



Two Rivers-Ottawaquechee Regional Commission (VT)

Incorporating Resilience into the CEDS

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Today's Presentation

- ❖ Defining resilience
- ❖ Why *regional* resilience?
- ❖ The RDO's role in supporting resilience
- ❖ A closer look at the CEDS Content Guidelines
- ❖ Snapshots of best practices



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

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

Planning is bringing the **future** into the **present** so that you can do something about it **now**.

- Alan Lakein



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 Forward

“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

RDO 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

What Do the Content Guidelines Say?

Economic resilience becomes inclusive of three primary attributes: **the ability to recover quickly from a shock, the ability to withstand a shock, and the ability to avoid the shock altogether.**

Steady-state initiatives tend to be long-term efforts that seek to bolster the community or region's ability to withstand or avoid a shock.

Responsive initiatives can include establishing capabilities for the economic development organization to be responsive to the region's recovery needs following an incident.

Visit: www.eda.gov/CEDS

What Do the Content Guidelines Say?

The two-pronged approach to resilience noted above can be included in the CEDS as a **separate section**. However, resilience could also be addressed by **weaving the concept throughout the document** (e.g., identifying a region's vulnerabilities in the SWOT section, then developing specific goals or action items to counter those vulnerabilities in the strategic direction/action plan, followed by an exploration of ways to measure success in the evaluation framework).

Regardless of how resilience is included in the CEDS, it is critical for regions to **identify vulnerabilities** and, where possible, **bolster the capacities** that may lead to economic resilience as part of regional planning efforts.

Visit: www.eda.gov/CEDS

Don't exchange business cards on the battlefield!



Use the CEDS process to foster and nurture critical partnerships
NOW

Snapshots of Best Practices for Infusing Resilience into the CEDS

Southeast Conference (AK)

- Alaska faces a \$4 billion budget gap because of a decline in oil prices
- 200 Southeast AK leaders participated in a “resiliency mapping” exercise from 23 communities, representing 24 different sectors
- Responded in person or online survey to question: “What will you do (or what do you think should be done) to ensure the economic resilience of your business/industry/community in response to the impacts of the State budget situation”?
- Top responses: Reduce business costs, increase economic development and planning, reduce government spending/services, increase taxes (establish income tax)



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

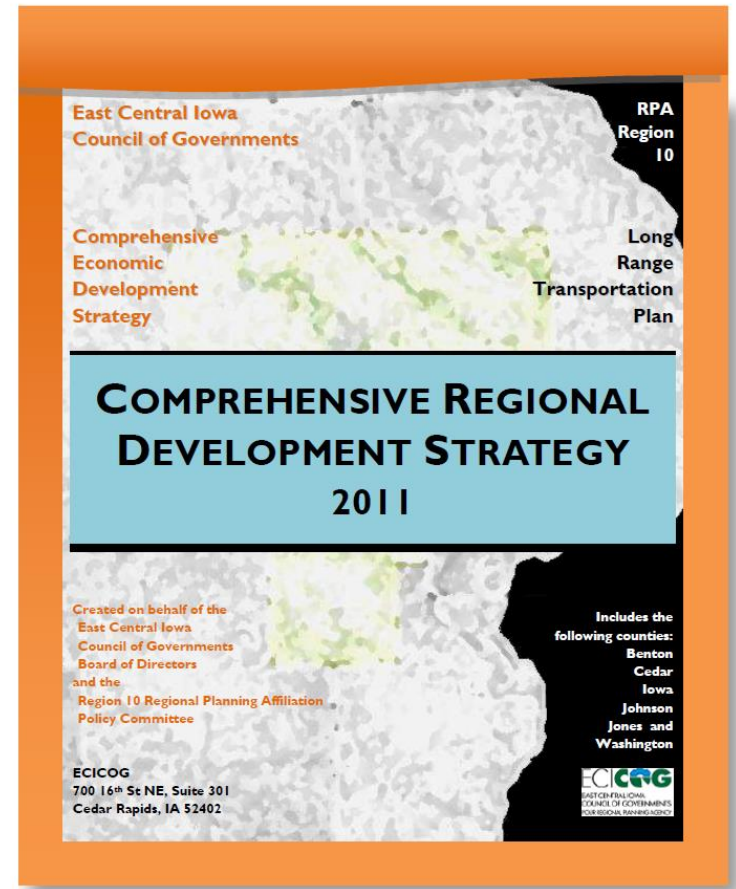
Sonoma-Mendocino CEDS | November 2016



[Point Arena-Stornetta, California](#)

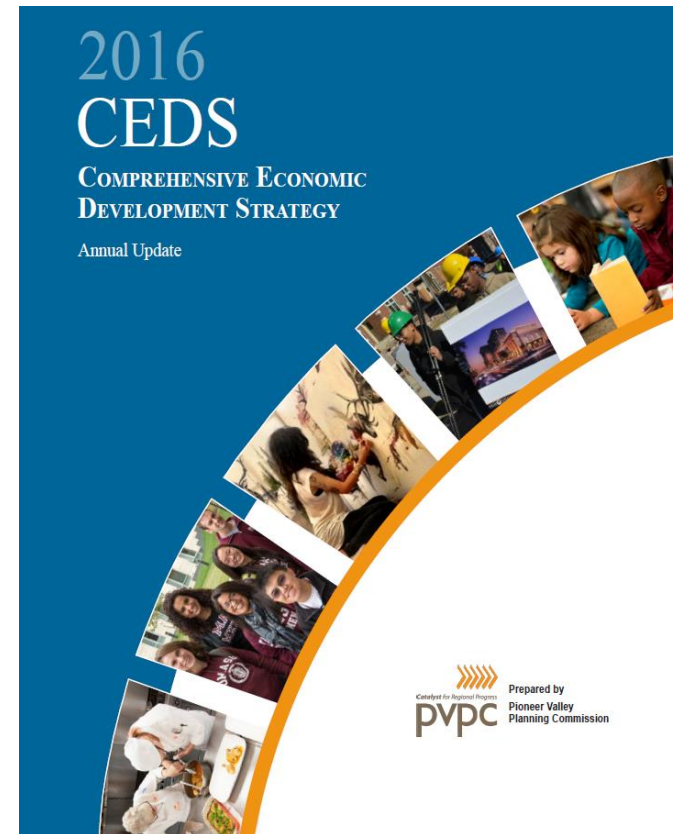
East Central Iowa Council of Governments

- 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.



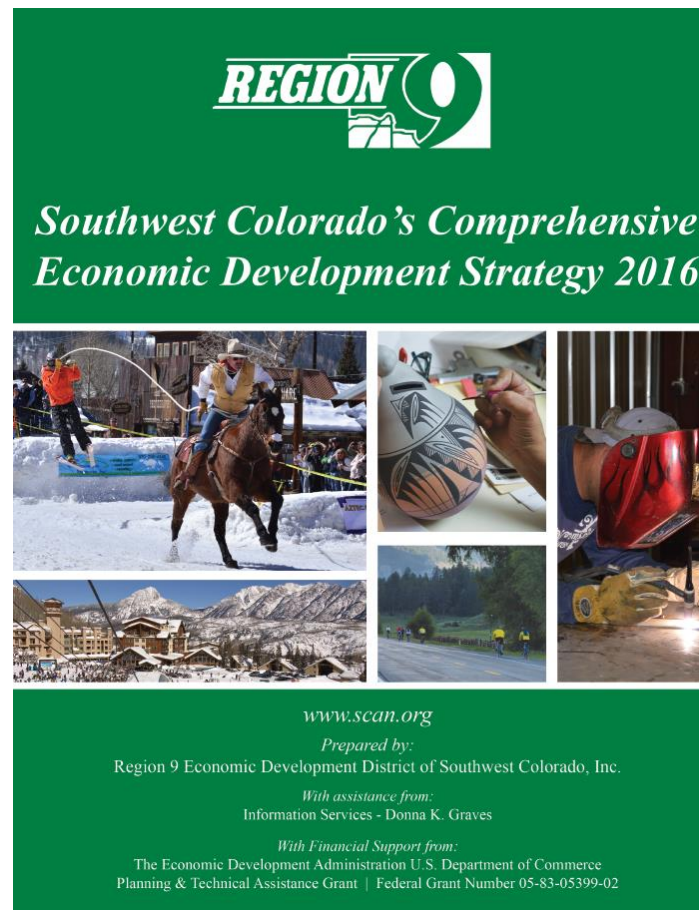
Pioneer Valley Planning Commission (MA)

- “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

Explore Multiple Forms of Wealth in Your Region – It's More than Just Jobs!

The eight capitals	
The capital	The definition
 Individual	The existing stock of skills, understanding, physical health and mental wellness in a region's people.
 Intellectual	The existing stock of knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.
 Social	The existing stock of trust, relationships and networks in a region's population.
 Cultural	The existing stock of traditions, customs, ways of doing, and world views in a region's population.
 Natural	The existing stock of natural resources—for example, water, land, air, plants and animals—in a region's places.
 Built	The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places.
 Political	The existing stock of goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making.
 Financial	The existing stock of monetary resources available in the region for investment in the region.

The Most Effective CEDS Are:

Creative

Engaging

Driven by data

Storytellers



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www.nado.org/CEDS