

September with the CEDS Webinar Series

“Better Resilience through Better Planning”

September 10th, 14th, and 30th

2 pm Eastern / 1 pm Central

More info at: www.nado.org

Strengthening the SWOT:

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

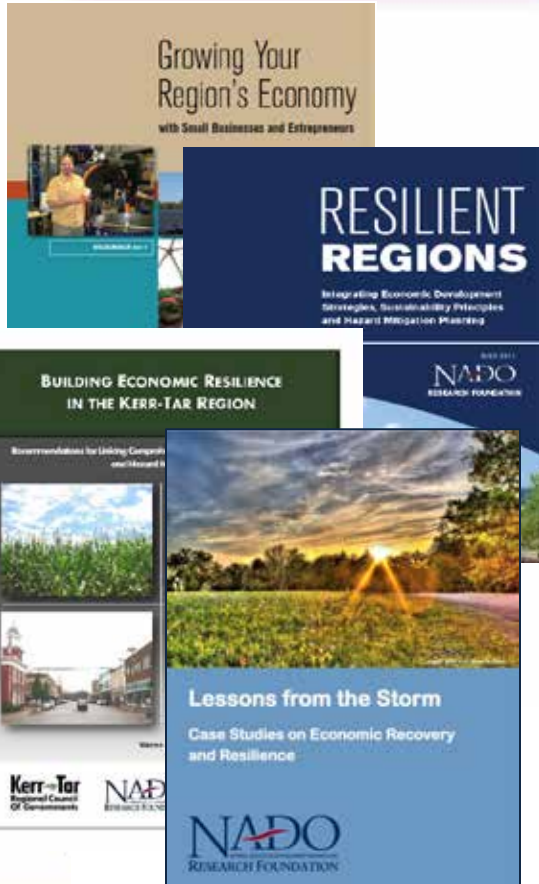
Monday, September 14 ~ 2-3 p.m. ET

A NADO Research Foundation Webinar
Supported by the Economic
Development Administration (EDA)



NADO Research Foundation

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



NADO's Resilience Program

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.



Association of Central Oklahoma Governments



Eastern Carolina Council of Governments

NADO National Association of Development Organizations
Regional. Strategic. Partnership. Solutions.

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CEDS Resilience Library

DISCOVER | RESOURCES | CEDS Resilience Library

BACKGROUND:

In anticipation of the Economic Development Administration's (EDA) upcoming release of revised Comprehensive Economic Development Strategy (CEDS) guidelines, the NADO Research Foundation has compiled a library of examples to help economic development districts (EDDs) navigate incorporating resilience to economic disruptions and other disasters into their CEDS.

EDA is amending the CEDS guidelines to include an economic resilience improvement because it is increasingly apparent that economic prospects are tied to a region's ability to attract, withstand, and quickly recover from major disruptions to its underlying economic base. In addition, the CEDS process provides a critical mechanism for EDDs to identify regional vulnerabilities and prevent or respond to economic disruptions.

Many regions, especially those that have been heavily impacted by natural disasters or the downturn of a specific industry, have already begun incorporating aspects of resilience into their CEDS. These aspects may include:

- Detailed analyses of regional vulnerabilities in EDD assessments;
- Inclusion of regional disaster preparedness and recovery plans;
- Strategies to diversify the economy or enhance the viability to sustain emerging industries;
- Resilience objectives built off of statewide initiatives or related regional planning efforts.

NADO

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

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

NADO

Building Economic Resilience in Your Community: Linking Economic Development and Hazard Mitigation Planning

March 17, 2015
2:00 – 3:15 pm ET

Kerr-Tar Regional Council of Governments | **NADO** | Sustainable Communities Learning Networks | EFCN

Today's Webinar

- **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)



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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.



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Dave Ives, AICP

Sustainability/Planning Coordinator
Economic Development Administration
U.S. Department of Commerce
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- 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
- 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> for suggestions on identifying and measuring asset categories.



Brian Kelsey

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Strengthening the SWOT

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*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

US Economic Development Administration - 010515

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

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SWOT is critical for positioning EDD for successful CEDS implementation

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>30%

The region's most serious housing problem is cost burden: **37% of homeowners and 52% of renters** pay more than 30% of their income for housing.



38%

By 2030, seniors age 55 and over will comprise 38% of the region's population, compared to 28% in 2010.

\$100,000

While the average salary in the biotechnology sector is \$100,000, less than 30 students per year graduate from the University of Southern Maine with a degree in Biology, Chemistry or Biochemistry.



"It is clear we still have work to do... we are lagging in pivotal areas including key industries, a higher tax burden and housing affordability." Michael Bourque, Vice-Chair, Portland Regional Chamber

\$136,000,000,000

Transportation is responsible for almost half of the \$1.36 billion spent on energy in Cumberland County.



91.6%

While the percentage of minorities has doubled since 2000, non-Hispanic Whites account for over 90% of Cumberland County's population.

- Vision statement
- Call(s) to action
- Trend analysis
- SMART goals
- Strategies

- Collaboration & alignment
- Shared regional accountability

Planning
Framework

Stakeholder
Engagement



- 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)

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

15

- Vision Statement
- Call to Action

Why

- SMART Goals

What

- Strategies
- Actions

How

Summary
background &
SWOT analysis

Evaluation
framework

Strategic direction
& action plan

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 Bannhill (Community College of Vermont)

Giris 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.

Call to Action



SMART 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)

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.

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



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

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:

- 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?

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

STRENGTHS

Existing relative competitive advantages.

Resources

FISH
6 of top 10 ports in U.S. are in SWAMC region

TOURISM
Out-of-state VISITORS to Southwest AK spent an average of \$1,514 per person on their trip, compared with the statewide average of \$941.⁵

MINING
52% of 2010 Alaska mining exploration expenditures were made in Southwest AK⁴

Workforce Development
2012 Rural Jobs + Innovation Accelerator Challenge grant: **\$485,023**

Partnerships
Funded by: U.S. Dept. of Commerce's Economic Development Administration, the U.S. Dept. of Agriculture
Partners: BONA, SAVEC, University of Alaska, AK Regional Training Centers, Bristol Bay School District and more

Energy
Alaska Energy Authority's Power Cost Equalization (PCE) program reimburses up to 70 percent of residential energy costs in some Southwest Alaska communities.¹¹

Job growth to population growth ratio (1997-2008)¹
Southwest AK: **4.88** | United States: 0.93

Community Development Quota program³
\$21.5 million/year | 1,114 workers employed

18 Communities have land-based seafood processing?

3 National Parks in the region

22 communities with harbor facilities support a fleet of **1,487** boats⁸

Many potential sources of energy

WEAKNESSES

Existing relative competitive disadvantages.

Resources

Fluctuating seafood stocks
Alaska Fisheries: Pounds Landed

Seasonality of resource jobs: Unemployment in Aleutians East Borough?
July 2013: **8%** | December 2013: **26%**

Energy
There is **no area-wide energy plan** to guide investments

Average annual household energy costs:¹⁰
\$ 8,410 Lake + Peninsula Borough vs. \$ 2,790 Municipality of Anchorage

Workforce Development
Widely dispersed population: Less than 30,000 people over an area the size of Oregon

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

Infrastructure
No overland connectivity

One-way flight costs from Anchorage⁹...

To Adak, Unalaska, St. Paul	\$450-\$700
To Homerula	\$350-\$500
To London	\$650-\$900

4/6 Regions have higher overcrowding rates than the statewide rate of 6%.
In Dillingham Census Area, 18% of housing units are overcrowded⁷

2 There are only Chambers of Commerce in Southwest Alaska

Partnerships
The M/V Tustumena is nearing retirement

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

Resources

- Outer Continental Shelf (OCS) oil + gas potential
- Rich regional mineral deposits
- Arctic development, resources + science

Value-Added Seafood Processing

\$ Catch ← Happens in AK
 \$\$ Process ← Usually happens in AK
 \$\$\$ Package ← Sometimes happens in AK

Workforce Development
BREDC's Permit Loan program is increasing the number of locally-owned commercial fishing permits

Partnerships
18 SWAMC Business Council members

Energy
International interest in adventure tourism: increased **65%** between 2009-2012.¹²

Resources

TREATS TO FISH STOCKS

- Climate change
- Oil spill
- Mining accident
- Farmed fish

300 people Net migration loss between 2011 - 2012¹⁴

Partnerships
Tribal offices are relocating out of the region

Infrastructure
Average of **100** earthquakes ≥ 4.0 per year¹⁷

Energy
cheap energy alternatives

Heavy reliance on public funds. Declining state and federal budgets may result in decreased investment and employment.

Climate change: current + potential threats: Erosion, Flooding, Melting permafrost... and more

36 of Alaska's 41 active volcanoes are in Southwest AK.¹⁴

Endangered since 1990

Environmental protections limit development¹⁹

Proximity to the Pacific Ring of Fire

Energy

Many current and potential efforts to reduce regional energy costs:

- Bulk fuel purchasing
- Natural gas development
- Hydro energy
- Waste-to-heat incinerators

Infrastructure
Recent and planned investments in microwave and fiber optic network improvements, including the proposed Quintillion Arctic Fibre cable

ALASKA WATER AND SEWER CHALLENGE
AK Dept. of Environmental Conservation

ALASKA HOUSING CHALLENGE
Alaska Housing Authority

OPPORTUNITIES

Chances/opportunities for regional improvement or progress.

THREATS

Threats to regional improvement or progress.

Creating Resiliency SMART Goals: SWFRPC Example

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.



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SOUTHWEST FLORIDA

REGIONAL PLANNING COUNCIL



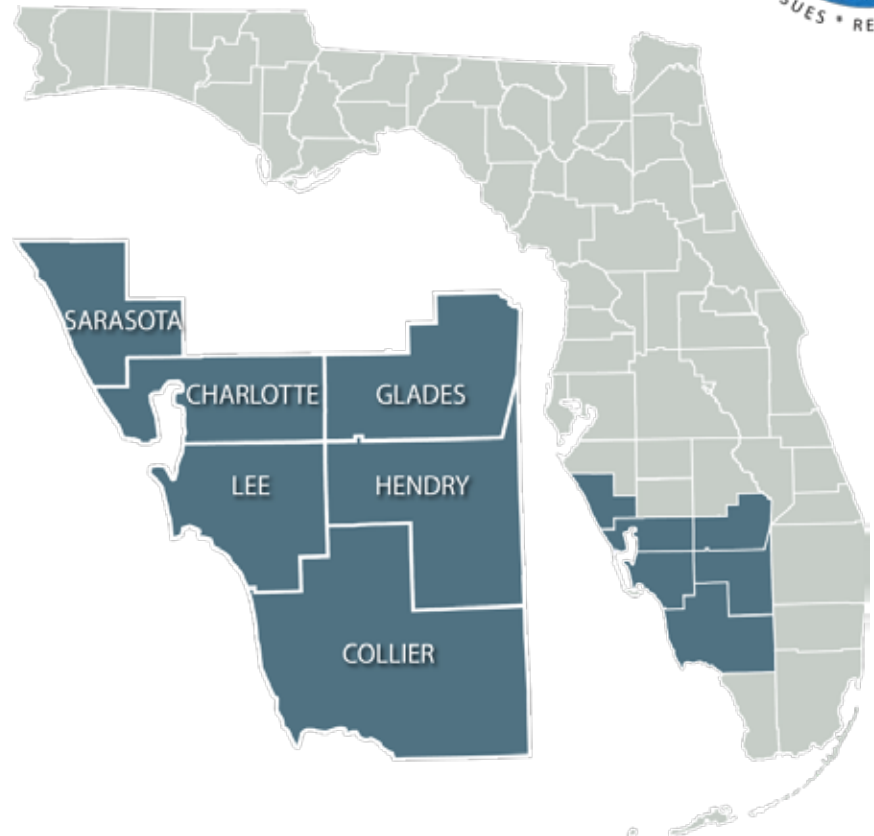
STRENGTHENING THE SWOT



9/14/2015

facilitated by
Jennifer Pellechio, MBA
Southwest Florida Regional Planning Council

Economic Development District Since 1992



Big Issues....Real Solutions

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

Timeline



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

BUILDING RESILIENCY INTO THE COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

SAVE THE DATE CEDS MEETING

Resilient: *(adjective)* able to withstand or recover quickly from difficult conditions



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



AGENDA FORMAT

Building Resiliency into the Comprehensive Economic Development Strategy



Mr. Brian Kelsey, National Association of Development Organizations

-
- 2:15 pm CEDS Requirements Presentation
-
- 2:45 pm Data Analysis Briefing
-
- 3:00 pm SWOT Assessment
-
- 4:00 pm Wrap Up and Next Steps

DATA ANALYSIS BRIEFING



Workforce Availability

Share of Total Population, 2013

	Young Adult 25-44	Older Adult 45-64	Older 65+
SWFRPC Region	20%	27%	29%
Florida	25%	27%	19%
US	26%	26%	14%

Share of Total Population, 1990

	Young Adult 25-44	Older Adult 45-64	Older 65+
SWFRPC Region	25%	22%	28%
Florida	30%	20%	18%
US	33%	19%	13%

Source: Bureau of Economic Analysis. Totals may not sum to 100 due to rounding.

% Population Primary
Working Age, 2013

US	53%
Florida	52%
SWFRPC	47%
Charlotte	44%
Collier	46%
Glades	50%
Hendry	49%
Lee	48%
Sarasota	45%

Clusters

Top 10 Ranked by Number of Jobs, 2012	Jobs	LQ	Wages
Life Sciences	61,266	1.09	\$2,586,305,194
Business & Financial Services	37,497	0.82	\$2,382,077,052
Arts, Entertainment, Recreation, Visitor Industries	35,177	1.73	\$1,127,001,988
Defense & Security	18,306	0.65	\$968,001,834
Agribusiness, Food Processing & Technology	13,661	1.16	\$381,742,442
Energy (Fossil & Renewable)	12,178	0.52	\$616,659,584
Education & Knowledge Creation	10,151	0.52	\$459,308,935
Information Technology & Telecommunications	7,768	0.39	\$528,925,171
Printing & Publishing	6,639	0.83	\$327,275,500
Transportation & Logistics	5,988	0.38	\$254,333,160

Source: Bureau of Labor Statistics. Cluster definitions from Purdue University via StatsAmerica.com.

SWOT ASSESSMENT



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

Implementation



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.

CONTACT



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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)

September with the CEDS Webinar Series

“Better Resilience through Better Planning”

September 10th, 14th, and 30th

2 pm Eastern / 1 pm Central

More info at: www.nado.org

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!