Innovation and Opportunity: A Closer Look at the New CEDS Content Guidelines

Thursday, February 26
2:00 – 3:15 pm ET
NADO: Our Mission

To strengthen local governments, communities, and economies through the regional strategies, partnerships, and solutions of the nation’s regional development organizations.
Our Membership

National membership organization for the network of over 520 regional development organizations (RDOs) throughout the U.S.

RDOs are also known as Councils of Government, Regional Planning Commissions, Economic Development Districts, and by other names.

They strengthen local governments, communities, and economies through regional strategies focusing on economic and workforce development, transportation, infrastructure, business lending, and more.
Founded in 1988, the NADO Research Foundation is the non-profit research affiliate of NADO.

Shares best practices from small metropolitan areas and rural America through training, peer exchange, research, and other capacity-building activities.

Focus Areas:
- Rural Transportation
- Regional Resilience
- Sustainable Communities
- Economic Development
- Organizational Support
With support from EDA, the NADO Research Foundation provides capacity-building services to RDOs and local governments around regional resilience to natural disasters and other economic shocks.

These services include training workshops, peer exchanges, technical assistance, webinars, and research on best practices.

We make our resources and lessons learned available to the public—visit www.nado.org or contact mmcconville@nado.org.
The NADO Research Foundation serves as one of the capacity-building teams in the Sustainable Communities Learning Network, providing support to HUD Sustainable Communities grantees and EPA technical assistance recipients.

Initiative of the Partnership for Sustainable Communities (HUD/DOT/EPA)

Capacity-building support to strengthen grantee communities to create more housing choices, make transportation more efficient and reliable, make more effective infrastructure investments, and build vibrant, economically prosperous neighborhoods, towns, and regions.

Sharing lessons learned and resources with a wider audience.
Webinar Logistics

Please type any questions you have for the speakers in the question box on the side panel throughout the presentation.

The webinar is being recorded and will be posted along with the PowerPoint slides on the NADO website, www.nado.org.

Please contact Megan McConville (mmcconville@nado.org) or Brett Schwartz (bschwartz@nado.org) if you have any questions after the presentation.
Today’s Webinar

• David Ives, Sustainability/Planning Coordinator, U.S. Economic Development Administration

• Brian Kelsey, Director of Economic Development, National Association of Development Organizations
CEDS Content Guidelines

External Webinar

February 26, 2014
Agenda:

1. Why new Guidelines?
2. What’s new with the Guidelines?
3. How are the Guidelines structured?
4. What are the formatting recommendations?
5. What are the content recommendations?
6. What about CEDS equivalent/alternate plans?
7. How/when will the Guidelines be updated?
The new CEDS Content Guidelines are a collection of suggestions and recommendations, not a list of additional requirements. . .
Why new CEDS Content Guidelines?

- The new CEDS Content Guidelines (Guidelines) are intended to help regional planning organizations craft more impactful CEDS. The Guidelines were released in conjunction with EDA’s new regulations.

- The Guidelines are intended to replace the old 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.
What’s new with the CEDS Content Guidelines?

- Looks more like the 2000 and 2002 CEDS Guidelines ("Brown Book" and "Green Book").
- Developed with input of EDA regional office staff and stakeholders.
- 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.
How are the CEDS Content Guidelines structured?

1. **Overview**

2. **Content**
   - Summary Background
   - SWOT Analysis
   - Strategic Direction/Action Plan
   - Evaluation Framework
   - Economic Resilience

3. **Format**

4. **Preparation**

5. **Equivalent/Alternative Plans**
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. Including key elements such as workforce, broadband, energy, etc.

3. Emphasizing measurable goals/strategies rather than a stand-alone list of projects

4. Integrating/leveraging other planning efforts and resources

5. Infusing economic resilience into the CEDS
1. Linking the sections to improve the CEDS focus and measurable 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. Including key elements such as workforce, broadband, energy, etc.

The SWOT section recommends assessing a wide variety of regional attributes, including:

- State of the regional economy, clusters, partners and resources for economic development
- Global competitiveness/FDI/exports
- Workforce/Job-Driven Training
- Spatial efficiency/sustainability
- Broadband
- Energy
- Natural hazards
- Equitable development

Summary Background section also outlines a large number of information types that may be relevant to include/examine in the CEDS
3. Emphasizing goals, measurable objectives and 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
4. Integrating/leveraging other planning efforts and resources

*Look for opportunities to “cross-pollinate”*

- CEDS should integrate other regional planning efforts
- CEDS should identify opportunities for the integrated use of other local, state, private and federal funds
5. Infusing economic resiliency into the CEDS document

“...each CEDS must promote Regional resiliency and be unique and responsive to the relevant Region.”

• Economic resiliency = An area’s ability to withstand, prevent, or quickly recover from major disruptions (i.e., ‘shocks’) to its underlying economic base.

• CEDS serves as a critical mechanism to help regions identify vulnerabilities and withstand or recover from disruptions.

• Integrating resiliency into the CEDS can take multiple forms (need to identify assets and vulnerabilities regardless)
• **Steady-state initiatives**: longer-term efforts that seek to bolster a community’s ability to withstand or prevent a shock

• **Responsive initiatives**: establishing capabilities that allow an organization/region to be responsive to region’s recovery needs following an incident

• As a baseline, EDA suggests regions undertake a *two-pronged approach*:
  1) Implement **specific goals or actions** to bolster the long-term economic durability of the region (*steady-state*)
  2) Establish **information networks** among the various stakeholders in the region to facilitate active and regular communications between the public, private, education and non-profit sectors to collaborate on existing and potential future challenges (*responsive*).
CEDS CONTENT GUIDELINES

Equivalent/Alternative Plans

• 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
  • plan is consistent with the Guidelines

• “Nesting” -- 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.

• EDA does not formally “approve” these alternate/equivalent plans; EDA will accept or deny them as part of the community or region’s pursuit of an EDA-funded project.
Guideline Updates

1. Guidelines on the EDA website (www.eda.gov/CEDS)

2. Update schedule (ongoing)
CEDS Content Guidelines

• You now have flexibility you have been asking for—embrace opportunity to rethink, improve and better leverage your CEDS

• Time to brainstorm about integrated planning & potential revenue generating activities (e.g., WIOA emphasis on regional planning & sector strategies; metro/rural transportation)

• Take advantage of free tools & collaborate w/other EDDs on shared interests
This map illustrates the economic geography of this cluster. Click on any region for specific regional data or to go to a Region Dashboard. Use the controls on the map to adjust the type of data displayed. Below the map is a set of charts that show the top regions for this cluster.
21 Traded Clusters

- Aerospace & Defense: 2.01k
- Biopharma: 455
- Business Services: 18.1k
- Construction: 1.73k
- Distribution & eCommerce: 11.1k
- Education: 445
- Electric Power: 150
- Financial Services: 3.48k
- Furniture and Fixtures: 760
- Gaming: 6.00k
- Insurance: 3.25k
- Jewelry: 100
- Lighting: 100
- Marketing: 100
- Medical Devices: 100
- Metal Mining: 100
- Music & Sound: 100
- Natural Gas: 100
- Newspapers: 100
- Oil: 100
- Professional and Business Services: 100
- Real Estate: 100
- Retail: 100
- Software: 100
- Telecommunications: 100
- Textiles: 100
- Wholesale Trade: 100

Hospitality and Tourism

Number Employed in this Cluster: 12,564

Subclusters:
- Spectator Sports, Amusement Parks and Arcades
- Cultural and Educational Entertainment
- Gambling Facilities
- Other Tourism Attractions
- Accommodations and Related Services
- Tourism...

Go to Region’s Cluster Dashboard ➤
Analyze measures of economic diversity for counties in your EDD and benchmark your EDD to other EDDs.

Data tool developed for ARC counties but data available for all counties in US.

Identify peer counties for benchmarking and potential info sharing.

http://economicdiversityinappalachia.creconline.org
Explore creative ways to link EDD efforts statewide to tell a story about wider impact of CEDS.
Welcome to the Region 2000 Local Economy Dashboard. This website provides a snapshot of how the local economy is performing in Virginia's Region 2000, a 2,000 square mile area composed of the city of Lynchburg; the counties of Amherst, Appomattox, Bedford and Campbell; and the towns of Altavista, Amherst, Appomattox, Bedford, and Brookneal.

The Dashboard provides independent and objective data on how the Region 2000 economy is performing in six key areas. It covers recent trends and will be updated on a regular basis. It is designed to track local economic performance and to spark local conversations about building a more competitive regional economy.

<table>
<thead>
<tr>
<th>GENERAL ECONOMIC PERFORMANCE</th>
<th>TALENT DEVELOPMENT</th>
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<tbody>
<tr>
<td>↓ Labor Force Size</td>
<td>↓ Educational Attainment Rates</td>
</tr>
<tr>
<td>← Average Annual Wage</td>
<td>↑ High School Students Participating in Career and Technical Education Programs</td>
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<tr>
<td>← Gross Domestic Product</td>
<td>↓ High School Students Post-Graduation Intentions</td>
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<tr>
<th>KEY INDUSTRY PERFORMANCE</th>
<th>ENTREPRENEURSHIP &amp; INNOVATION</th>
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<tr>
<td>← Manufacturing Employment</td>
<td>← New Business Starts</td>
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<td>← Healthcare Employment</td>
<td>← Stage II Establishments</td>
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<td>↑ Higher Education Employment Growth</td>
<td>↑ Small Business Innovation Research (SBIR) Grants</td>
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<td>↑ Economic Impact of Domestic Tourism</td>
<td>← STEM Employment</td>
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<tr>
<th>REGIONAL EQUITY</th>
<th>QUALITY OF LIFE</th>
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<tr>
<td>← Unemployment Rate</td>
<td>↑ Cost of Living</td>
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<tr>
<td>← Poverty Rate</td>
<td>↑ New Housing Costs</td>
</tr>
<tr>
<td>← Closings</td>
<td>↑ Average Commute Time</td>
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Performance Indicator Key
Arrow indicates that Region 2000 performance is:
↑ improving or strong
← unchanged or similar
↓ declining or weak
when compared to Virginia and the United States.
These indicators track the capacity and skills of the region’s workforce. The region’s talent level is the key ingredient for future economic prosperity.

Educational Attainment Rates

High School Students Participating in Career and Technical Education Programs

Indexed to 2008 Totals

Graduates from the Region’s Six Institutions of Higher Education

14,686
Don’t stop with data!

Use the website to link goals, strategies, activities (implementation) to key regional/local metrics.

http://region2000dashboard.org
Many publications available for you to learn about how to link planning approaches, case studies, and peer exchange possibilities to strengthen CEDS.
CEDS Outline: Recommendation

- Vision Statement
- Call to Action
- SMART Goals
- Strategies
- Actions

Why

What

How

Summary background & SWOT analysis

Evaluation framework

Strategic direction & action plan
I. Executive Summary

a. Vision Statement

b. What is [EDD]?

c. What is a CEDS?

d. Why are you doing this—the “call to action”
   - Economic Conditions/SWOT Finding #1
   - Economic Conditions/SWOT Finding #2
   - Economic Conditions/SWOT Finding #3

e. What will you accomplish?
   - SMART Goal #1
   - SMART Goal #2
   - SMART Goal #3

f. How will you do it?
   - SMART Goal #1 – Strategy or Project
   - SMART Goal #2 – Strategy or Project
   - SMART Goal #3 – Strategy or Project
II. Summary Background (Economic Conditions)

a. Brief introduction of region—location, component counties/cities, population, etc.

b. Recent timeline of major economic events (providing context)

c. Key industries or clusters (with company features)

d. Key regional trends—demographic, economic, social (tied to SWOT)

e. Assets providing competitive advantage

III. SWOT Analysis

a. Strengths

b. Weaknesses

c. Opportunities

d. Threats
IV. The Plan: SMART Goals, Objectives, Strategies, Actions

a. SMART Goal #1

   i. Strategy 1.1

      1. Action 1.1.1
      2. Action 1.1.2
      3. Action 1.1.3

   ii. Strategy 1.2

      1. Action 1.2.1
      2. Action 1.2.2
      3. Action 1.2.3

   iii. Strategy 1.3

      1. Action 1.3.1
      2. Action 1.3.2
      3. Action 1.3.3
V. Evaluation Framework

SMART goals are your performance measures. Hypothetical example: “Increase the primary working age population of Region X by 10% by 2019.” Make sure you have at least one SMART goal that tracks private investment and jobs created/retained to satisfy EDA’s GPRA reporting requirements.

VI. Strategic Projects

Include at least one project of “regional significance” that corresponds to each SMART goal. You know your boards, communities, and stakeholders best so what you do with the longer “project list” is up to you. If you decide to list all projects here, make sure you do it in a format that doesn’t look like a laundry list—i.e. organize them under SMART goals so they at least fit the format of the plan.
Questions?

• **Please type your questions in the question box on the side of your screen.**

• The webinar recording and slides will be available at [www.nado.org](http://www.nado.org).

• NADO’s CEDS Resilience Library: [www.nado.org/resources/ceds-library](http://www.nado.org/resources/ceds-library)

• **Contact information:**
  - Megan McConville, mmcconville@nado.org
  - Brett Schwartz, bschwartz@nado.org
  - David Ives, dives@eda.gov
  - Brian Kelsey, bkelsey@nado.org

• **Our next webinar:** Building Economic Resilience in Your Community: Linking Economic Development and Hazard Mitigation Planning, March 17 from 2:00 pm – 3:15 pm ET. Register: [https://attendee.gotowebinar.com/register/7565064775249115906](https://attendee.gotowebinar.com/register/7565064775249115906)