

CEDS Content Guidelines

2014 NADO Washington Policy Conference

March 26, 2014



The new **CEDS Content Guidelines** are a collection of suggestions and recommendations, not a list of additional requirements. . .



Why new CEDS Content Guidelines?

- **New CEDS Content Guidelines (Guidelines)** are intended to help regional planning organizations craft more impactful CEDS. The intent is to release the new Guidelines in conjunction with EDA's new regulations (currently targeted for publication in late-Spring/early-Summer of 2014).
- The Guidelines are intended to replace the current two-pager ("CEDS Summary of Requirements") which was often criticized for simply repeating the regs while not providing enough information on what EDA would like to see in the CEDS.



directed to section 302 of the Public Works and Economic Development Act of 1965 (42 U.S.C. § 3162) and EDA's regulations at 13 C.F.R. part 303. The document is intended to serve as a convenient source for requirements relating to the CEDS. Nothing in this document is intended to supersede or otherwis

onomic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for biblishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding ross. A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its readerist by attracting the private investment that create place to the ret event is residentia. A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a seful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy

Who should develop a CEDS? A Planning Organization seeking to formulate and implement a regional economic development program will benefit from developing a CEDS. Successful economic development efforts are based on CEDS that provide an economic roadmap to diversify and strengthen regional economies. The Public Volta's and Economic Development Act of 1985, as amended (PWEDA), requires a CEDS in order to apply investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs. At EDA's discretion, EDA may accept CEDS that it has funded or CEDS prepared independently of EDA investment assistance or oversight.

The following sections set out below on "Planning Organizations" and "Strategy Committees" cover the requirements for EDA-funded CEDS, while the remainder of this document pertains to technical requirements for CEDS. It should be noted that in determining the acceptability of a CEDS prepared independently of EDA investment assistance or oversight for projects under 13 C.F.R. parts 305 or 307. EDA may in its discretion determine that the CEDS is acceptable without it fulfilling every requirement set out in 13 C.F.R. § 303.7. In doing so, EDA shall consider the circumstances surrounding the application for investment assistance, including emergencies or natural disasters, and the fulfillment of the requirements of Section 302 of PWEDA.

Pursuant to 13 C.F.R. § 303.6, if EDA awards Investment Assistance to a Planning Organization to develop, revise, or replace a CEDS, the Planning Organization must follow the procedures set forth in paragraphs A.1 and A.2.

Planning Organization: A Planning Organization (as defined in 13 C.F.R. § 303.2), typically an Economic Development District (EDD) or In Triting, may be eligible for EDA planning investment assistance. The purpose of such assistance is to develop a CEDS for a specific EDA-apprentic.

- Appointing a Strategy Committee (CEDS Committee);
 Developing and submitting to EDA a CEDS that complies with 13 C.F.R. § 303.7
- . Making a new or revised CEDS available for review and comment by the public for a period of at least thirty (30) days prior to submission of the
- After obtaining approval of the CEDS, submitting to EDA an updated CEDS performance report annually. The performance report, addition to reporting progress on CEDS implementation, should also discuss community and private sector participation in the CEDS effort. Any performance report that results in a change in the technical components of the EDA-approved CEDS must be available for review and comment by the public for a period of at least thirty (30) days prior to submission of the performance report to EDA:
- Submitting a copy of the CEDS to any Regional Commission if any part of the EDA-approved EDD region is covered by that Commission;
 Submitting a new CEDS to EDA at least every five (5) years, unless EDA or the Planning Organization determines that a new CEDS is requ earlier due to changed circumstances.

eplacing the CEDS. The Strategy Committee must represent the main economic interests of the region, and must include Private Sector Representatives (defined in 13 C.F.R. § 300.3, with respect to any for-profit enterprise, as any senior management official or executive holding a key decision making position, or that person's designee) as a majority of its membership. In addition, the Planning Organization should ensure that the Strategy Committee also includes:

- Community leaders;
- Representatives of workforce development boards Representatives of institutions of higher education
- Minority and labor groups, and



What's new with the CEDS Content Guidelines?

- Looks more like the 2000 and 2002 CEDS Guidelines ("Brown Book" and "Green Book")
- Offers suggestions on what should be included in each of the required sections (per the regs), and recommends tools, resources and examples to help in the development of the CEDS document ("Recommended Resource")
- Focused almost exclusively on content (versus process).
- Provides practical suggestions about formatting look and feel.



What are the formatting recommendations?

1. Keep your audience in mind

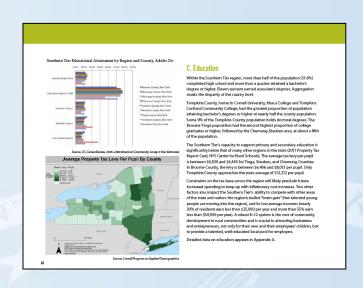
- Target page length
- Executive summary
- Use appendices

2. Communicate creatively

- Appealing look-and-feel
- Alternate formats

3. Think beyond the document

Consider stakeholder engagement





What are the content recommendations?

- 1. Linking the sections to improve CEDS focus and measurable impact
- 2. Emphasizing strategies rather than a stand-alone list of projects
- 3. Infusing economic resiliency into the CEDS document

Content Requirements:

- Summary Background: A summary background of the economic conditions of the region;
- <u>SWOT Analysis</u>: An in-depth analysis of economic and community strengths, weaknesses, opportunities and threats (commonly known as a "SWOT" analysis);
- <u>Strategic Direction/Action Plan</u>: Strategic direction/approaches and an action plan (flowing from the SWOT analysis), which should be consistent with other relevant state/regional/local plans. The action plan should also identify the stakeholder(s) responsible for implementation;
- <u>Evaluation Framework</u>: Performance measures used to evaluate the organization's successful development and implementation of the CEDS.



1. Linking the sections to improve the CEDS focus and impact

Elements of the CEDS content should build upon and/or shape each other to result in a coherent, targeted document -- SWOT section is key

- The demographic data in the summary background section should be limited to those items and key findings that are relevant to the SWOT
- The strategic direction and associated action plan should logically flow from the critical internal and external factors that speak to the region's assets and limitations (as identified in the SWOT) and its role in capacity building
- The evaluation framework, with its associated measures and timelines, should cascade from the strategic direction (and its measurable objectives) and action plan which in turn flow from the initial SWOT analysis



2. Emphasizing strategies rather than a stand-alone list of projects

The strategic direction and action plan are the heart and soul of the document

- The strategic direction should evolve from a clearly defined vision with prioritized goals and measurable objectives
- A successful action plan should then focus on those regionally-driven strategic priorities that will result in a prioritized, measurable collection of capacity building activity areas
 - ✓ The action plan, however, should NOT simply be a list of projects
 - ✓ Action plan should NOT exclusively reflect those activities which EDA alone could potentially support



3. Infusing economic resiliency into the CEDS document

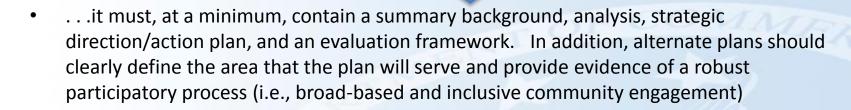
Only real change in the regs that impact the content of the CEDS is the requirement to incorporate the concept of economic resiliency . . .

- Regional economic prosperity is linked to an area's ability to withstand, prevent, or quickly recover from major disruptions (i.e., 'shocks') to its underlying economic base
- Integrating resiliency into the CEDS can take multiple forms
- Resiliency section of Guidelines still under development; current thinking includes:
 - ✓ identifying vulnerabilities and assets
 - ✓ Passive (strategies/projects) and active (post-disruption responder) efforts
 - ✓ Minimum and advanced actions for passive and active efforts



Equivalent/Alternative Plans

- To reduce duplication and foster cross-agency collaboration, EDA may accept as a CEDS any locally, state, or regionally prepared plan, or a plan prepared under any Federally supported program if:
 - plan is current (i.e., developed or updated within the past year)
 - plan preparation and contents address EDA's regulations (13 C.F.R. § 303.7)
 - plan is consistent with the Content Guidelines. . .



• When crafting a regional plan that will also serve as a CEDS alternative or equivalent that covers a geographic area already covered (in part) by one or more CEDS, those previously approved CEDS should be folded into the new plan by leveraging the existing action/implementation plans and evaluation frameworks to effectively inform the newer plan. By "nesting" key elements of the previously approved CEDS into the newer plan, the previously developed priorities can be incorporated to highlight more localized needs and requirements that serve the greater, "super-regional" primacies



QUESTIONS?

David R. Ives, AICP Sustainability/Planning Coordinator Economic Development Administration US Department of Commerce Washington, DC 20230

P: 202.482.0529

F: 202.482.2838