



Jamie Davies (Flickr)

# Thinking Regionally about Resilience and the CEDS

Brett Schwartz  
NADO Research Foundation  
April 12, 2017



# One of the victims of a region-wide natural disaster is often regionalism itself

- Doug Elliott, Executive Director, East Central Iowa Council of Governments

# The Roots of “Resilience”

From the Oxford English Dictionary:

- “Elasticity; the power of resuming an original shape or position after compression, bending, etc.”
- “The action or an act of rebounding or springing back; rebound, recoil.”
- The term emerged from the scientific community, particularly physics and mathematics
- First used in the 1970s to describe ecological systems’ responses to change
- 400 percent citation increase in the social sciences between 1997 and 2007
- 20+ definitions of community resilience to disasters



Source: US Department of Housing and Urban Development *Evidence Matters* (Winter 2012)

# A Broad Definition of Resilience

The ability of a region or community to anticipate, withstand, and bounce back from shocks and disruptions, including:



- ☐ Natural disasters or hazards
- ☐ Climate change impacts
- ☐ The closure of a large employer
- ☐ The decline of an important industry
- ☐ Changes in the workforce





CNN



LA Times



Bangor Daily News



Jack Corn / Rural Archive



# Not Just Bouncing Back...

## *Bouncing Back Better*

“Another way of looking at resilience is the ability not only to bounce back but also to “bounce forward” - to recover and at the same time to enhance the capacities of the community or organization to better withstand future stresses.”

- Urban Land Institute, *After Sandy*



# Why *Regional* Resilience?

- Nearby communities often share similar risks/hazards
- Disaster impacts cross jurisdictional boundaries
- Communities are interdependent
  - Vulnerabilities in one community could impact another.
  - Mitigation investments in one community could impact another (positively or negatively).
- Economies are regional in nature
- Communities can accomplish more when they work together

# COG Roles in Promoting Regional Resilience

- **Regional planning and analysis**
  - Hazard mitigation planning
  - Vulnerability assessments
  - Economic development/resilience
  - GIS mapping
- **Building/enhancing local capacity**
  - Technical assistance
  - Grant writing
  - Revolving loan funds
  - Sharing staff
- **Coordinating federal, state, and local government partners**
  - Allocate funding (i.e. recovery)
  - Connect local governments with assistance opportunities
  - Translate national and local priorities
- **Convening stakeholders in a neutral forum**
- **Contributing regional, long-term perspectives**



Berkeley-Charleston-Dorchester COG



# Snapshots of Best Practices for Infusing Resilience into the CEDS

# Sonoma-Mendocino Economic Development District (CA)

- “Sonoma-Mendocino must diversify its economic drivers to build resilience against downturns that impact consumer confidence, discretionary spending, and real estate investment.”
- Focuses on cluster development, green economy, human capital, workforce development, education, and entrepreneurship
- Emphasis on equitable economic development that benefits all residents

Innovate, Sustain, and Compete

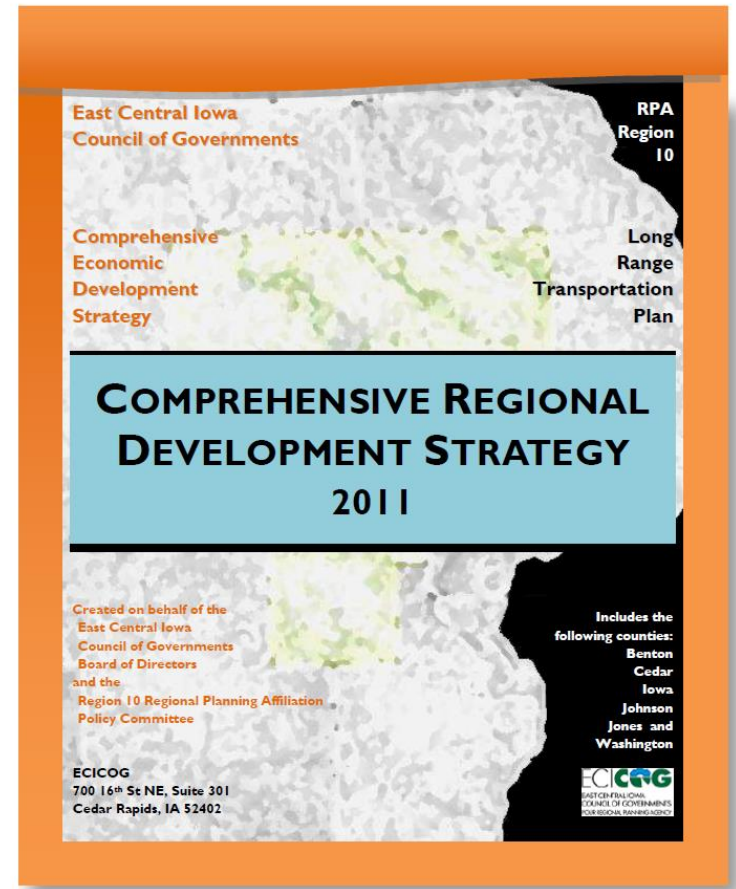
*Sonoma-Mendocino CEDS | November 2016*



[Point Arena-Stornetta, California](#)

# East Central Iowa Council of Governments

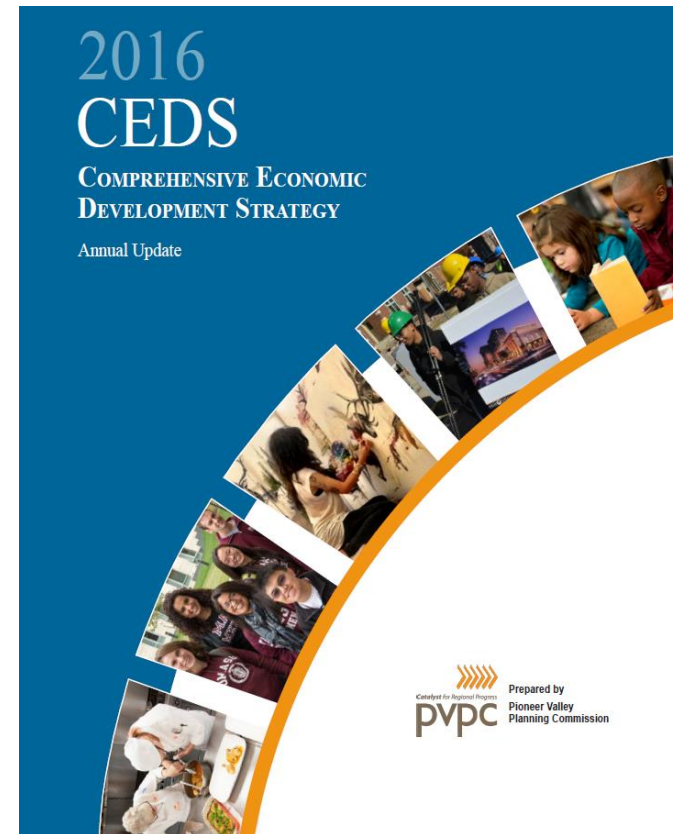
- Flood in Iowa in 2008 served as a catalyst for collaboration and integration
- Comprehensive Regional Development Strategy (CREDS) = combined CEDS and Long Range Transportation Plan
- Process resulted in better plans and also improved internal COG staff collaboration around economic development, transportation, and housing.





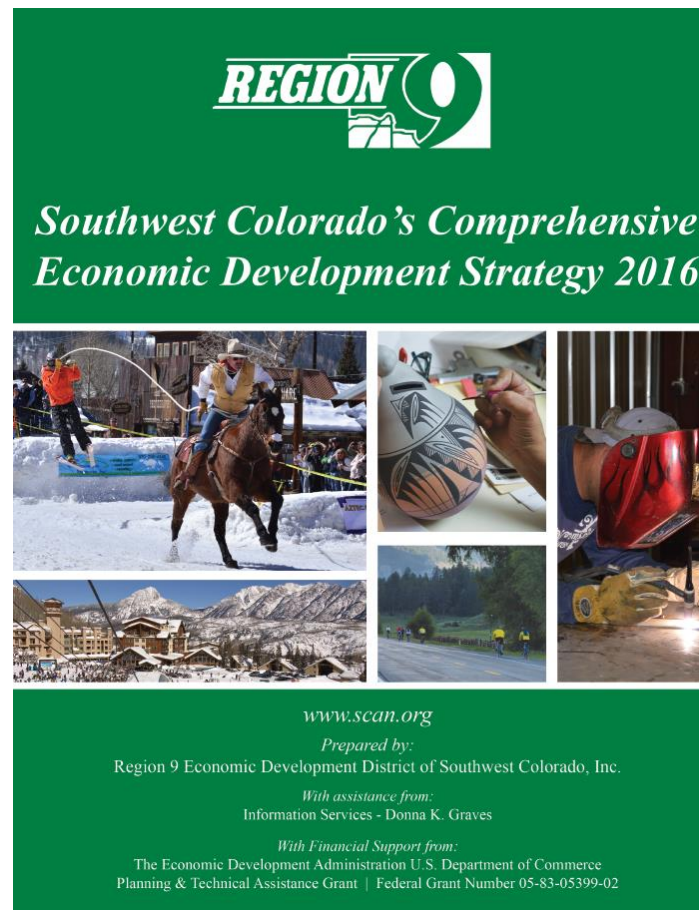
# Pioneer Valley Planning Commission (MA)

- “After a series of natural disasters in the Pioneer Valley in 2011, including a tornado, tropical storm, and severe snowstorm, it became clear that there was a need to better address the needs of the business community in disaster response, recovery, and resiliency.”
- Covers the existing recovery framework and shares best practices and lessons learned
- Provides top three final recommendations to a) businesses and b) chambers, business service providers, and local economic development staff



# Region 9 Economic Development District of Southwest Colorado, Inc.

- “The goal is to develop more diversity to improve the number, quality, and variety of jobs that are available to local residents through the retention and growth of existing businesses as well as the recruitment of new businesses.”
- Focus on post-disaster economic recovery
- Thoughtful planning in advance well-positioned the district to respond to the 2015 Gold King Mine disaster that polluted the Animus River



# South Central Economic Development District, Inc (NE)

- “The rising number of natural and man-made disasters demands that families, businesses, and government agencies have a plan in place to prepare for and respond to disasters. Disaster preparedness is a crucial component affecting the region’s economic health.”
- Identifies regional assets, details pre- and post- disaster planning and implementation, and defines the role of district in these processes
- SCEDD as an analyst, catalyst, gap filler, educator, and visionary



2013-2018 Comprehensive Economic Development Strategy

South Central Economic Development District, Inc.



# Make Resilience the New Normal

Look for ways of building resilience into your day-to-day decisions, programs, and investments in:

- Planning
- Zoning
- Policymaking
- Capital investment
- Lending
- Economic development
- Other routine services

# The Most Effective CEDS Are:

Creative

Engaging

Driven by data

Storytellers

# Resilience Resources Available at the CEDS Resource Library on [www.nado.org](http://www.nado.org)

- [Lessons from the Storm: Case Studies on Economic Resilience and Recovery](#)
- [Resilient Regions: Integrating Economic Development Strategies, Sustainability Principles, and Hazard Mitigation Planning](#)
- [Regional Resilience: Research and Policy Brief](#)
- [Building Economic Resilience in the Kerr Tar Region: Recommendations for Linking Comprehensive Economic Development Strategies and Hazard Mitigation Plans](#)
- [Lessons Learned from Irene: Vermont RPCs Address Transportation System Recovery](#)
- [\[Webinar\]: Innovation and Opportunity: A Closer Look at the New CEDS Content Guidelines](#)
- [\[Webinar\]: Building Economic Resilience in Your Community: Linking Economic Development and Hazard Mitigation Planning](#)
- [\[Webinar\]: The Regional Development Organization's Role in Disaster Recovery](#)



## CEDS Resource Archive

With the support of the U.S. Economic Development Administration (EDA), the NADO Research Foundation (NADO RF) has launched "Stronger CEDS, Stronger Regions." This program will enhance and expand current NADO RF resources available on the [Comprehensive Economic Development Strategy \(CEDS\)](#), provide customized trainings and technical assistance to Economic Development Districts (EDDs) and other regional partners, and amplify EDA's message about the tremendous value and potential of the CEDS to support broader regional economic and community development goals. Through this program, NADO RF will continue to assist EDDs as they undertake regionally-owned planning processes to craft impactful, technically-sound strategies guiding economic development that will also position them to serve as leaders at the forefront of regional and national resilience efforts.

For years, NADO RF has provided training, resources, and tools for EDDs and other regional entities to provide a solid foundation for planning, developing, and implementing their CEDS. Some of the most popular and well-received of these resources are now archived on this page for easy access and reference. New staff working on the CEDS for the very first time as well as more seasoned veterans of the process should all find this information useful and relevant to their work. As more materials are developed through Stronger CEDS, Stronger Regions, stay tuned to [www.nado.org](http://www.nado.org) and our [Facebook](#) and [Twitter](#) pages for the latest on CEDS development, resilience planning, and new approaches for getting the most out of your CEDS to make it a true, inclusive driver of regional economic development.



With the support of the U.S. Economic Development Administration, the NADO Research Foundation has been a leader in training, EDD staff, and other regional partners across the country in practical and cutting-edge approaches to CEDS planning, design, and implementation.

## CEDS Webinars

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

This webinar discussed EDA's CEDS Content Guidelines and covered resources and strategies available to regions to drive economic development and resilience. Click [here](#) to view the webinar on-demand and to download the presentation slides.

### *Planning More Efficiently and Effectively: Aligning the CEDS with Other Regional Plans*

This webinar focused on aligning CEDS with other regional planning efforts to "connect the dots" and develop robust CEDS that achieve multiple benefits for their regions. Click [here](#) to view the webinar on-demand and to download the presentation slides.

### *Strengthening the SWOT Analysis*

This webinar provided training on how to craft a more effective Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis and incorporate the findings into goal setting and performance metrics for the CEDS. Click [here](#) to view the webinar on-demand and to download the presentation slides.

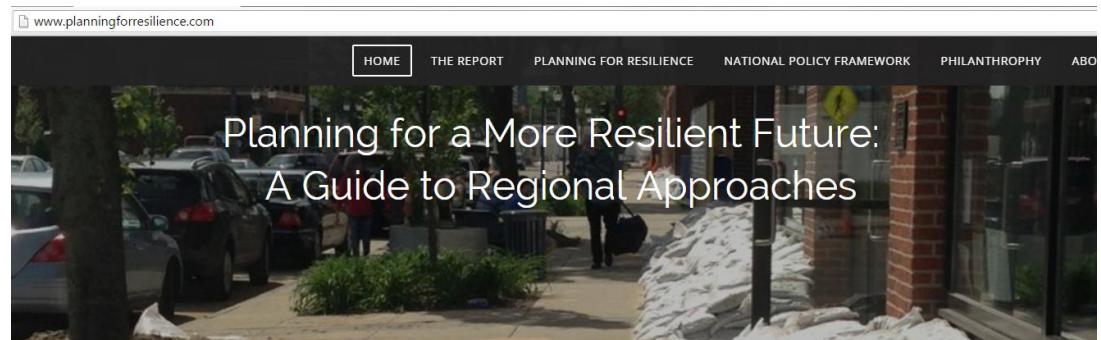
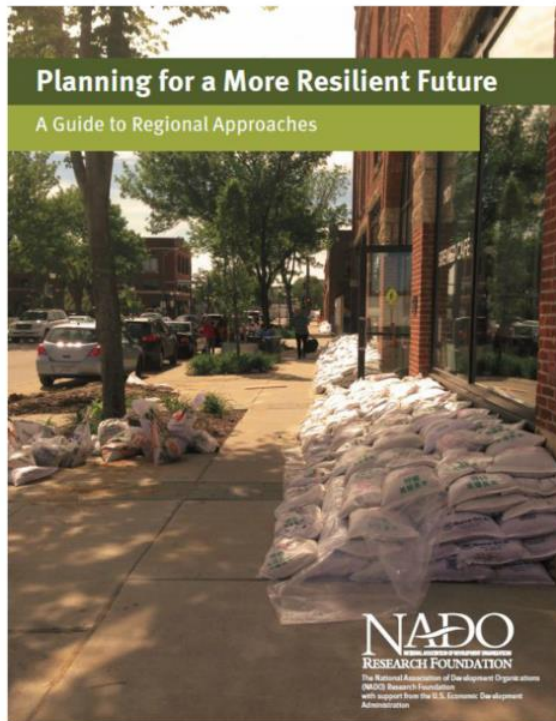
### *Measuring Your Progress: The Importance of Performance Measurements*

This webinar highlighted the importance of developing SMART (specific, measurable, attainable, relevant, and time-bound) goals and well-crafted performance metrics. Click [here](#) to view the webinar on-demand and to download the



# *Planning for a More Resilient Future: A Guide to Regional Approaches*

- *Planning for a More Resilient Future: A Guide to Regional Approaches* is a report and website that summarizes the rapidly-growing body of research on resilience, describing the main ideas that are driving policy and practice across the country and examining current thinking on regional and economic resilience
- Available at: [www.planningforresilience.com](http://www.planningforresilience.com) and [www.NADO.org](http://www.NADO.org)



## The Report



Every year, people and communities across the United States experience disasters and major disruptions. These can be the result of damaging weather events, such as hurricanes, tornadoes, or floods, or of the decline of a significant industry or closure of a major employer. They can also be caused by the outbreak of infectious diseases, acts of terrorism, technological mishaps, or financial meltdowns. The financial, social, and environmental costs of these disasters continue to rise, and represent substantial drains on governments, businesses, and communities, and on the nation as a whole.

The NADO Research Foundation has released [Planning for a More Resilient Future: A Guide to Regional Approaches](#), a report that summarizes the rapidly-growing body of research on resilience, describing the main ideas that are driving policy and practice across the country and examining current thinking on regional and economic resilience. It is intended for regional development organizations (RDOs) as well as local



Stay in touch!

**Brett Schwartz**

Program Manager  
NADO Research Foundation  
[bschwartz@nado.org](mailto:bschwartz@nado.org)

