September with the CEDS Webinar Series

“Better Resilience through Better Planning”

Strengthening the SWOT:
Identifying & Understanding Regional Strengths, Weaknesses, Opportunities, & Threats

Monday, September 14 ~ 2-3 p.m. ET

A NADO Research Foundation Webinar
Supported by the Economic Development Administration (EDA)
Founded in 1988, the NADO Research Foundation is the non-profit research affiliate of the National Association of Development Organizations (NADO).

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

Focus Areas:
• Economic Development
• Organizational Support
• Rural Transportation
• Sustainable Communities
• Regional Resilience
The NADO Research Foundation, with support from the Economic Development Administration (EDA), provides capacity-building services to RDOs and local governments to foster regional resilience to natural disasters and other economic shocks and disruptions.

Multiple trainings and resources available on the updated CEDS content guidelines.

We make our resources and lessons learned available to the public—visit www.nado.org or contact sjames@nado.org.
Today’s Webinar

- **Dave Ives**, Sustainability/Planning Coordinator, U.S. Economic Development Administration (Washington, DC)

- **Brian Kelsey**, Economic Development Consultant, N A D O, & Principal/Founder, Civic Analytics (Austin, TX)

- **Jennifer Pellechio**, Deputy Director, Southwest Florida Regional Planning Council (Fort Myers, FL)
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 at www.nado.org.

We have applied for 1 AICP CM credit for this webinar.

Please contact Sara James at sjames@nado.org if you have any questions after the presentation.
Dave Ives, AICP
Sustainability/Planning Coordinator
Economic Development Administration
U.S. Department of Commerce
dives@eda.gov
• Good planning is critical for resiliency.

• Comprehensive Economic Development Strategies (CEDS) serves as an important mechanism to help regions identify vulnerabilities and withstand or recover from disruptions.

• In January 2015, EDA published new **CEDS Content Guidelines** that encourage communities to incorporate resilience into their long-term economic development plans.
  
  Guidelines on EDA’s website:  [www.eda.gov/CEDS](http://www.eda.gov/CEDS)

• To enhance regional resilience, EDA suggests regions implement **steady-state initiatives** and **responsive initiatives**.

• Integrating resilience into the CEDS can take multiple forms.
• Key CEDS content recommendation: **link the sections.**

• **SWOT component is critical.** . . . and should address a wide-variety of *applicable* regional attributes and dynamics.

• **Identification of assets and vulnerabilities within the SWOT is foundational to establishing resilience.**

• Check out the Regional Innovation Accelerator Network (RIAN) at [http://www.regionalinnovation.org/assets.cfm](http://www.regionalinnovation.org/assets.cfm) for suggestions on identifying and measuring asset categories.
Brian Kelsey
Economic Development Consultant, NADO
Principal/Founder, Civic Analytics (Austin, TX)
brian@civicanalytics.com
Strengthening the SWOT

Identifying, Understanding, & Communicating Regional Strengths, Weaknesses, Opportunities, & Threats

- There is no one right way – just make sure it’s inclusive process
- Should balance EDD research findings & stakeholder input
- Integrate in CEDS – no orphan SWOTs
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**
SWOT is critical for positioning EDD for successful CEDS implementation

- Vision statement
- Call(s) to action
- Trend analysis
- SMART goals
- Strategies
- Collaboration & alignment
- Shared regional accountability

**Call to Action**

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

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**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.

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- 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.

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.
EDA Guidelines  Plan Outline

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

Why

What

How

Summary
background & SWOT analysis

Evaluation framework

Strategic direction & action plan
Call to Action

SMART Goals

What will SeVEDS accomplish?

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 (Camolin Associates)
Connie Snow (Windham Windsor Housing Trust)
Tapp Rasmussen (Community College of Vermont)
Chris Moore (Attorney at law)

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.

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)

Ann Andresatos (New Chapter)
Cynthia Stoddard (Town of Putney)
Ariel Brooks (Marlboro College)
Francis “Dutch” Waish (Town of Rockingham)
Konstantin VonKrusenstien (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.

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 (WRP) 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 $500,000 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.

SMART Goals
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

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
**STRENGTHS**

**Resources**
- **FISH**
  - 6 of the top 10 ports in U.S. are in SWAMIC region

**Tourism**
- 52% of 2010 out-of-state visitors to Southwest AK spent an average of $1,514 per person on their trip, compared with the statewide average of $946.

**Minining**
- 22 communities have harbor facilities and support a fleet of 1,487 boats.

**Workforce Development**
- 2012 Rural Jobs + Innovation Accelerator Challenge grant of $465,000.

**Weaknesses**

**Resources**
- Seasonality of resources: Unemployment in Afognak East Borough 8% in July 2013, 26% in December 2013.

**Workforce Development**
- Lack of trained local workforce: More than 80% of fish processing jobs held by non-residents.

**Infrastructure**
- One-way flight costs from Anchorage vary from $450-$700.
- No road connectivity.

**PRIORITY ACTIONS**
- Expand Fisheries Cluster
- Implement Alaska Maritime Workforce Development Plan
- Promote Local Guiding Training for Tourism
- Establish Youth Mentorship and Training Program
- Promote Entrepreneurial Enterprise
- Promote Energy and Infrastructure Development

**OPPORTUNITIES**

- 18 SWAMIC Business Council members

**THREATS**

- Net migration loss between 2011-2012
- High reliance on public funds.
- Declining state and federal budgets may result in decreased investment and Employment.

Source: Southwest Alaska Municipal Conference
1. Diversify the SWF economy.

   a. **SWOT Finding**: SWF economy is too reliant on Hospitality and Tourism.

      **Trend Analysis**: Hospitality and Tourism is 19.9% of total traded cluster employment in SWF, compared to 11.4% for statewide economy. Historical average for SWF is 17.4% (1998-2013). You want tourism to grow, but not as a share of total traded economy.

      **SMART Goal #1**: Grow non-tourism export base at a rate fast enough to reduce share of Hospitality & Tourism from current 19.9% of total traded cluster employment in SWF to the region’s historical average of 17.4% by 2020.

   b. **SWOT Finding**: SWF has a competitive advantage in Medical Devices.

      **Trend Analysis**: Employment in the Medical Devices cluster has nearly tripled in SWF since 2007, growing from 474 jobs to more than 1,400 jobs. During that time SWF has increased its share of total state employment in the Medical Devices cluster from three percent to nine percent. While that pace of growth in SWF is unlikely to be sustainable, the SWF region should strive for job growth in Medical Devices at a fast enough pace to continue diversifying the regional economy, reducing reliance on tourism.

      **SMART Goal #2**: Achieve average annual employment growth of five percent in the Medical Devices cluster between 2015 and 2020.

      **Strategy 2.1**: Create a Medical Devices cluster intermediary organization.

      **Action 2.1.1**: Conduct a Medical Manufacturing supply chain and capital access study with Tampa Bay.
Jennifer Pellechio, MBA
Deputy Director/Economic Development/Grants Manager
Southwest Florida Regional Planning Council (Fort Myers, FL)
jpellechio@swfprc.org
Economic Development District
Since 1992

Big Issues....Real Solutions

Building Prosperity, High Paying Jobs, Vibrant Communities and Global Competitiveness
2014

Spring
• Awarded Technical Assistance by NADO

April
• CEDS meeting with NADO presenting Technical Assistance – Resiliency Section of CEDS

June
• Extensive Research – data collection

July 25, 2014
• SWOT CEDS committee meeting

August
• Staff worked on Outline

September
• Annual Update DUE for the CEDS

2015

January
• CEDS Committee Reviewed Outline

Spring
• Goals/Objectives/Action Items (Projects)

Summer
• Draft CEDS Chapter on Resiliency

September 30th
• Submit to EDA

CEDS Committee meets quarterly
January, April, July, October
AGENDA FORMAT

Building Resiliency into the Comprehensive Economic Development Strategy

Mr. Brian Kelsey, National Association of Development Organizations

<table>
<thead>
<tr>
<th>Time</th>
<th>Event</th>
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<tbody>
<tr>
<td>2:15 pm</td>
<td>CEDS Requirements Presentation</td>
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<tr>
<td>2:45 pm</td>
<td>Data Analysis Briefing</td>
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<tr>
<td>3:00 pm</td>
<td>SWOT Assessment</td>
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<tr>
<td>4:00 pm</td>
<td>Wrap Up and Next Steps</td>
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Join us for a workshop led by NADO experts to develop the SWOT analysis for SWFL on resiliency.

JULY 25, 2014 at 2:00 pm

CLICK HERE TO RSVP

(https://www.eventbrite.com/e/ceds-working-committee-meeting-tickets-12021188699?ref=elink)

Southwest Florida Regional Planning Council
1st Floor Conference Room
1926 Victoria Avenue, Fort Myers, FL 33901
Workforce Availability

<table>
<thead>
<tr>
<th>Share of Total Population, 2013</th>
<th>% Population Primary Working Age, 2013</th>
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<tbody>
<tr>
<td></td>
<td>US</td>
</tr>
<tr>
<td>Young Adult 25-44</td>
<td>53%</td>
</tr>
<tr>
<td>Older Adult 45-64</td>
<td>27%</td>
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<tr>
<td>Older 65+</td>
<td>29%</td>
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<table>
<thead>
<tr>
<th>Share of Total Population, 1990</th>
<th>SWFRPC Region</th>
<th>Florida</th>
<th>US</th>
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<tbody>
<tr>
<td>Young Adult 25-44</td>
<td>25%</td>
<td>30%</td>
<td>33%</td>
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<tr>
<td>Older Adult 45-64</td>
<td>22%</td>
<td>20%</td>
<td>19%</td>
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<tr>
<td>Older 65+</td>
<td>28%</td>
<td>18%</td>
<td>13%</td>
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Source: Bureau of Economic Analysis. Totals may not sum to 100 due to rounding.

Clusters

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<tr>
<th>Top 10 Ranked by Number of Jobs, 2012</th>
<th>Jobs</th>
<th>LQ</th>
<th>Wages</th>
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<tbody>
<tr>
<td>Life Sciences</td>
<td>61,266</td>
<td>1.09</td>
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<tr>
<td>Business &amp; Financial Services</td>
<td>37,497</td>
<td>0.82</td>
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<tr>
<td>Arts, Entertainment, Recreation, Visitor Industries</td>
<td>35,177</td>
<td>1.73</td>
<td>$1,127,001,988</td>
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<tr>
<td>Defense &amp; Security</td>
<td>18,306</td>
<td>0.65</td>
<td>$968,001,834</td>
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<tr>
<td>Agribusiness, Food Processing &amp; Technology</td>
<td>13,661</td>
<td>1.16</td>
<td>$381,742,442</td>
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<td>Energy (Fossil &amp; Renewable)</td>
<td>12,178</td>
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<td>$616,659,584</td>
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<td>Education &amp; Knowledge Creation</td>
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<td>Information Technology &amp; Telecommunications</td>
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<td>Printing &amp; Publishing</td>
<td>6,639</td>
<td>0.83</td>
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<td>Transportation &amp; Logistics</td>
<td>5,988</td>
<td>0.38</td>
<td>$254,333,160</td>
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Source: Bureau of Labor Statistics. Cluster definitions from Purdue University via Statmajor.
Key points addressed by CEDS Committee:

- Disaster
- Economic Base
- Diversity
- Business Resiliency
  - For Tourism Industry
- Post Disaster Communication/Marketing
- Distributing growth to benefit all areas
- Short Term versus Long Term
- Local Economies
- Building economies for each jurisdiction
- Transportation Diversification
- Big recent gains in information industry
  - Need workforce training
- Research for gaps analysis
GOALS:
• Enhance the quality and quantity of Southwest Florida workforce.
• Diversify the Southwest Florida Economy

IMPORTANT PROJECTS:
• Workforce housing implementation plan
• Conduct a Medical Manufacturing supply chain and capital access study with Tampa Bay.
• Explore partnering with South FL and Tampa Bay, creating a medical manufacturing corridor.
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For more information please contact us at:  
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www.swfrpc.org
Questions?

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

Speakers:
• **Dave Ives**, Sustainability/Planning Coordinator, U.S. Economic Development Administration (Washington, DC)

• **Brian Kelsey**, Economic Development Consultant, NADO, & Principal/Founder, Civic Analytics (Austin, TX)

• **Jennifer Pellechio**, Deputy Director, Southwest Florida Regional Planning Council (Fort Myers, FL)
The recording of this webinar, along with the PowerPoint slides, will be made available on our website www.nado.org.

The page also includes the recording and slides from our first installment on aligning regional planning efforts.

NEXT UP:
• Wednesday, September 30: Measuring Your Progress: The Importance of Performance Metrics

Thank you for joining us!