

# September with the CEDS Webinar Series

“Better Resilience through Better Planning”

September 10<sup>th</sup>, 14<sup>th</sup>, and 30<sup>th</sup>  
2 pm Eastern / 1 pm Central

More info at: [www.nado.org](http://www.nado.org)

## Measuring Your Progress: The Importance of Performance Metrics

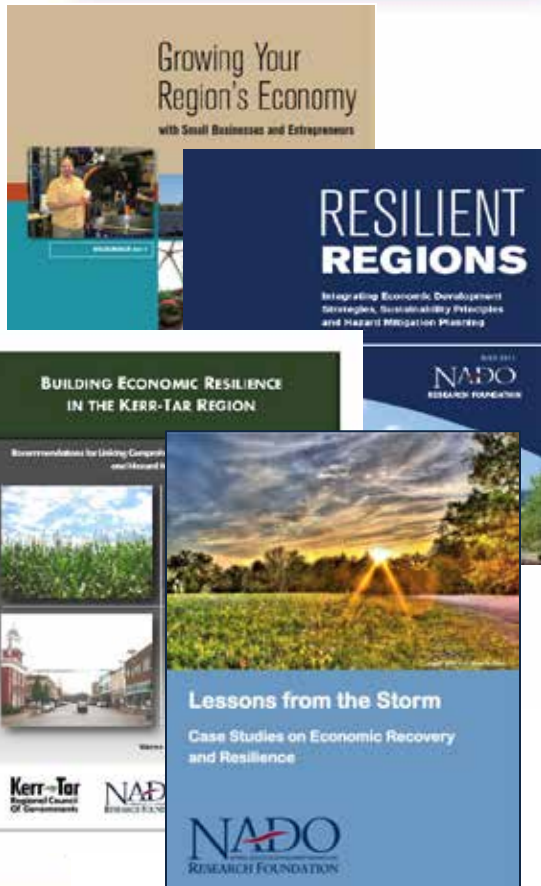
Wednesday, September 30 ~ 2-3 p.m. ET

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](http://www.nado.org) or contact [sjames@nado.org](mailto: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 prevent, 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 EDDT 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.

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

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

**NADO** U.S. DEPARTMENT OF COMMERCE

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 Network | 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)
- **Susan McMahon**, Associate Director, Windham Regional Commission (Brattleboro, VT)
- **Laura Sibiliala**, Director of Economic Development, Brattleboro Development Credit Corporation (Brattleboro, VT)



REGIONAL STRATEGIES. PARTNERSHIPS. SOLUTIONS.  
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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](http://www.nado.org).

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

Please contact Sara James at [sjames@nado.org](mailto: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  
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*.

- Key CEDS content recommendation: **link the sections.**
- Evaluation framework and its associated performance measures are critical.
- **The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the CEDS.**
- The measures that are selected should be based upon what is important to the region.
  - Consider the concept of “wealth creation” to enhance resilience.
- Good performance measures can help identify weak points in the plan and/or better approaches.





## **Brian Kelsey**

Economic Development Consultant,  
NADO

Principal/Founder, Civic Analytics  
(Austin, TX)

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## 1. Overview

## 2. Content

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

## 3. Format

## 4. Preparation

## 5. Equivalent/Alternative Plans

### EVALUATION FRAMEWORK: PERFORMANCE MEASURES USED TO EVALUATE THE ORGANIZATION'S IMPLEMENTATION OF THE CEDS AND ITS IMPACT ON THE REGIONAL ECONOMY.

The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report (see section on [Preparation](#)), as required by EDA. These regular updates keep the strategic direction and action plan outlined in the CEDS current and the plan as a whole relevant. The evaluation framework is an important element of the ongoing planning process and should answer the questions "How are we doing?" and "What can we do better?" The evaluation framework, with its associated measures and timelines, should cascade from the strategic direction and action plan, which, in turn, flow from the SWOT analysis.

Performance measures should be identified to evaluate the progress of activities in achieving the vision, goals and objectives. EDDs and communities should consider traditional (e.g., jobs created and/or retained, private investment) and non-traditional (e.g., wealth creation such as GDP per capita, household income, per capita income, wages, net worth) performance measures for evaluating regional impact.

Although important, job creation and retention is just one element in determining whether a region is building the appropriate capacity to help the private sector flourish and the region, as a whole, prosper. Job creation is the result of successful economic development investments and should be linked with broadband availability and adoption, quality of place, established entrepreneur networks, supply of skilled workers, increases in workers' earnings and wages, a climate of innovation, and/or other strategic investments.

The measures that are ultimately selected should be based upon what is important to the region, what conditions the region needs to reverse or create, and what regional assets can be leveraged. In effect, the measures should reinforce the *relevant* data and background information collected, SWOT analysis undertaken, and strategic direction and action plan developed to help identify the critical internal and external factors that speak to the region's assets, limitations, and overall ability to build capacity.

**Recommended Resource:** See NADO's *Performance Metrics Matter: Go Beyond Counting Jobs to Create a Highly Effective Comprehensive Economic Development Strategy* at <http://www.nado.org/performance-metrics-matter/> for more information on performance metrics can be used to create a more effective CEDS.

There are numerous options to consider (depending upon regional priorities, as noted above) when

# Performance Metrics

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*Measuring Your Progress:  
The Importance of  
Performance Metrics*



- What is goal of economic development?
- How will implementing your CEDS measurably improve your region?
- Collective impact – EDD alone is not responsible for achieving goals.

# EDA Guidelines → Plan Outline

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- Vision Statement
- Call to Action

Why

- SMART Goals

What

- Strategies
- Actions

How

Summary  
background &  
SWOT analysis

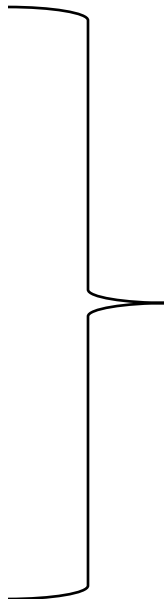
**Evaluation  
framework**

Strategic direction  
& action plan

# SMART Goals

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- Specific
- Measurable
- Achievable
- Relevant
- Time-bound



Every goal in your CEDS should meet these criteria.

Economic development requires commitment to idea that CEDS implementation matters – EDD & regional partners can achieve measurable improvement.





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



Greater Portland-Lakes Region: Maine's Economic Engine

## Economic Development Action Plan 2014-2018



Greater Portland Council of Governments



## Our Regional Goals

"To really move the economy forward as a region, we must set goals that are ambitious, measurable, and realistic."  
Ed Suslovic, GPCOG President

The basis for the strategies and actions in this document is the ability to measure our progress. Dozens of people met for months to create these measurements.

The top half contains a set of standard indicators being used in each of the state's seven federally designated economic development districts. They will become the basis for a statewide economic development strategy resulting from Mobilize Maine's grassroots, bottom-up approach.

The second set of measurements was based on the region's needs and are specific to the Greater Portland-Lakes region.

In the end, we examined trends across three decades as well as reference data for New England and the nation and believe the goals are achievable and realistic.

### Standard Indicators

- Attract **10,000** people to sustain region's historic population growth rate
- Increase the pool of available workers by **1%**
- Increase rate of participation in the labor force by **1%**
- Create **8,000** new jobs
- Increase regional Gross Domestic Product by **7%**
- Increase average wage per job to **\$52,000**
- Increase the region's total wages by **27%**
- Increase per capita income by **17%**
- Increase attainment of Bachelor's Degrees to **45%** of the adult population
- Increase access to high speed Internet to **100%** coverage

### Region Indicators

- Attract **5,000+** people aged 25-44 from outside the region
- Triple** the number of adults with an Associate's Degree
- Decrease the region's commercial vacancy rate to **7.5%**
- Increase annual number of new business starts by **1,000**
- Decrease the time it takes to **permit** a commercial project
- Reduce the region's **dependence** on foreign oil
- Increase **access** of small businesses to the right resources at the right time
- Decrease the **rent-to-income** ratio to the national average
- Increase transit ridership by **1 million**

# Practicing SMART Goals

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- Hold 4 small business workshops this year
  - Maintain the region's quality of life
  - Support workforce development
- Is this a SMART goal?
  - Why or why not?
  - What changes would you make to it?

# CEDS Hedging Hall of Fame

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- “Foster the development of...”
- “Encourage the growth of...”
- “Facilitate the promotion of...”
- “Support the creation of...”

# Summary

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*Measuring Your Progress:  
The Importance of  
Performance Metrics*



- SMART goals are your performance metrics.
- Choose metrics focusing on key issues that create sense of urgency.
- Clearly link to SWOT and implementation projects.
- Go beyond GPRA.





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# SeVEDS CEDS

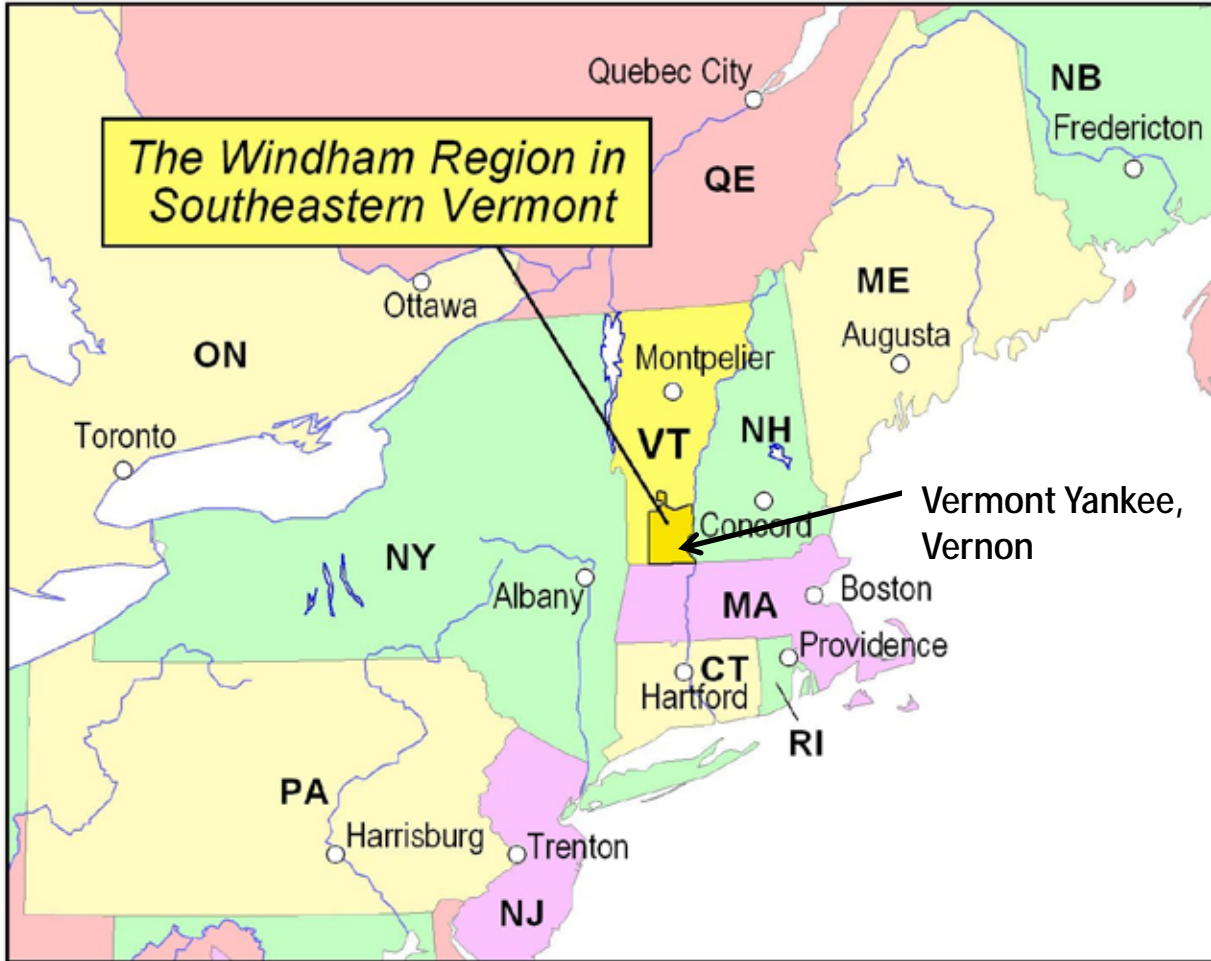
Susan McMahon  
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Brattleboro Development Credit Corporation













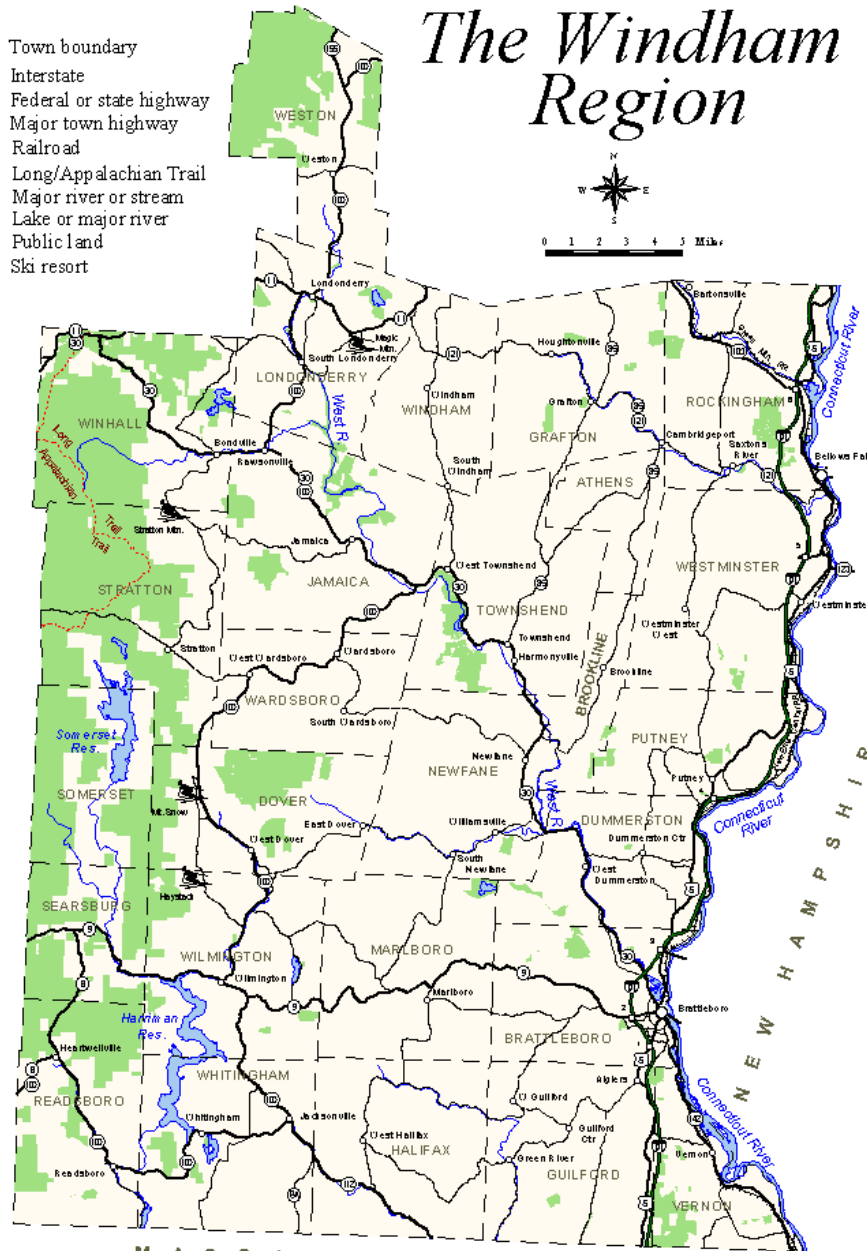
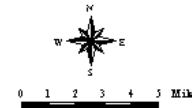
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# The Windham Region

-  Town boundary
-  Interstate
-  Federal or state highway
-  Major town highway
-  Railroad
-  Long/Appalachian Trail
-  Major river or stream
-  Lake or major river
-  Public land
-  Ski resort



# SeVEDS

Started in 2007 as a small group looking to improve broadband and cell service

After many meetings it became painfully clear that the region's problem wasn't lack of broadband, it was lack of economic development

Assistance was offered by Fairpoint Communication and their contractor Vital Economies

Over 2 ½ years the SeVEDS organization solidified with a Board of Directors, and contracted staff



# KEY=SeVEDS Regional Board and Private Sector Leadership

Retired	2016
Bennington County Regional Commission	2016
Vermont Geeks	2016
New Chapter, Inc	2016
Town of Brattleboro	2016
<b>Stratton Mountain Resort</b>	<b>2015</b>
Windham Regional Commission	2015
Chroma Technology	2015
Town of Putney	2015
Richards Insurance	2015
<b>Bartleby's Books</b>	<b>2015</b>
Strolling of the Heifers	2014
Brattleboro Development and Credit Corp	2014
<b>Stevens &amp; Associates</b>	<b>2014</b>
<b>Marlboro College</b>	<b>2014</b>
Brattleboro Retreat	2014
<b>Mount Snow Valley Chamber of Commerce</b>	<b>2014</b>
Town of Rockingham Village of Bellows Falls	2014

# SeVEDS Mission and Vision

## Mission:

SeVEDS exists to reverse the economic decline of our region.

## Vision:

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

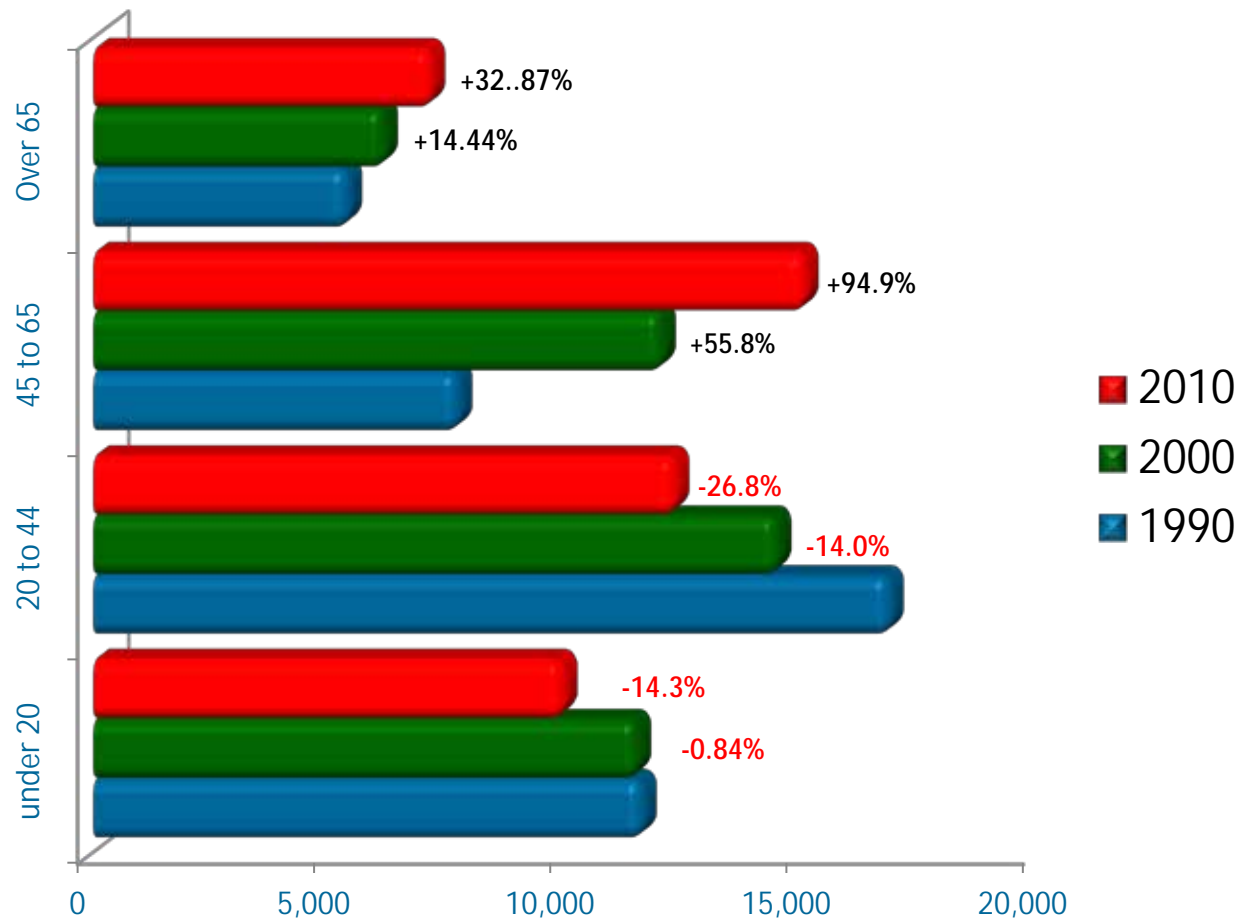
# SeVEDS Regional Data

Driving our strategy development and  
decision making

# SeVEDS Regional Data – Population

- In the 2010 Census, Maine and Vermont ranked #1 and #2 as the oldest states. and Windham County is aging faster than Maine and Vermont.
- Significant increase in the population of those people approaching retirement age
- Age groups entering the working population (late teens and early twenties) are small
- Significant decrease in prime workforce and childbearing ages
- Continual decline in the number of school-aged children since 1990's

Windham County Changing Demographics  
(% Change 1990-2000 and % Change 200-2010)



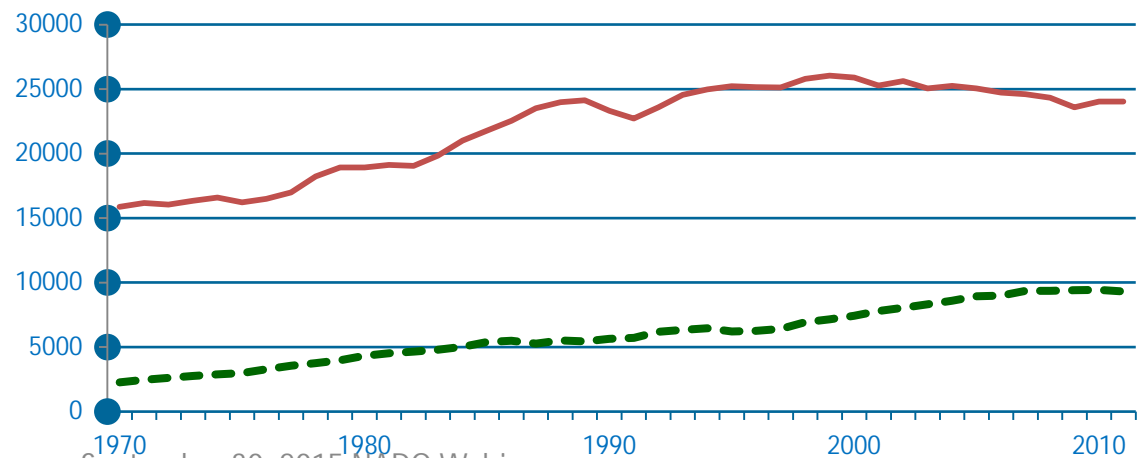
# SeVEDS Regional Data – Job Stagnation

## Components of Windham County Employment Change, 1970 - 2011

	1970	1980	1990	2000	2010	2011
<b>Total Employment</b>	18,144	23,256	28,951	33,306	33,474	33,337
Wage and Salary Jobs	15,876	18,929	23,316	25,890	24,040	24,036
Number of Proprietors	2,268	4,327	5,635	7,416	9,434	9,301
<b>Percent of Total</b>						
Wage and Salary Jobs	87.5%	81.4%	80.5%	77.7%	71.8%	72.1%
Number of Proprietors	12.5%	18.6%	19.5%	22.3%	28.2%	27.9%

- Between 1995 to 2011 wage and salary employment has been stagnant, after increasing during the twenty years from 1970 to 1990.
- Self-employment has shown steady increases over the last forty years.

## Employment and Self-Employment Windham County



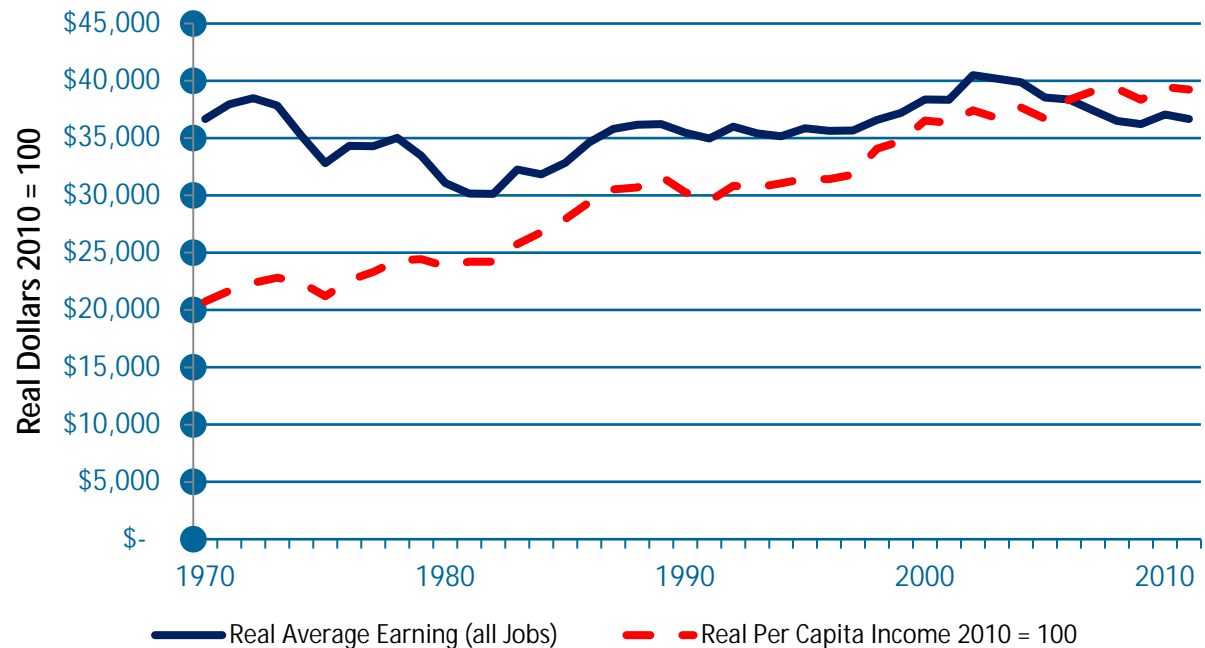
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# SeVEDS Regional Data – Wage Stagnation

Real Dollars 2010 = 100	1970	1980	1990	2000	2010	2011
Real Average Earnings Per Job	\$ 36,682	\$ 31,084	\$ 35,481	\$ 38,386	\$ 37,061	\$ 36,657
Real Per Capital Income	\$ 20,755	\$ 23,822	\$ 30,286	\$ 36,543	\$ 39,475	\$ 39,232

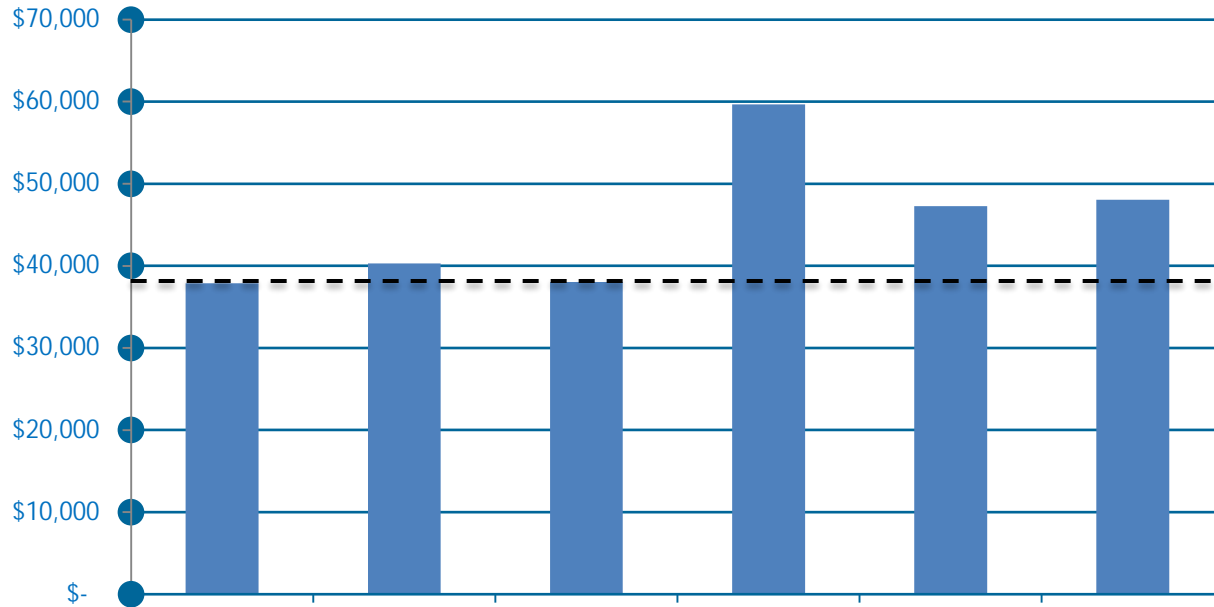
## Windham County Average Earnings Per Job & Per Capita Incomes 1970 - 2011



- From 1970 to 2011, Average Earning per Job fell from \$36,682 to \$36,657, in real terms, a drop of \$25
- From 1970 to 2011, Per Capita Income grew from \$20,755 to \$39,232, in real terms, an 89% increase

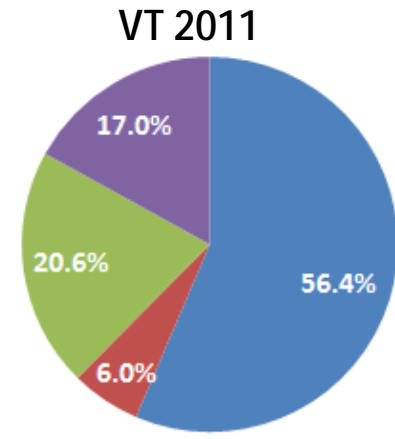
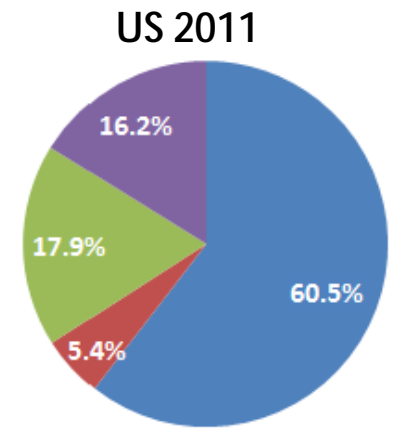
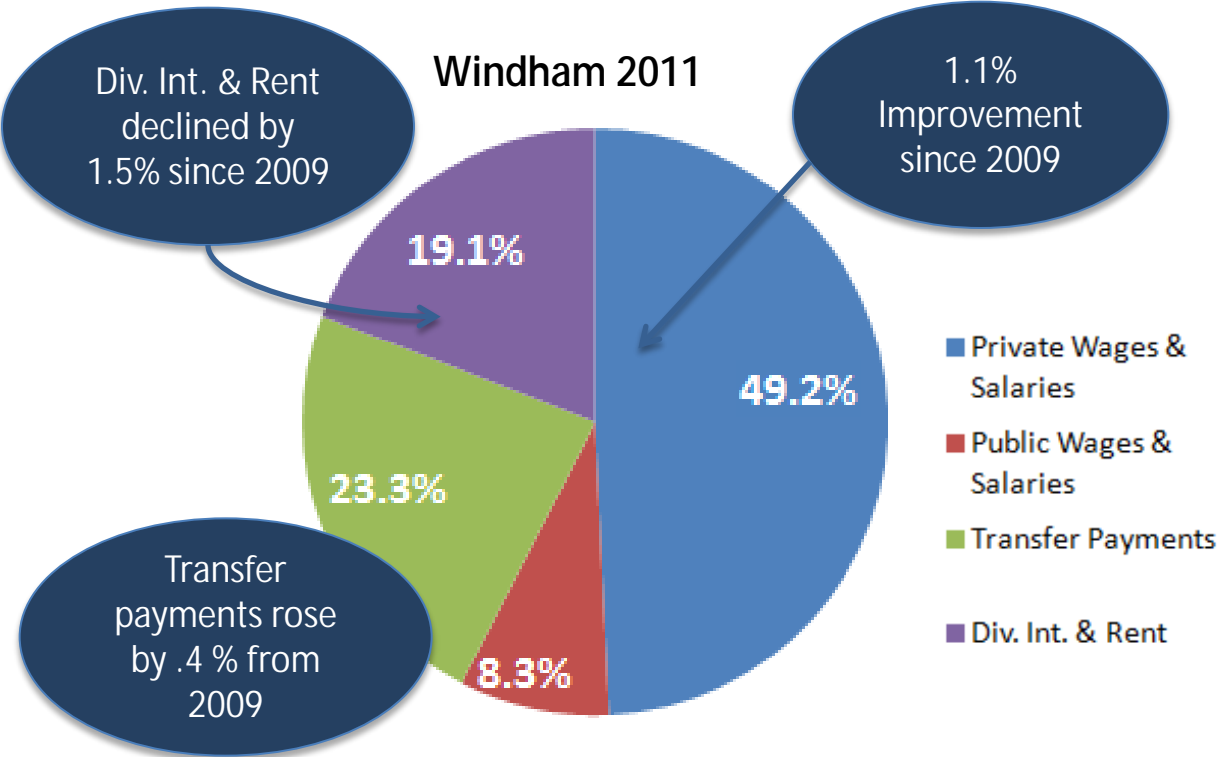
# Average Wage Comparisons (2011)

## 2011 Average Annual Wages



	Windham	VT	ME	MA	NH	US
Average Annual Wage	\$ 37,880	\$ 40,293	\$ 38,020	\$ 59,671	\$ 47,281	\$ 48,043
% of Windham County		106%	100%	158%	125%	127%

Wages and Salaries are a function of skills, productivity, and supply/demand forces as well as the structural make-up of the regional economy. SE Vermont average wage comparison with neighboring States reveals that the region is at a significant disadvantage in attracting and retaining a skilled workforce due its lower average wage.



Windham County still lags behind the US and Vermont in percentage of Private Sector Earned Income.

- Significantly higher proportion of income from Transfer Payments
- Significantly higher share of income received from Dividends, Interest & Rents

## Sources of Personal Income (2011)

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Source: BEA 2009 & VE Analysis

# First goals we set were based on what we felt and our instincts



# First SeVEDS 2017 Objectives (Goals)

1. Create Operational and Fiscal Sustainability Plan for SeVEDS by December 2011
2. Improve Wage Parity with Surrounding Labor-shed
3. Increase the Size and Quality of the Workforce
4. Increase population proportion of 25-44 year olds from 23% to 28% of total population by 2017
5. Create an Entrepreneurial Environment

Next goals we set were based on what we felt and refined by what we had learned



# New SeVEDS 2017 Objectives (Goals)

1. Act Regionally.
2. Create an Entrepreneurial Environment and Culture to develop and grow new business while equipping existing industry with the tools to think and act entrepreneurially
3. Improve Wage Parity with the surrounding labor shed
4. Increase the Size and Quality of the Workforce
5. Retain and attract younger talent through engagement linkages, lifestyle amenities, and meaningful career opportunities, thereby increasing population proportion of 25-44 year-olds by 2018
6. Before the impending October 2014 closure of the Vermont Yankee nuclear power plant, develop implementable impact mitigation strategies and action plans.



# Projected SeVEDS Region 2017 Goals and Outcomes as of 2010

Note: Baseline and Goals based on 2009 U.S. BEA Data & Estimates

<b>Base SeVEDS Region Metrics</b>	<b>Baseline*</b>	<b>2017 Goal</b>	<b>%Change</b>	<b>Total Change</b>
Population	42,605	42,605	0%	-
Employable Population (16 and older)	35,520*	36,171	+1.8%	+651
Labor Participation Rate	65%*	68.8%	+5.8%	-
Total Employed	23,089*	24,894	+7.8%	+1,805
Average Wage	\$38,820	\$39,848	+2.6%	+\$1,028/yr
Total Region Wages	\$896M	\$992M	+10.7%	\$96M
Regional GDP	\$2.37B	\$2.8B	+18.1%	\$430M
<b>Regional Strategic Metrics</b>	<b>Baseline</b>	<b>2017 Goal</b>	<b>Change</b>	
Ratio Net Earned Income/Total Income	.566	.650	+14.1%	-
Increase Median Annual Income for Associates/Some College workforce	\$26,855	\$32,000	+19.1%	+\$5,145/yr (\$2.47/hr)
Increase Median Annual Income for Bachelors Degree workforce	\$32,518	\$39,000	+19.9%	+\$6,482/yr (\$3.12/hr)
Increase 20-44 employment by 20% in five years (2009 data)	10,691	12,829	20%	+2,138
Increase Associates Degrees/Some College and Technical Certificates among 18-24 age bracket	38% (1,495)	47% (1,884)	+23.6%	+389
Increase 20-44 employment by 20% in five years	9,533	11,439	20%	+1,906

# Who is part of the Windham Region CEDDS?

## Southeastern Vermont Economic Development Strategy

- Business and Industry
- 27 Municipalities
- Brattleboro Development Credit Corporation
- Windham Regional Commission
- Non profit Organizations
- Residents

# What has SeVEDS Done so far?

- Engaged the public and private sector
- Post Vermont Yankee Task Force
- \$\$ for Workforce Development Coordinator
- CEDS Development
- Six Colleges Collaborative
- Two cluster analysis underway
- Southern Vermont Accelerator in development

# SeVEDS Regional Public Engagement

- 9 Public Input Sessions
- 16 Focus Group Sessions
- Young Professionals Survey
- 18 Municipal Updates

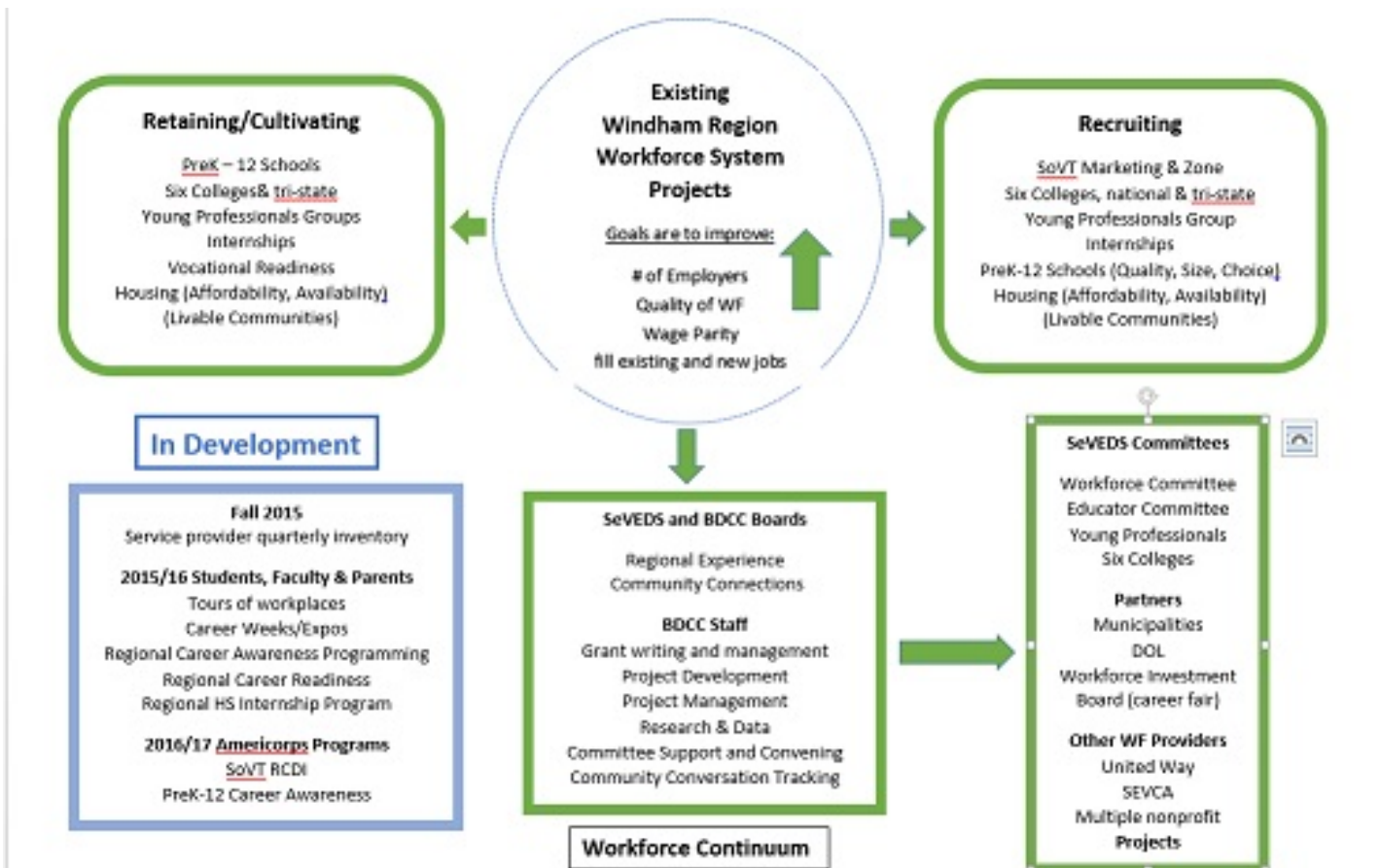
# SeVEDS Board and Committee Engagement from 2011 - 2014

- 55+ SeVEDS Regional Board meetings
- 8 Post VY Task Force meetings
- 25 Workforce Committee meetings
- 10 CEDS Committee meetings
- 10 Accelerator meetings
- 10 Green/Sustainable Building Cluster meetings

# SeVEDS Post VY Task Force

- Former Speaker of the House Chaired Committee
- Produced *“Windham County Post VY Economic Mitigation and Growth Report”* in 2012

# SeVEDS Workforce Development





# CEDS Development

## Objective 1: Act Regionally.

**STRATEGY 1.1** Implement a regional asset based S.M.A.R.T. comprehensive economic development strategy (CEDS) and ecosystem, which expands public, private and non-profit collaboration with a common strategic vision that is annually updated.

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

**STRATEGY 1.3:** Create redevelopment capacity in the Southeastern Vermont region

**STRATEGY 1.4:** Recognize and blend Quality of Place characteristics and concepts into the SEVEDS strategies

# CEEDS Development

**Objective 2: Create an entrepreneurial environment and culture to enhance existing business and grow new business.**

**STRATEGY 2.1:** Within three years, implement an Innovation Ecosystem which provides tools and services that enhance the capacity for innovation within existing and new businesses. Further, that fosters entrepreneurship and the likelihood of success for new and existing entrepreneurs.

**STRATEGY 2.2:** Expand and enhance Windham County fixed broadband subscriptions and wireless access to global best practice.

**STRATEGY 2.3:** Leverage ultra-high speed broadband expansions

# CEDS Development

Objective 3: Improve wage parity with the surrounding labor-shed.

STRATEGY 3.1: Increase employment opportunities for mid- and high-skilled labor. A labor shed is defined as the area or region from which an employment center draws its commuting workers.

STRATEGY 3.2: Expand contribution to the Regional Economy from the Global Economy by leveraging businesses w/global connections seeking higher skilled workers in high wage jobs.

# CEDS Development

## Objective 4: Increase the Size and Quality of the Workforce

**STRATEGY 4.1:** Develop a Workforce Center of Excellence Collaborative between providers and users of workforce development services that identifies and connects existing workforce development assets, defines future workforce requirements and gaps by September 2014

**STRATEGY 4.2:** Increase Associate Degrees/Some College and Technical Certificates with a particular focus on the 18-24 year old age bracket.

# CEDS Development

Objective 5: Retain and attract younger talent through engagement linkages, lifestyle amenities, and meaningful career opportunities.

STRATEGY 5.1: Develop a Knowledge Based Economy (KBE) Strategy connecting the SeVEDS region to the New England Knowledge Corridor by January 2016

STRATEGY 5.2: Develop a Livable Communities Strategy by December 2015

STRATEGY 5.3: Leverage tourism assets to attract and retain young resident families

STRATEGY 5.4: Develop a coordinated regional marketing plan to promote SE Vermont as the best place to live, place, and work.

Action Plans for Strategies 5.1 – 5.4 to be developed in by September 2014 for inclusion in first annual CEDS update to accommodate completion of the Southern Vermont Sustainable Marketing Project

STRATEGY 5.5: Implement a Young Professionals Group (YPG) to support and attract 22-44 year old professionals and workers

# CEDS Development

**OBJECTIVE 6:** Develop immediate VY specific workforce and site impact mitigation strategies prior to the 2014 closure of the Vermont Yankee nuclear power plant.

**STRATEGY 6.1:** Plan for the loss of at least 600 high paying jobs due to the closure of Vermont Yankee.

**STRATEGY 6.2:** Support for Windham Regional Commission's engagement in regulatory and non-regulatory closure and decommissioning activities.

**STRATEGY 6.3:** Implement action items from Post VY task force Report Mitigating job impacts and GDP impacts.

# CEDS Projects

- 52 projects were submitted throughout the region from public, private and non-profit entities
- The CEDS selection committee reviewed and assessed projects by the SeVEDS goals and strategies
- All projects will be included in the CEDS
- 12 projects were selected as Vital Projects



# CEDS Vital Projects

1. Job Board for employers in Windham and Bennington Counties (connects to SVSMP) - **SeVEDS WF**
2. Assess existing key elements of innovation ecosystem, determine missing elements, research models for missing elements and development of metrics for evaluating success - **BDCC**
3. Build a more sustainable childcare system through innovative shared practices to increase overall program quality and earnings, workforce development for childcare workers - **Windham Child Care Association**
4. Build a rapid prototyping facility at existing shop for prefab high performance building envelopes and resilient mechanical systems - **Ironwood Brand, PreCraft, STIX**

# CEDS Vital Projects

7. Extend electric water and sewer to new industrial sites Exit 1 - **BDCC**
8. Scope and Sequence Project - builds pathways - **SeVEDS WF**
9. Southern Vermont Sustainable Marketing Project for employers and tourism entities - **BDCC**
10. Legal creation of Wilmington Downtown Commercial Redevelopment Project whose purpose is to purchase 10 vacant buildings in downtown and renovate - **Wilmington Works**
11. Define regional organization structure, conduct market study, conduct regional inventory of vacant commercial and industrial sites - **Windham County Redevelopment Group**
12. Leveraging broadband in demand for last mile investments - increase utilization, market high capacity - **BDCC**
13. SE Vermont Machine apprenticeship program - **SeVEDS WF**
14. Windham Region Village Water and Wastewater Need Assessment and Feasibility Plan - **Windham Regional Commission**

# 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)
- **Susan McMahon**, Associate Director, Windham Regional Commission (Brattleboro, VT)
- **Laura Sibiliala**, Director of Economic Development, Brattleboro Development Credit Corporation (Brattleboro, VT)

# September with the CEDS Webinar Series

“Better Resilience through Better Planning”

September 10<sup>th</sup>, 14<sup>th</sup>, and 30<sup>th</sup>

2 pm Eastern / 1 pm Central

More info at: [www.nado.org](http://www.nado.org)

The recording of this webinar, along with the PowerPoint slides, will be made available on our website [www.nado.org](http://www.nado.org).

Our website also includes the recordings and presentations from our first two installment of this webinar series:

- [Planning More Efficiently & Effectively – Aligning the CEDS with Other Regional Plans](#)
- [Strengthening the SWOT: Identifying & Understanding Regional Strengths, Weaknesses, Opportunities, & Threats](#)

**Thank you for joining us!**