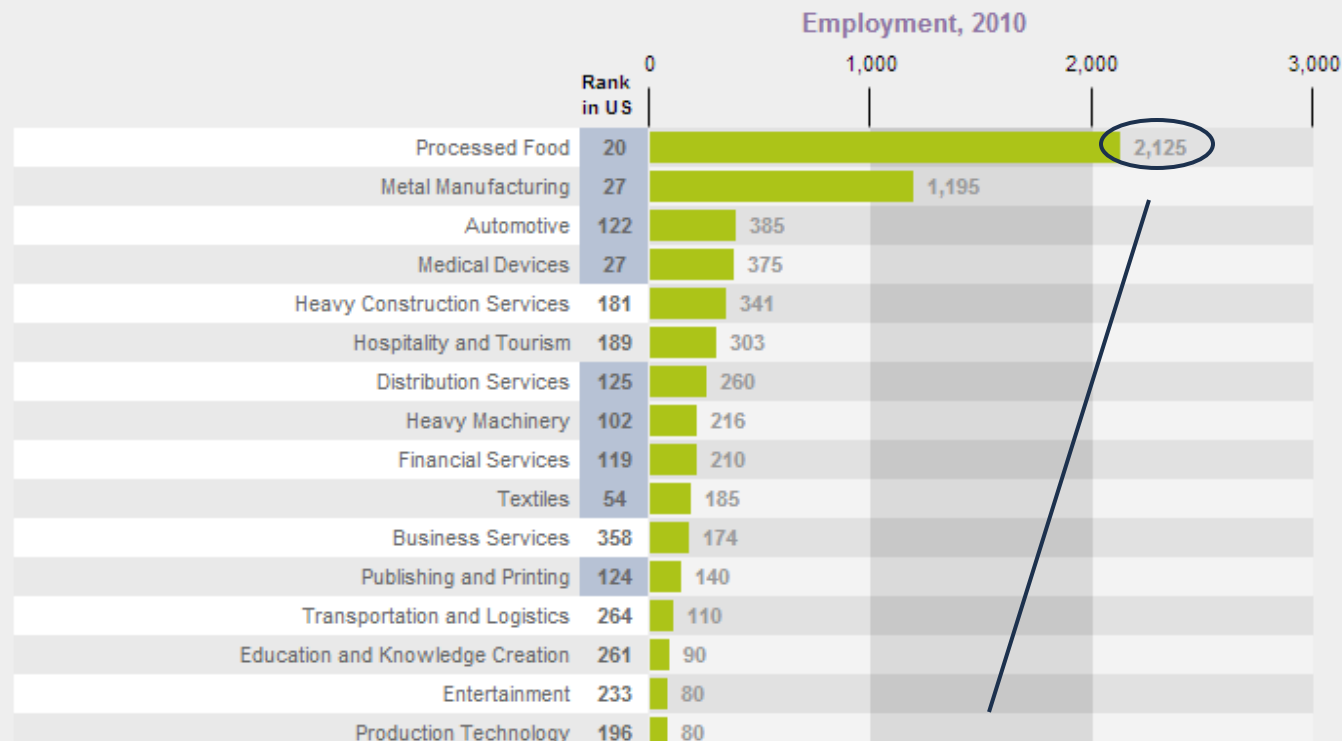
Required

Update chart

Norfolk, NE Metropolitan Statistical Area

Employment by Traded Cluster, 2010

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



Overall Employment Rank = 141

Download CSV

Favorite



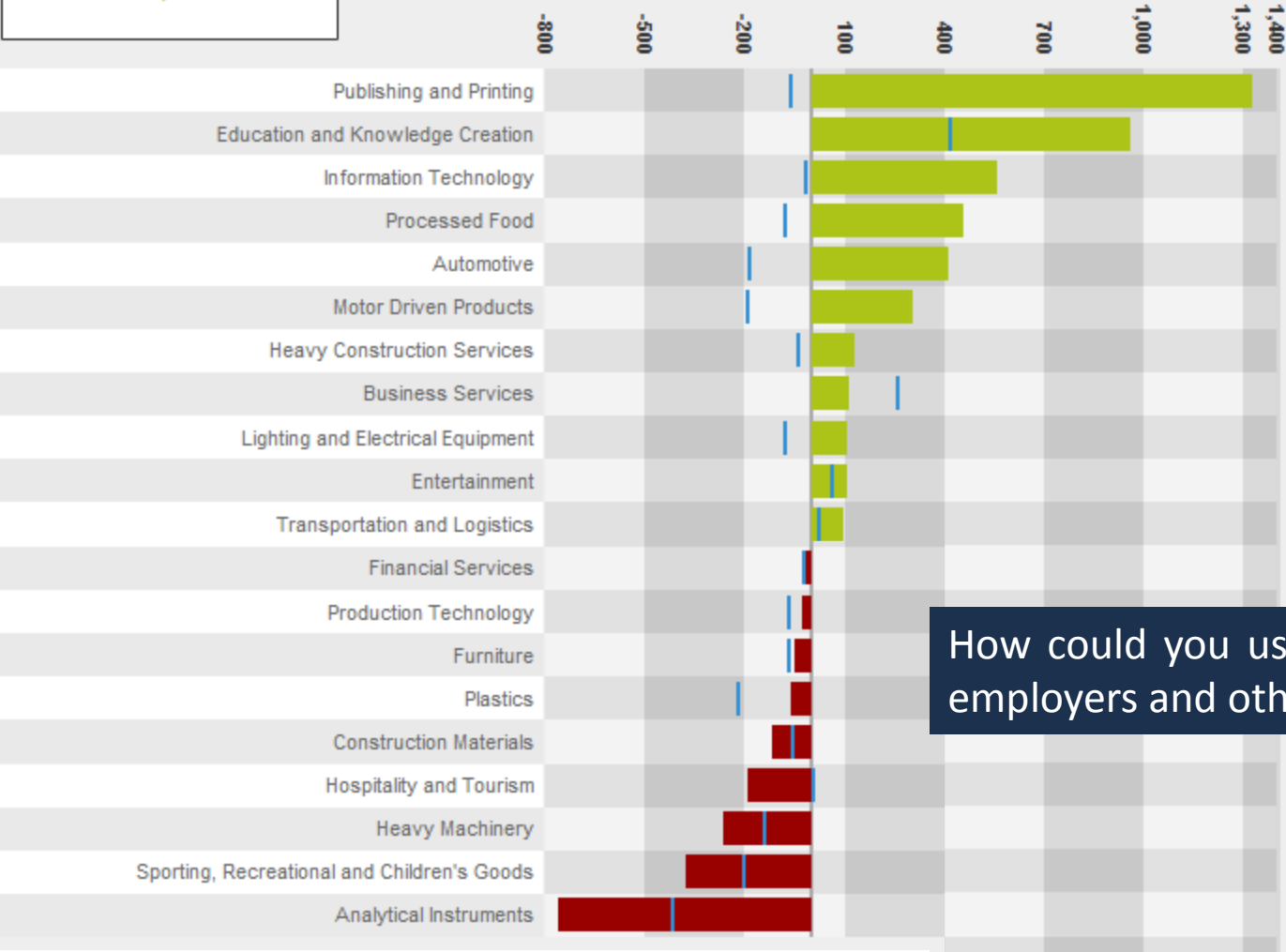
Mankato-North Mankato, MN Metropolitan Statistical Area

Jobs Created by Traded Cluster, 1998-2010

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

Net Traded Cluster jobs created
1998 to 2010
+3,142

Jobs Created, 1998 to 2010



How could you use this data to engage employers and other regional partners?

indicates expected **job creation*** at national trend

* Percent change in national benchmark times starting regional employment summed at the metropolitan statistical area region .
Overall Traded jobs created, if it matched national benchmarks, would be -1,164.

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

 housing

 land-use

 transportation

 economic
development



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

LESSONS LEARNED



20. The University can 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 so 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 at times we misunderstood each other. In part because we work from very *different cultures* - so the tricks are to find *common ground* and double check 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 on track and on-time.

24. *Acknowledgement and encouragement* help to keep everyone happy and engaged.

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 Workshops:

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

"Very interesting; makes you think about energy options."

"Great speakers, data and solutions to save energy and dollars to make our world better."

"Awesome program!"

"Grey water = great idea."

"Wow, great information to process and 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 nurture innovation, boost philanthropic engagement, foster responsibility and to allocate investments 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.

Unsurpassed Collaboration. While supporting and valuing existing communities and neighborhoods, blend the skills and assets of the area thereby establishing a regional identity through cooperative teamwork, interdependence and reduction of duplication.

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 to everyone.

Growth. Through a balance of economic and environmental vivacity, 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 live, work and play here; ultimately generating a High Quality of Life. "Life is good here"

Stewardship. Coordinate policies, sustain, leverage and reinvest in 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, Workgroup 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

Central Minnesota SCRP/CEDS

- 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

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 Pennyrile Development District (PADD) have taken time to create a plan that ensures our region's future.

Thanks to support from the U.S. Department of Labor and Economic Development Administration, the process of identifying future economic development targets and aligning workforce programs is well underway.

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 strengths? What are our challenges? and how do we fill them? What specifically should the region do to expand and recreate jobs?

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

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.



PennyrileHeadlight.com was developed as part of a strategic planning process for the [Pennyrile 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 Pennyrile economy and workforce. The Pennyrile region consists of nine counties located in the western area of Kentucky: Caldwell, Christian, Crittenden, Hopkins, Livingston, Lyon, Muhlenberg, Todd and Trigg.

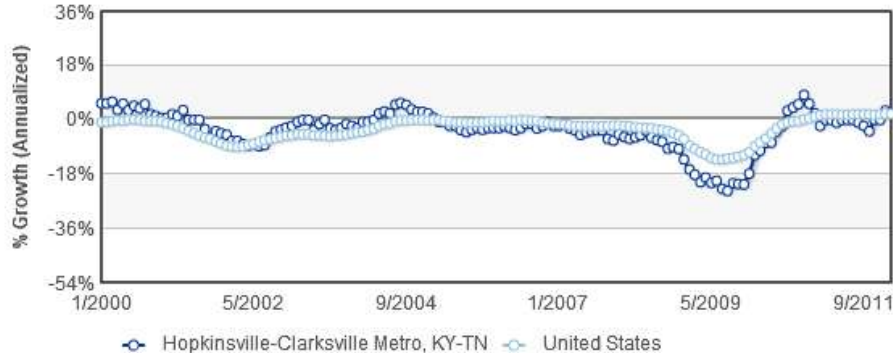


Please direct questions or comments to

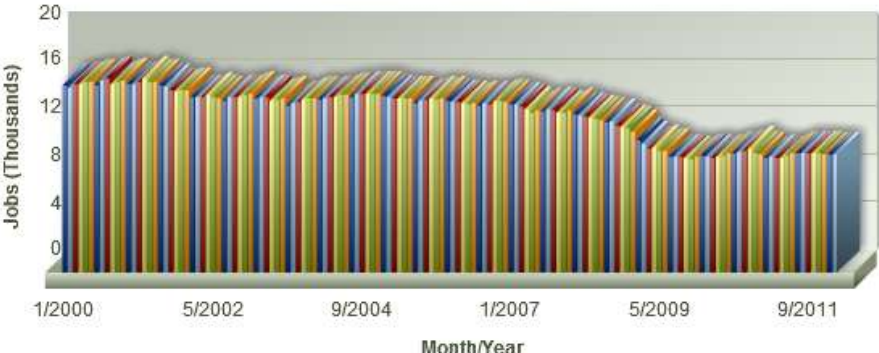
Monthly Employment

Geography: Industry: Start Year: End Year:

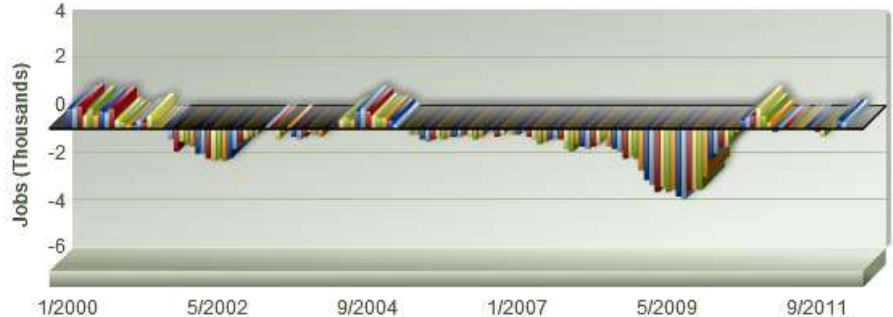
% Growth, Employment, Manufacturing, 2000-2012
Hopkinsville-Clarksville Metro, KY-TN vs. U.S.



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



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



Aligning Strategies to Maximize Impact:

Case Studies on Transportation and Economic Development



NADO
NATIONAL ADVANCED DEVELOPMENT
RESEARCH FOUNDATION

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



NADO
NATIONAL ADVANCED DEVELOPMENT
RESEARCH FOUNDATION

TAKEAWAY #1:

"The new measuring stick is not the high quality of plans"

Both Wray and Brennan 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," Brennan 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 L RTP 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

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

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
512.916.8000

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.

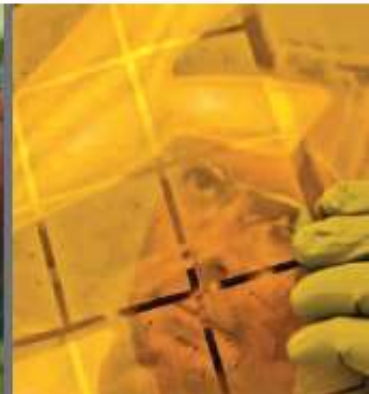
Basic infrastructure is also important, but it is a prerequisite to the other factors. Regions without adequate transportation, healthcare, education, and telecommunications will have problems being competitive in the future. Lack of infrastructure is a barrier to economic development.

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.

SOUTHERN TIER



THE SOUTHERN TIER'S APPROACH TO ECONOMIC GROWTH

Catalytic, Collaborative, Comprehensive, Competitive

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.

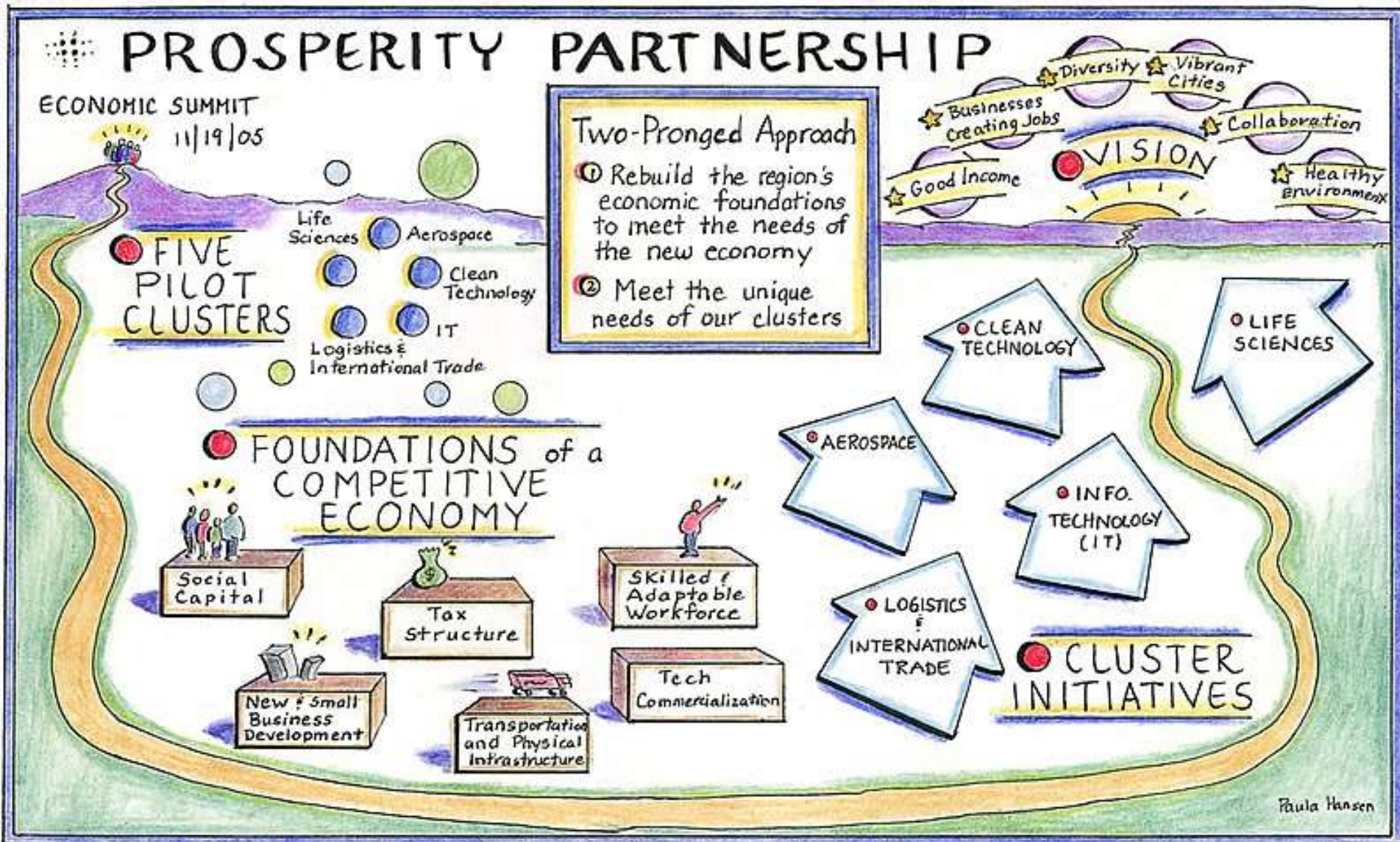
It's no wonder that cities increasingly are looking to creative businesses as they begin to position themselves for growth in the 21st century. Creative businesses are a symbol of vibrant, clean and forward-thinking communities, which can bring numerous benefits, such as:

- 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

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

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.

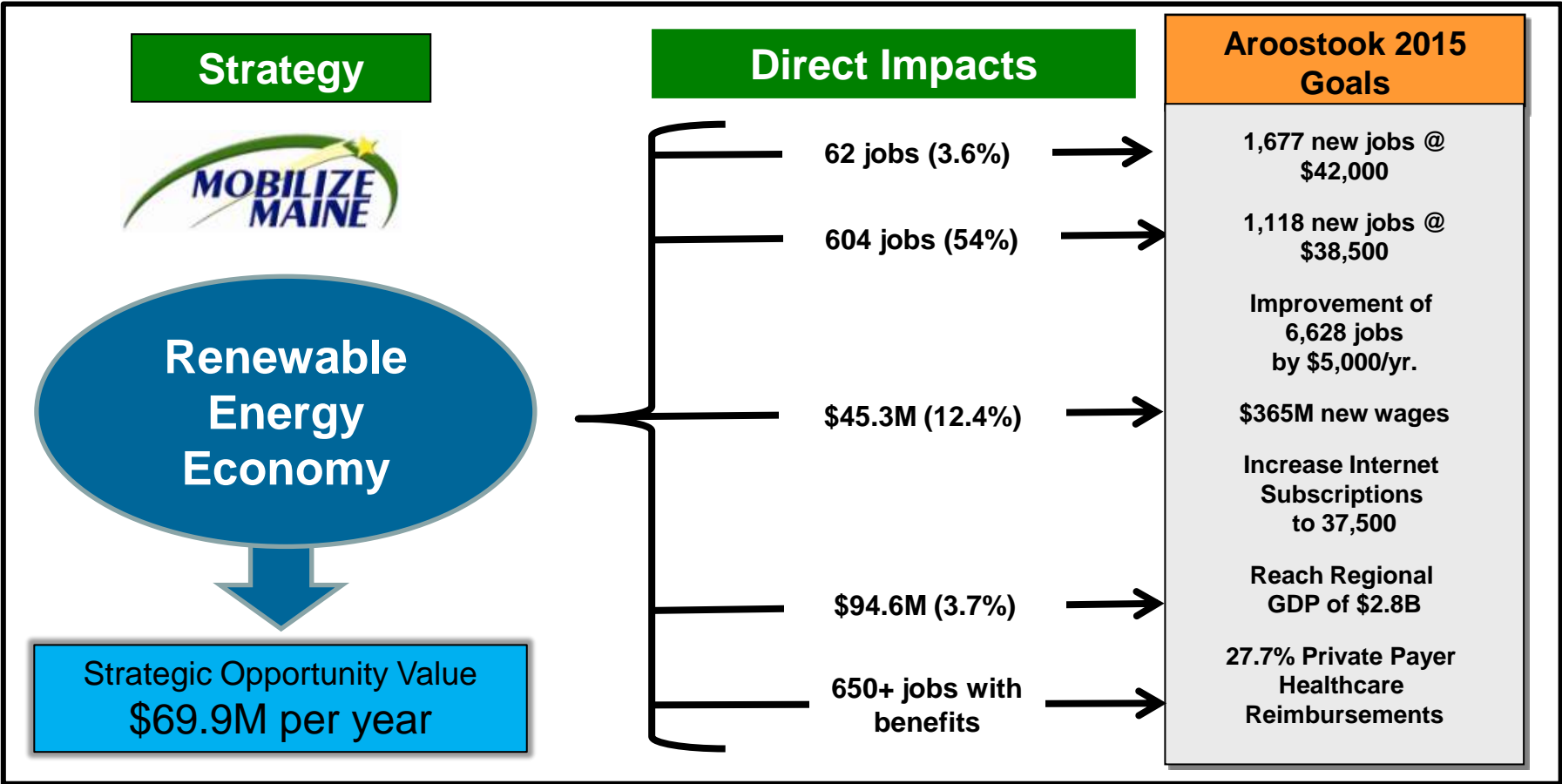
Primary
Issues of
Challenge &
Opportunity

Southern Illinois = Benchmark, High Poverty



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

Performance measures should be strategy-specific and demonstrate quantifiable improvements in the regional economy directly attributed to the EDD's CEDS implementation.



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.



HOME 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

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?



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.