



## CEDS Content Guidelines Workshop

**NADO**

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**

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## 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**

US Economic Development Administration - 010515

### Comprehensive Economic Development Strategy (CEDS) Content Guidelines: *Recommendations for Creating an Impactful CEDS*

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**Contents**

1. Overview.....	2
2. Content.....	4
A. Summary Background: A summary background of the economic development conditions of the region.....	4
B. SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats.....	6
C. Strategic Direction/Action Plan: Strategic direction and an action plan (flowing from the SWOT analysis), which should be consistent with other relevant state/regional/local plans.....	11
• Strategic Direction: Vision Statement and Goals/Objectives.....	11
• Action Plan: Implementation.....	12
D. Evaluation Framework: Performance measures used to evaluate the organization's implementation of the CEDS and its impact on the regional economy.....	14
E. Economic Resilience.....	15
• Planning for and Implementing Resilience.....	17
• Establishing Information Networks.....	18
• Pre-Disaster Recovery Planning.....	20
• Measuring Resilience.....	21
3. Format.....	22
4. Preparation.....	23
5. Equivalent/Alternative Plans.....	25



## What are the formatting recommendations?

### 1. *Keep your audience in mind*

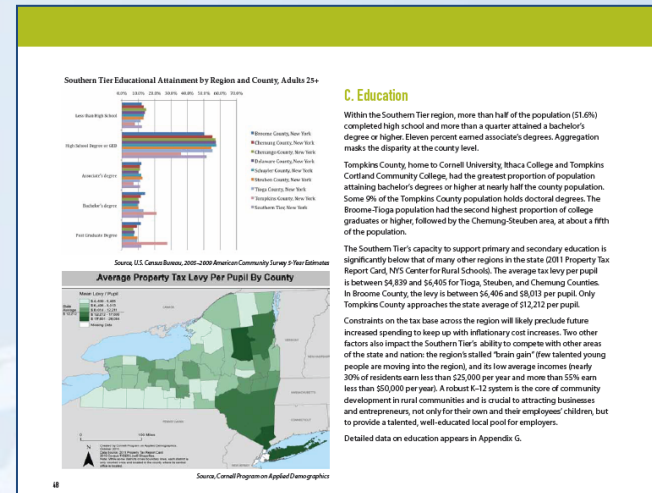
- Target page length
- Executive summary
- Use appendices

### 2. *Communicate creatively*

- Appealing look-and-feel
- Alternate formats

### 3. *Think beyond the document*

- Consider stakeholder engagement





# THE FLORIDA SCORECARD FLORIDA ECONOMIC DEVELOPMENT DISTRICTS

in partnership with The Florida Regional Council Association and Florida Chamber Foundation

## Scott Koons

### North Central Florida Regional Planning Council

### Gainesville, FL

Get Started

**SELECT A REGION**

Click the map to begin  
evaluating regional data

- South Florida Regional Planning Council
- Southwest Florida Regional Planning Council
- North Central Florida Regional Planning Council
- Northeast Florida Regional Planning Council
- Withlacoochee Regional Planning Council
- East Central Florida Regional Planning Council
- Central Florida Regional Planning Council
- Tampa Bay Regional Planning Council
- Southwest Florida Regional Planning Council
- Treasure Coast Regional Planning Council
- South Florida Regional Planning Council

## Communication/Engagement

## Florida Scorecard

Select one of the  
**SIX PILLARS**  
to filter the data

Choose a Pillar...

**FLORIDA 2013  
CIVIC & GOVERNANCE SYSTEMS**

Registered 501(c)3  
Organizations, Public and  
Private Foundation Charities

**71.1k**

**FLORIDA 2013  
TALENT SUPPLY & EDUCATION**  
High School Graduation Rates

**75.6%**

[VIEW FLORIDA'S DATA](#)

By 2030...

...26,000,000 Residents

Prosperity & High Paying Jobs

Global Competitiveness

Vibrant & Sustainable Communities

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

# SIX PILLARS

SECURING FLORIDA'S FUTURE, TOGETHER

## 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



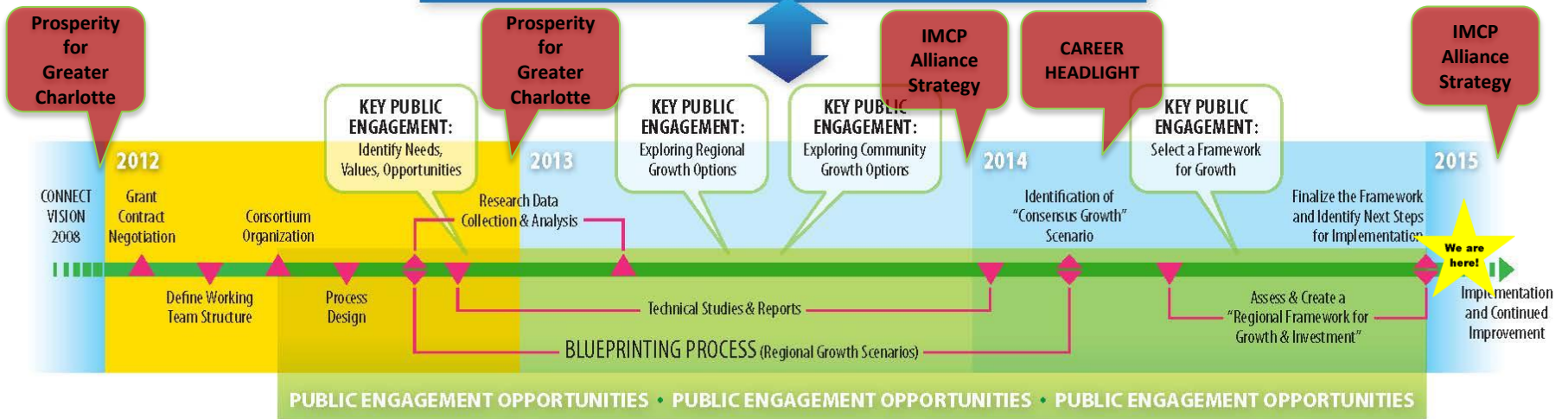


# "CONNECT OUR FUTURE" PROCESS MAP

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.



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

Starting & Growing  
Your Business



[Learn More](#)

Community/Economic  
Development



[Learn More](#)

Southwest OK  
Business Directory



[Learn More](#)

Economic Resiliency  
Industry Diversification

# Kevin Belanger

## South Central Planning & Development Commission

### Houma, LA

Welcome to South Central Planning and Development Commission. We are excited about visiting our new and improved website.

Content is being added and improved daily.

# SCPDC

## South Central Planning & Development Commission

Next »

Welcome to South Central Planning and Development Commission

## Economic Resiliency Disaster Preparedness

SCPDC is a diverse, ever-changing commission serving many different constituencies made specially for and by local governments in the South Central Region. We perform a variety of services to meet the ever-changing needs and challenges of its member governments. These services include long range planning, state and federal liaison, current issues, membership

Please [CLICK HERE](#) for District Mapping.

### Teen Safety Photo-Video Contest

South Central's second annual Teen Safety Driving Photo & Video Contest "Capturing Safety through the Lens" sponsored by State Farm kicks off on November 2, 2013.

## 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.



Welcome to the Western Nevada Development District

# Ron Radil Western Nevada Development District Carson City, NV

## Coordinated Planning USDA SET Program



Western Nevada Development District (WNDD) works with public and private entities to promote collaboration to address economic development issues throughout the region.

WNDD is certified by the U.S. Economic Development Administration (EDA) as an Economic Development District (EDD) for a nine county region in western Nevada. The nine counties include Carson City, Churchill, Esmeralda, Humboldt, Lyon, Mineral, Pershing, Storey and Washoe.

## Guideline Updates

1. Guidelines on the EDA website ([www.eda.gov/CEDS](http://www.eda.gov/CEDS))
2. Update schedule (ongoing)





## CEDS Tips & Tricks – A Few NADO Comments

**NADO**

BRIAN KELSEY  
BKELSEY@NADO.ORG

CLUSTER DASHBOARD: TOP-REGIONS

# Food Processing and Manufacturing

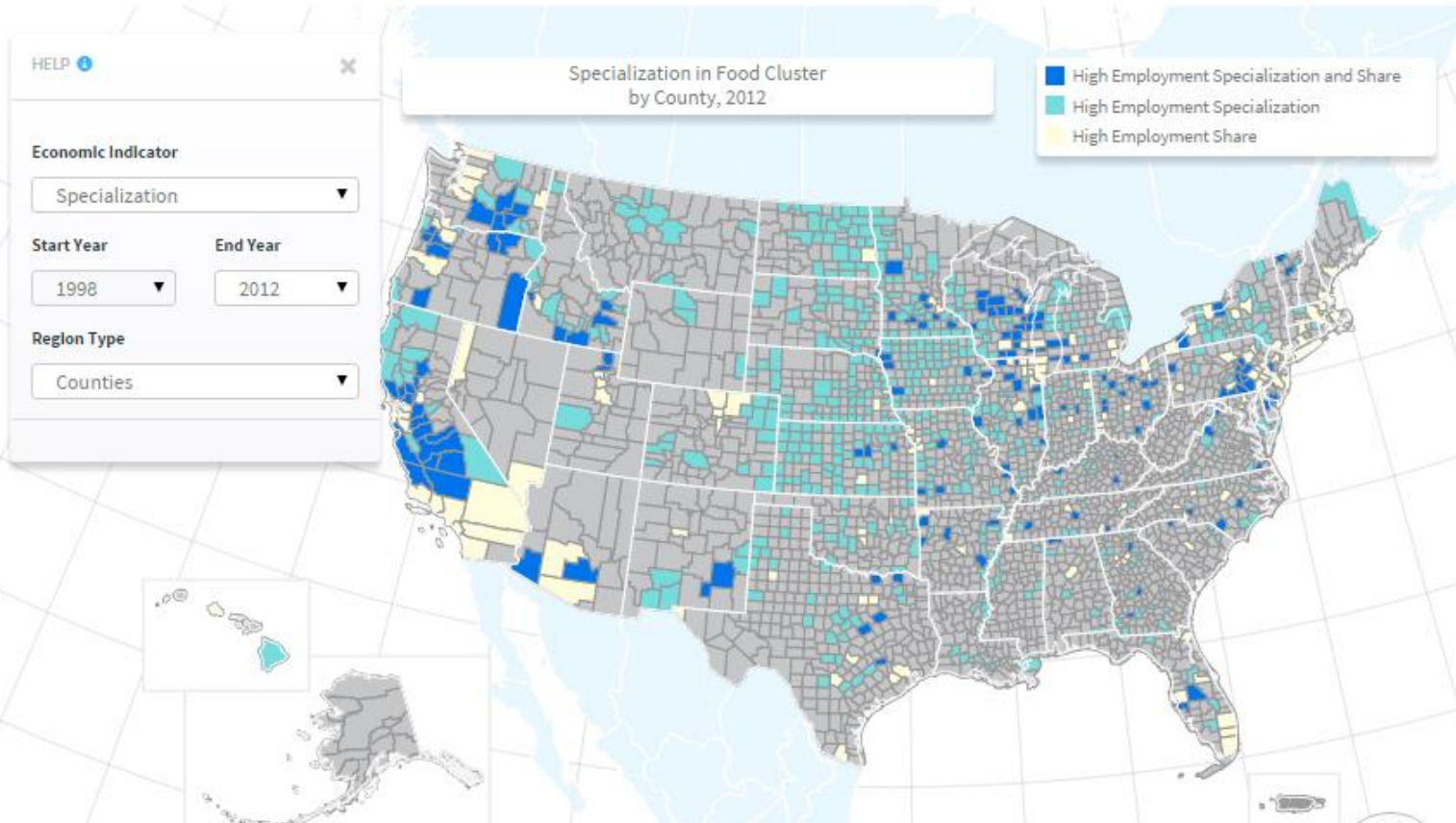
Summary Top Regions Subclusters Organizations

TOUR THE CUSTOM REGION BUILDER

Dive Deeper into the Data

BUILD & EXPLORE A CUSTOM REGION


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




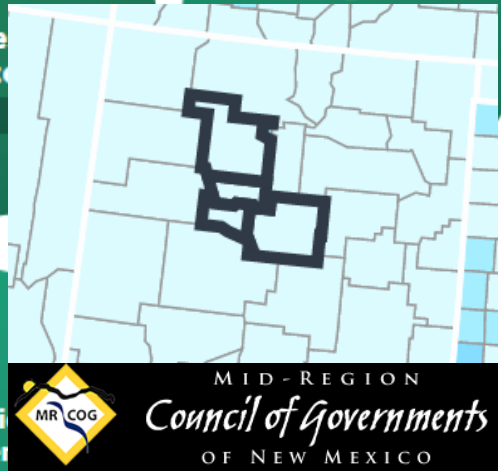
**Distribution & eCommerce**  
11.1k




**Education**



**Electric Power**  
445



**Financial Services**  
3.48k



**Furniture**  
760



**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](#)




**IT**  
5.00k



**Insurance**  
3.25k




**Jewelry**




**Lighting**



**Marketing**



**Medical Devices**



**Metal Mining**

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.

# Economic Diversity in Appalachia

## A Research Report and Economic Development Tool

Home County Profiles Compare Counties Reports and Guide About


**Welcome!**

This website, created for the Appalachian Regional Commission by the University of Illinois at Urbana-Champaign Regional Economic Applications Laboratory and the Center for Regional Economic Competitiveness, provides diversity and demographic data for all 3,100+ U.S. counties. This site is based on research for and serves as a companion to the report "Economic Diversity in Appalachia: Metrics, Tools, Strategies and Guides." Use the buttons below for more information.

[About this site](#) [Read the report](#) [Read the user guide](#)

Select a State: Alabama Select a County: Autauga County, AL

### Autauga County, AL



#### Key Facts

##### County Characteristics

County Character: Mixed Rural

Appalachian County? No

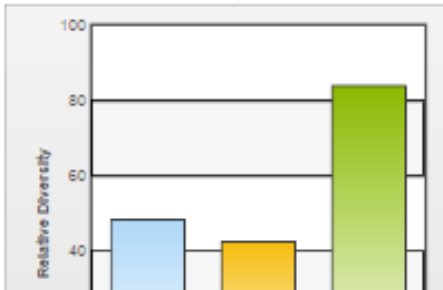
##### Counties Similar to Autauga County:

- Lincoln County, MO
- Androscoggin County, ME
- Rankin County, MS
- Licking County, OH
- Columbia County, OR

#### Diversity Measures

County	Commuting Shed	Development District
Measures of the mix of economic and workforce activity across Autauga County's local development district (Central Alabama Regional Planning and Development Commission). Development districts are regional development organizations that perform a variety of planning, economic development, or transportation functions across county boundaries. Common names for these organizations include Councils of Government, Economic Development Districts, Local Development Districts, and Regional Planning Commissions.		

Development District Diversity (percentile ranking compared to all other development districts)



Development District	Relative Diversity
1	48
2	42
3	85



# COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY

# Region 2000 Local Economy Dashboard

OVERVIEW

GENERAL ECONOMIC PERFORMANCE

TALENT DEVELOPMENT

KEY INDUSTRY PERFORMANCE

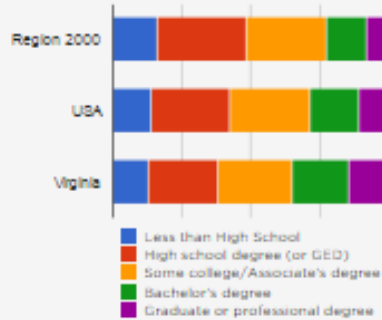
ENTREPRENEURSHIP & INNOVATION

REGIONAL EQUITY

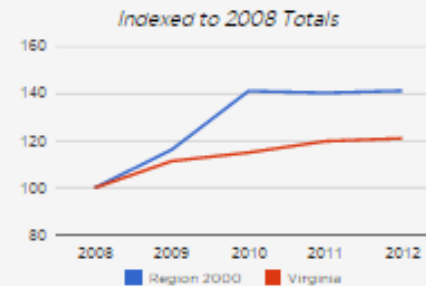
QUALITY OF LIFE

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



### What Does it Measure?

This measure shows the number of high school students training for and looking to enter careers in the trades and other technical fields.

### How is Region 2000 Performing?

The number of CTE program completions by Region 2000 increased by 40 percent between the years 2008 and 2012, a rate twice as fast as the state as a whole.

### What Does it Mean?

This measure indicates that Region 2000 is doing very well at encouraging high school students to complete career and technical education programs. The high number of completions shows that the region will be better positioned to supply a ready pool of potential workers for trades and technical fields. Most analysts predict that these middle skill jobs will be among the fastest growing occupations in future years. This strong performance suggests Region 2000 is well situated to compete for these jobs.

Source: Virginia Department of Education, 2008-2012

Don't stop with data!

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

# Content Guidelines > Plan Outline

- Vision Statement

- Call to Action

} Why

Summary  
background &  
SWOT analysis

- SMART Goals

} What

Evaluation  
framework

- Strategies

- Actions

} How

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



**S.M.A.R.T.**  
*Goals should be used for each critical condition and should be specific, measurable, achievable, relevant and time-based.*

- Which conditions are important?
- Which trends need to be reversed?
- Which assets are available to be leveraged?
- How will a strategy help achieve the economic vision?

**Executive Summary**  
A Comprehensive Economic Development Strategy (CEDS) is more than a mandatory report for opening doors to federal funding, especially through the U.S. Economic Development Administration (EDA). It should be an opportunity to formulate effective strategies that transform a region's economy by creating or retaining wealth and increasing prosperity.

However, too often a CEDS is perceived as a compilation of the region's needs and wish list of proposed projects, without an analysis of the trends and conditions that impact a region's current economic landscape and without asset-based strategies to improve these conditions. And too often, the CEDS focuses on the number of jobs created, while failing to recognize that not all jobs have equal value.

To foster meaningful economic development, the national network of 380 EDA-designated Economic Development Districts (EDDs) should strive for a more sophisticated approach to setting, measuring and meeting goals than simply counting job growth, which does not accurately determine whether a region is growing its economy in the right direction.

What is the “right” direction? It is job growth that is in balance with a comprehensive vision that leverages the unique assets of a regional economy. A balanced approach to economic development also focuses on wealth creation and retention, improving quality of place, fostering a climate of innovation, and growing overall regional prosperity. This is why job growth is only one metric used by VITAL. Economy in a broader, yet targeted set of indicators called performance metrics.

Growing the right kinds of jobs requires a region to set its community and economic development conditions in context. This involves understanding and measuring trends, defining the region's current economic conditions, and establishing measurable goals. As every region is unique, each region should use tailored and slightly different measures. These metrics should address:

Examples of critical conditions hampering economic growth include high levels of poverty, low average wages, low educational attainment, out-migration of healthcare services, aging workforce, and below-average broadband demand/speed/access.

Taking the critical conditions into account, a growing number of regional economic development policy makers, practitioners, and stakeholders are adopting the necessary discipline to establish best practice performance metrics to guide their CEDS development, design, and implementation path.

To be effective, the CEDS cannot focus solely on what a region lacks or needs. It must also focus on a region's unique assets and competitive advantages, as these will drive future economic success. To fully leverage a region's unique tangible and intangible assets as the foundation for transformative economic strategies, it is vital for regions to benchmark current conditions, yet also set measurable S.M.A.R.T. goals to monitor progress and adjust strategies and tactics as needed.

This white paper discusses how performance metrics can be used to create a more effective CEDS for a regional economy. It includes real-life examples of how performance metrics have been used by various Economic Development Districts (EDDs) and other regions assisted by VITAL. Economy to address unique conditions and transform their region's economic performance. It also demonstrates how performance metrics are the first critical step in creating meaningful strategies in a CEDS and how they can improve an economic region's ability to meet the new NADO's Seven Principles of CEDS Standards of Excellence (Appendix A).

*“We will no longer think, think, think; we will think and act, and get results.”*  
*Michael Aube, President  
Eastern Maine Development Corporation*

4 | Performance Metrics Matter

*Performance Metrics Matter*  
<http://www.nado.org/performance-metrics-matter/>

## 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.



- 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.

## Call to Action

## 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 VY 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)

ROGER ALBEE, SEVEDS WORKFORCE COMMITTEE MEMBER



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 Barnhill (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.

## Communicating Goals

### Board Members

*Jenna Pugliese (Stratton Mountain)*

*Patrick Moreland (Town of Brattleboro)*

*Drew Richards (Richards Group)*

*Adam Grinold (Mount Snow Valley Chamber of Commerce)*

*Stephan Morse (Retired, Windham Foundation)*

*Lisa Sullivan (Bartleby's Books)*

*Jeff Lewis (Brattleboro Development Credit Corporation)*

*Susan McMahon (Windham Regional Planning Commission)*

*Martin Langeveld (Strolling of the Heifers)*

*Jill James (Chroma Technology)*

*Ann Andresatos (New Chapter)*

*Cynthia Stoddard (Town of Putney)*

*Ariel Brooks (Marlboro College)*

*Francis "Dutch" Walsh (Town of Rockingham)*

*Konstantin VonKrusenstiern (Brattleboro Retreat)*



Using the data that SeVEDS has outlined, this section will state four core goals and the six objectives that will help us reach those goals. Under each objective are a series of strategies intended to directly incorporate the region's challenges and opportunities and which provide themes for improving the region's economy. These goals, objectives and strategies are the metrics by which SeVEDS will measure success in the coming years and the intention is that they will be updated in 2018.

#### 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 associates/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.A** Expand representation and engagement of private sector in the SeVEDS initiatives and board.

**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 \$750,000 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

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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](mailto:sjames@nado.org) with any questions.

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Organization	State	Website	Resilience Incorporated Throughout Document	Resilience Incorporated in Specific Section	Natural & Man-Made Disasters (Type)	Economic Downturn / Shifting Economic Landscape	Loss of Industry / Industry-Related Issues	Diversification
Northwest Alabama Council of Local Governments	AL	<a href="http://www.nacolg.com">www.nacolg.com</a>		X	X (Tornadoes)		X	
South Alabama Regional Planning Commission	AL	<a href="http://www.sarpc.org">www.sarpc.org</a>		X (SWOT Analysis & Goal)	X (General, Storm-Related Impacts)			
West Alabama Regional Commission	AL	<a href="http://www.warc.info">www.warc.info</a>	X		X (Tornadoes, Flooding, Oil Spill)	X	X	
Central Arkansas Planning & Development District	AR	<a href="http://www.capdd.org">www.capdd.org</a>					X	X
Central Arizona Governments	AZ	<a href="http://www.cagaz.org">www.cagaz.org</a>				X		X
Northern Arizona Council of Governments	AZ	<a href="http://www.nacog.org">www.nacog.org</a>						X
Superior California Economic Development	CA	<a href="http://www.scedd.org">www.scedd.org</a>				X		X
Region 10 Economic Development District	CO	<a href="http://www.region10.net">www.region10.net</a>		X (SWOT Analysis)	X (General)	X		
Region 9 Economic Development District of Southwest Colorado, Inc.	CO	<a href="http://www.scan.org">www.scan.org</a>		X (Disaster Planning)		X		
Apalachee Regional Planning Council	FL	<a href="http://www.thearpc.com">www.thearpc.com</a>				X	X (Port, Manufacturing)	
Central Florida Regional Planning Council	FL	<a href="http://www.cfrpc.org">www.cfrpc.org</a>				X		X
South Florida Regional Planning Council	FL	<a href="http://www.sfrpc.com">www.sfrpc.com</a>	X					X
Southwest Florida Regional Planning Council	FL	<a href="http://www.swfrpc.org">www.swfrpc.org</a>				X		X
Coastal Regional Commission	GA	<a href="http://www.crc.ga.gov">www.crc.ga.gov</a>						



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