



# Stronger CEDS, Stronger Regions Training for Kentucky ADDs

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# Agenda

- What is the CEDS?
- Changes to CEDS – Updates and General Guidelines
- Requirements of what should be in the CEDS, especially Performance Measures
- Outreach/Engagement/Promotion
- SWOT analysis overview
- Resources to put CEDS together – Tools and Data
- Resilience

# What is the CEDS?

- Comprehensive Economic Development Strategy
- Strategy-driven plan for regional economic development
- Regionally-owned planning process designed to build capacity and guide economic growth and resilience of a region
- Simply put, it is a roadmap

# What makes a successful CEDS?

- Understanding what your region's strengths and weaknesses are, and how you can drive towards growth
  - Identifies your region's competitive advantages
- Putting together a plan with buy-in from partners
  - Tells a compelling story
- A plan that others want to implement
  - Motivates others to act
- Collective impact, ensuring that the EDD is not the only one responsible for implementing the plan
  - Commits to measurable success

# Changes to CEDS – Updates and General Guidelines

- Two years ago, EDA provided updated CEDS guidelines meant to help regional planning organizations create more effective CEDS
- The updated guidelines provide more information on what should be included, as well as tools to utilize when crafting your CEDS
- Focused almost exclusively on content, not process.
- Guidelines available at [www.eda.gov/CEDS](http://www.eda.gov/CEDS)

## IN THIS SECTION:

Overview

Content

Summary Background

SWOT Analysis

Strategic Direction/  
Action Plan

Evaluation Framework

Economic Resilience

Format

Preparation

Equivalent/Alternative Plans

 Full Report (PDF)

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## CONTENT

A CEDS should be developed with broad based community participation and result in a document that is readily accessible to regional stakeholders. Potential partners for developing a CEDS could include government agencies, private sector interests, education providers, non-profits, community and labor groups, workforce boards, utilities, etc. Stakeholders should be able to use it as a guide to understanding the regional economy and to take action to improve it. The CEDS should take into account and, where appropriate, incorporate or leverage other regional planning efforts, including the use of available federal funds, private sector resources, and state support which can advance a region's CEDS goals and objectives. Its quality should be judged by its usefulness as a tool for regional economic development decision-making.

There are four main elements of a CEDS: 1) summary background, 2) SWOT analysis, 3) strategic direction/action plan, and 4) evaluation framework. The background should provide an overview of the region's economic situation. Building on data from the summary background, the SWOT analysis should assess the state of the regional economy, including the opportunities and threats posed by internal and external trends and forces, and the availability of resources for economic development. The region's vision, goals, and measurable objectives, together with an appraisal of the region's competitive advantages, should form the basis of the strategic direction and action plan. The evaluation framework should establish criteria and performance measures for evaluating the region's implementation of the strategic direction and progress toward goals and measurable objectives. The elements of the CEDS, seen through a lens of economic resiliency, should logically build upon and/or shape each other to result in a coherent, targeted document.

**Recommended Resource:** See *South Florida's 2012 CEDS with the "six pillars" statewide framework which provides a clearly articulated, unifying framework across EDDs in the state:* <http://www.sfrpc.com/CEDS/SouthFloridaCEDS2012-17.pdf> (PDF).

Below are recommendations for what should be included in each of the required sections, and suggested tools, resources and examples to help in each section's development:

<http://www.eda.gov/ceds>

# What should be in the CEDS?

- Why

- Vision statement
- Call to action – SWOT Analysis

- What

- SMART goals – evaluation framework

- How

- Strategies and actions – strategic direction and action steps

## SMART Goals

- S – specific
- M – measurable
- A – achievable
- R – relevant
- T – time-bound

# What should be in the CEDS?

- Natural flow that results in a simply outlined, coherent strategy that shows the measurable impact expected
- A robust SWOT analysis that includes elements from a wide range of attributes, including workforce, global competitiveness, etc.
- An emphasis on measurable goals, objectives, and strategies rather than a list of potential projects
- Ways to integrate other planning programs (ie USDA's SET)
- Economic resilience

# Outreach/Engagement/Promotion

- Remember, this is NOT your plan
- Regional assets and resources include PARTNERS
- Regions must grow together, not leave one another behind
- Think outside the box
- Private, public, and non-profit partners
- Don't just meet around the CEDS
- Create a stakeholder group that meets regularly

# Outreach/Engagement/Promotion

- Tell your story
- Make a clear call to action
- Coalitions have not only the right, but the responsibility to tell a community's story
- Each individual story should reinforce one overarching theme

STORY + DATA + CALL TO ACTION = IMPACT

# SWOT Analysis

- An in-depth analysis of a region's resources, opportunities, and pain points
- Where are we now? Where do we want to go?
- By using the relevant data and background information, a region can identify the critical factors that represent unique assets and competitive positioning
- A strategic planning tool used by planning organizations to establish a clear objective
- Make sure that the plan is inclusive, a balance of EDD research and stakeholder input

# SWOT Analysis

- Strengths are a region's competitive advantages (e.g., industry supply chains and clusters, extensive port, rail, and broadband assets, specialized workforce skills, higher education levels, collaboration among stakeholders).
- Weaknesses are a region's competitive disadvantages (e.g., a risk-averse or change-resistant regional culture).
- Opportunities are opportunities for regional improvement or progress (e.g., expansion of a biosciences research lab in the region).
- Threats are potential negative impacts on the region or regional decline (e.g., several companies in the region considering moving to lower-cost areas of the state).

# SWOT Analysis

The SWOT section of the CEDS recommends assessing a wide variety of regional attributes, including:

- Strength of the regional economy
- Industry clusters and supply chains
- Global competitiveness, export opportunities
- Workforce/Skills training
- Broadband accessibility
- Sustainability
- Resilience

# Performance Metrics

- What are performance metrics used for?
  - To evaluate the progress and impact of activities in achieving the vision, goals, and objectives of your CEDS
- What types of performance metrics should be used?
  - Traditional (e.g., jobs created and/or retained, private investment)
  - Non-traditional (e.g., wealth creation such as GDP per capita, household income, per capita income, wages, net worth)
- What is important to measure?
  - Not a one-size-fits-all. What is important to your region, what conditions your region needs to reverse or create, and what regional assets can be leveraged.
  - In effect, the measures should reinforce the theories and principles in your CEDS

**Anyone can become a good researcher**

# Performance Metrics

- Shouldn't you just measure jobs created and private sector investment leveraged?
  - These are crucial measures in economic development, but are not the end-all, be-all approach
  - These measures need to be linked to the ecosystems being created by your CEDS, including access to broadband, innovation and entrepreneurial activity, skills and talent retention and creation, per capita income, or other areas of interest for your region
- Wealth building can be a critical indicator of success.
  - Regional wealth creation can be tied to resilience and long-term sustainability for a region

# Performance Metrics

## Key attributes of effective performance metrics:

- Evaluated in an objective, timely, and cost-effective fashion
- Focused on an outcome or result (i.e., data and information on the success of a specific process or engagement) rather than an output or activity (i.e., data or information on activities to help achieve an outcome)
- Clear about the results expected
- Support your region's goals
- Challenging but attainable
- What constitutes satisfactory performance?
- Do they track trends that are within the region's control or will national or global developments impact performance?

# SWOT Analysis



## Strategic Direction and Action Plan



## Evaluation Framework

# Resources to Put the CEDS Together

- US Cluster Mapping Tool:  
<http://www.clustermapping.us/>
- Regional Innovation Accelerator Network (RIAN):  
[www.regionalinnovation.org/assets/cfm](http://www.regionalinnovation.org/assets/cfm)
- US Export Assistance Centers:  
<http://export.gov/eac/index.asp>
- Measuring Distress: <http://statsamerica.org/>
- Partnership for Sustainable Communities: <http://www.sustainablecommunities.gov/>
- Broadband: [www.ntia.doc.gov/broadbandusa](http://www.ntia.doc.gov/broadbandusa)
- Innovation Capacity:  
<http://www.statsamerica.org/ii2/overview.aspx>



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