CEDS Content Guidelines Workshop

NADO ON THE HILL
2015 WASHINGTON POLICY CONFERENCE
MARCH 25, 2015
CEDS Content Guidelines

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

• CEDS should play multiple roles—technically sound plan, vehicle for collaboration (and $), EDD **leadership** positioning & marketing

• CEDS is about **capacity building**—in your EDD region and in your EDD organization
CEDS Content Guidelines

Dave Ives
Sustainability/Planning Coordinator
dives@eda.gov
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
Scott Koons
North Central Florida Regional Planning Council
Gainesville, FL

Communication/Engagement

Florida Scorecard
By 2030...

- Prosperity & High Paying Jobs
- Global Competitiveness
- Vibrant & Sustainable Communities

26,000,000 Residents

SIX PILLARS
Securing Florida's Future, Together

- Talent Supply and Education
- Innovation and Economic Development
- Infrastructure and Growth Leadership
- Business Climate and Competitiveness
- Civic and Governance Systems
- Quality of Life and Quality Places
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
Doug Elliott
East Central Iowa
Council of Governments
Cedar Rapids, IA
Integrated Planning
CEDS/Transportation
Mike Manis
Centralina
Council of Governments
Charlotte, NC
Integrated Planning
CEDS/Workforce
“CONNECT OUR FUTURE” PROCESS MAP

This process will create a regional growth framework developed through extensive community engagement, built on what communities identify as existing conditions, future plans and community values. This process builds capacity for problem solving and focuses on being inclusive and transparent.

PARTICIPATION, LEADERSHIP and CHAMPIONS
Elected Officials, Regional Stakeholders and Residents: 14-County Region, North Carolina & South Carolina

CONNECT CONSORTIUM
A broad-based group of more than 100 governments, businesses, non-profits, and educational institutions responsible for guiding the process.

IMCP Alliance Strategy
CAREER HEADLIGHT

Prosperity for Greater Charlotte

KEY PUBLIC ENGAGEMENT:
2012: Identity Needs, Values, Opportunities
2013: Exploring Regional Growth Options
2014: Exploring Community Growth Options
2015: Select a Framework for Growth

Identification of “Consensus Growth” Scenario
Finalize the Framework and Identify Next Steps for Implementation
Assess & Create a Regional Framework for Growth & Investment

PUBLIC ENGAGEMENT OPPORTUNITIES

CONNECT work groups representing the seven program areas above will provide technical support and guidance to the process of developing a regional growth framework.

Vibrant Communities – Robust Region
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*).
Debora Glasgow
South Western Oklahoma Development Authority
Burns Flat, OK

Economic Resiliency
Industry Diversification
Kevin Belanger
South Central Planning & Development Commission
Houma, LA

Economic Resiliency
Disaster Preparedness
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.
Ron Radil
Western Nevada Development District
Carson City, NV

Coordinated Planning
USDA SET Program
Guideline Updates

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

2. Update schedule (ongoing)
CEDS Tips & Tricks – A Few NADO Comments
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.
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 U.S.

Identify peer counties for benchmarking and potential info sharing.

http://economicdiversityinappalachia.creconline.org
Don’t stop with data!

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

http://region2000dashboard.org
Content Guidelines > Plan Outline

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

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.
Call to Action

Average earnings for workers, adjusted for inflation, were lower in 2011 than they were in 1970.

Per capita income nearly doubled between 1970 and 2011, but much of that growth was from rents, investments, and transfer payments, not wages.

In short, low wages, rising cost of living, and limited job opportunities are creating a disconnect between Southeastern Vermont’s perceived sense of economic security today and a future that looks anything but secured, especially for younger residents. Failure to address that disconnect will result in many Southeastern Vermonters continuing to search for economic opportunity elsewhere.

Disconnects and Lack of Cohesion

Throughout the CEDS development process, two themes have consistently risen to the top—lack of cohesion within the region and the insular disconnectedness of the entire region. In many ways, Southeastern Vermont can be viewed as a collection of unconnected silos of good, which if properly connected have the potential to become centers of excellence. It has also been accurately noted that the region is neither well connected within and across the region nor connected to the surrounding areas of Vermont, southwestern New Hampshire, or western Massachusetts.

Southeastern Vermont Economic Development Strategies (SeVEDS) endeavors to solve these problems of lack of cohesion and disconnectedness. There, are, however still significant barriers. Northern areas of the region are more connected East-West to Manchester and Springfield than North-South to Bellows Falls or Brattleboro. “The Valley” (Wilmington, Dover) is equidistant between Bennington and Brattleboro. Additionally, even within the region many communities of interest and organizations remain disconnected. The underlying challenge is the marked lack of a history or culture of collaboration and the extremely strong culture of looking inward to the local town or village rather than a central county or regional convening entity.

What is SeVEDS?

SeVEDS started in 2007 as a small group of people from across the region looking to improve broadband and cell service. After many meetings and input from stakeholders it became clear that lack of broadband and unreliable cell service were symptoms of a larger and more concerning problem: lack of economic development. In order to respond, SeVEDS incorporated as a non-profit organization and established a legal affiliation with the Brattleboro Development Credit Corporation.

SeVEDS Mission Statement

SeVEDS exists to reverse the economic decline of the Southeastern Vermont region.

SeVEDS Vision Statement

Southeastern Vermont will have an economy that generates long-term growth and prosperity and that improves quality of life and sustains our quality of place.

Today, SeVEDS is led by a twenty-member board of directors representing public, private, and non-profit organizations from across the region.

Executive Committee

Chair Jenna Pugliese (Stratton Mountain)
Vice Chair Patrick Moreland (Town of Brattleboro)
Treasurer Drew Richards (Richards Group)
Secretary Adam Grinold (Mount Snow Valley Chamber of Commerce)

Standing Committees

Post Y committee chair Stephan Morse (Retired, Windham Foundation)
Windham Region Young Professional committee chair Jenna Pugliese (Stratton Mountain)
Communications committee chair Julia Sorensen (Brattleboro Retreat)
Redevelopment Robin Sweetapple (BDCC Staff)
Workforce Development Patricia Moulton Powden (BDCC Staff)

Communicating Goals

In addition, SeVEDS has established a CEDS advisory committee to augment the SeVEDS leadership with even broader community representation during the process of creating and implementing the economic development strategy.

Gail Nunziata (Latchis Arts)
William Anton (The Dover School)
Rachel Selsky (Camoin Associates)
Connie Snow (Windham Windsor Housing Trust)
Tapp Boswell (Community College of Vermont)
Chris Moore (Attorney at law)

What will SeVEDS accomplish?

In 2010, SeVEDS began to uncover and understand the underlying regional economic and demographic trends impacting the region’s performance. This work, in concert with input collected from business owners, workers, and residents, resulted in SeVEDS deciding to focus on four core themes for improving the region’s economy:

- Reversing population decline.
- Increasing the number of well paying jobs.
- Improving the quality of the workforce.
- Raising household income relative to surrounding areas.

In 2011, SeVEDS adopted five objectives to guide the organization’s activities:

- Create an operational and fiscal sustainability plan for SeVEDS by December 2011.
- Improve wage parity with the surrounding labor shed.
- Increase the size and quality of the workforce.
SMART Goals

Goal 1: Reverse population decline
- Increase population from 2011 baseline of 44,266 (estimated) to 46,266 by 2018.
- Increasing proportion of 25-44 year-olds from 21% to 25% of total population by 2018.
- Double the percentage of foreign-born residents in the region from 3.5% to 7% of total population by 2018.

Goal 2: Increase the number of well-paying jobs
- 1,054 new jobs at $46,340 and 702 new jobs at $42,130 by 2018.
  (new regional average wage goal)
- Increase wages of 4,650 jobs by $5,000 per year.
- Increase median annual income for associate/some college from $27,869 to $32,328.
- Increase median annual income for bachelor’s degree from $34,155 to $40,597.

Goal 3: Improving workforce quality
Increase associate degrees/some college and technical certificates among 18-24 year old age bracket by 2018.

Goal 4: Raising household income relative to surrounding areas
- $174M in new wages and $470M in new GDP.
- Reach regional GDP of $3.07B.
- Improve the ratio of net earned income to total income from .566 to .65.

Objective 1: Act regionally.

Strategy 1.1 Implement a regional, asset-based S.M.A.R.T. CEDS and ecosystem, which expands public, private and non-profit collaboration with a common strategic vision that is annually updated.


Action Plan 1.1.B Institutionalize a culture of collaboration across boundaries by formalizing a Technical Working Group (TWG) as a regional Subject Matter Expert (SME) of economic and workforce development professionals and educators drawn from across the region in collaboration with BDCC and Windham Regional Planning Commission (WRC) staff. The TWG will bring together community, workforce development and planning practitioners in the region to share knowledge and opportunities to advance the pace of regional and local economic development.

Action Plan 1.1.C The Southeastern Vermont region will achieve a good to excellent rating for best practices in regional CEDS and collaboration by end of 2018.

Strategy 1.2 Maintain a regional economic development planning organization, including funding, to update and guide implementation of the CEDS.

Action Plan 1.2.A Prepare and maintain 3-year budgets for operations and initiatives.

Action Plan 1.2.B Develop and implement a private fundraising campaign with a goal of raising $150,000 in 2015 from the private sector.

Action Plan 1.2.C Commit public sector partners to multi-year investment commitment.

Action Plan 1.2.D In conjunction with WRC and BDCC, support towns incorporating the CEDS strategies as appropriate in their economic development planning.

Strategy 1.3 Create redevelopment capacity in the Southeastern Vermont region.

Action Plan 1.3.A Research legal options for the creation of a SeVEDS redevelopment authority unrestricted by town or village boundaries.

Action Plan 1.3.B Conduct an inventory and assemble a database of distressed and/or vacant properties with redevelopment/re-use potential.

Action Plan 1.3.C Conduct a market possibilities assessment for commercial and industrial real estate.

Action Plan 1.3.D In 2015, set goals for number of properties to be redeveloped and capital investment attraction.
CEDS Resilience Library

If a user finds a CEDS that is of particular interest, it can be located by simply scrolling down the webpage. All CEDS are organized by state and titled by the organization’s name. For example, under the “Alabama” heading you will find “Northwest Alabama Council of Governments – 2012 CEDS”. Each CEDS that is included in the index will be available on the webpage allowing users to explore the examples in more detail.

Please contact NADO Research Foundation Program Associate Sara James at sjames@nado.org with any questions.

LIBRARY INDEX:

Start Here: CEDS Resilience Library Index

ALABAMA:

Northwest Alabama Council of Governments – 2012 CEDS
South Alabama Regional Planning Commission – 2012 CEDS
West Alabama Regional Commission – 2012 CEDS

ARIZONA:

Central Arizona Governments – 2013 CEDS
Northern Arizona Council of Governments - 2010 CEDS

ARKANSAS:
<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Northwest Alabama Council of Local Governments</td>
<td>AL</td>
<td><a href="http://www.nacolq.com">www.nacolq.com</a></td>
<td>X</td>
<td>X (Tornados)</td>
<td>X (Tornados)</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>South Alabama Regional Planning Commission</td>
<td>AL</td>
<td><a href="http://www.sarpc.org">www.sarpc.org</a></td>
<td>X</td>
<td>X (SWOT Analysis &amp; Goal)</td>
<td>X (General, Storm-Related Impacts)</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>West Alabama Regional Commission</td>
<td>AL</td>
<td><a href="http://www.warc.info">www.warc.info</a></td>
<td>X</td>
<td></td>
<td>X (Tornados, Flooding, Oil Spill)</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Central Arkansas Planning &amp; Development District</td>
<td>AR</td>
<td><a href="http://www.capdd.org">www.capdd.org</a></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Central Arizona Governments</td>
<td>AZ</td>
<td><a href="http://www.caqaz.org">www.caqaz.org</a></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Northern Arizona Council of Governments</td>
<td>AZ</td>
<td><a href="http://www.nacoq.org">www.nacoq.org</a></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Superior California Economic Development</td>
<td>CA</td>
<td><a href="http://www.scedd.org">www.scedd.org</a></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Region 10 Economic Development District</td>
<td>CO</td>
<td><a href="http://www.region10.net">www.region10.net</a></td>
<td>X</td>
<td>(SWOT Analysis)</td>
<td>X (General)</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Region 9 Economic Development District of Southwest Colorado, Inc.</td>
<td>CO</td>
<td><a href="http://www.scan.org">www.scan.org</a></td>
<td>X</td>
<td>(Disaster Planning)</td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Apalachee Regional Planning Council</td>
<td>FL</td>
<td><a href="http://www.thearpc.com">www.thearpc.com</a></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X (Port, Manufacturing)</td>
<td></td>
</tr>
<tr>
<td>Central Florida Regional Planning Council</td>
<td>FL</td>
<td><a href="http://www.cfrpc.org">www.cfrpc.org</a></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>South Florida Regional Planning Council</td>
<td>FL</td>
<td><a href="http://www.sfrpc.com">www.sfrpc.com</a></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Southwest Florida Regional Planning Council</td>
<td>FL</td>
<td><a href="http://www.swfrpc.org">www.swfrpc.org</a></td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Coastal Regional Commission</td>
<td>GA</td>
<td><a href="http://www.crc.ga.gov">www.crc.ga.gov</a></td>
<td></td>
<td></td>
<td></td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
</tbody>
</table>