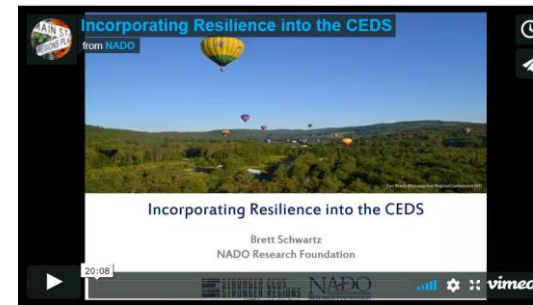




CEDS Fundamentals



NADO RF CEDS Resource and Training Archive



The Comprehensive Economic Development Strategy (CEDS) What It Is & What It Means for Our Region



In today's competitive global market, it is necessary for regions to have a long-term economic development strategy that can serve as a roadmap to progress and prosperity. The Comprehensive Economic Development Strategy (CEDS) does just that. It is a locally-based, regionally-driven economic development planning process and document that successfully engages community leaders, private sector partners, Economic Development Districts (EDDs), and other stakeholders in planning for our region's future.

The CEDS planning process creates the space for the region to identify its strengths and weaknesses and brings together a diverse set of partners to create good jobs, diversify the economy, and spur economic growth. The CEDS is a pre-requisite for federal designation as an EDD and must be updated at least every five years. An effective CEDS allows a region to maximize its economic development potential, as well as engage with the U.S. Economic Development Administration (EDA) and other federal partners to receive infrastructure and technical assistance grants, such as EDA's Public Works and Economic Adjustment Assistance programs. Crucially, an effective CEDS planning process identifies locally-grown strategies that will guide regional economic development, encourage partnerships and collaboration, and improve economic outcomes and overall quality of life in our region.

The CEDS At a Glance:

- ✓ The CEDS helps to build on the strengths of our region, as well as identify gaps in resources or expertise that need to be addressed.
- ✓ The CEDS planning process can facilitate regional collaboration, expand supply chains, and grow and support new industry clusters.
- ✓ With a CEDS in place, regions are more likely to attract federal funds and technical assistance by demonstrating resources are used efficiently and effectively.
- ✓ The CEDS process can make our region more resilient and better positioned to plan for, respond to, and recover from natural disasters and economic shocks.
- ✓ The CEDS can be much more than just a static document, but rather an engaging platform that generates region-wide discussions and serves as a call to action for economic development.

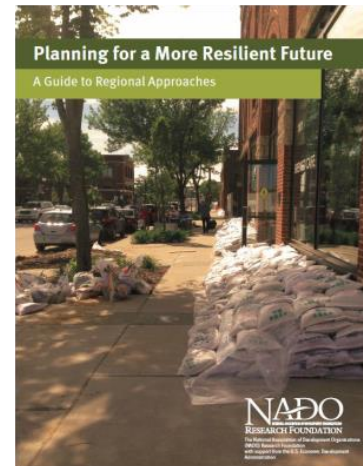
An Effective CEDS:

- ✓ Identifies a region's competitive advantages.
- ✓ Demonstrates an EDD's grasp of its trends.
- ✓ Provides cooperative collaboration.
- ✓ Commits to measurable success.
- ✓ Tells a compelling story about the future.
- ✓ Motivates action.



Best Practices to Incorporate Resilience Into the CEDS

NADO Annual Training Conference
Anchorage, AK
September 10, 2017



CEDS Spotlight

A Showcase of Best Practices from Across the Country



- ✓ Case Studies
- ✓ Webinars
- ✓ Reports and Publications
- ✓ Training Presentations
- ✓ Resilience Resources and Videos

www.nado.org/CEDS

Meet the Trainer



Nathan Ohle

Executive Director

Rural Community Assistance Partnership

Agenda

- ▶ What is the CEDS?
- ▶ Requirements of what should be within the CEDS
- ▶ Creating Economic Opportunity
- ▶ Creating a Successful CEDS
 - ▶ Outreach/Engagement/Promotion
 - ▶ SWOT analysis overview
 - ▶ Performance Metrics
- ▶ Resources for Communities - Tools and Data

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 resiliency 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.

IN THIS SECTION:

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 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>

Who should be at the table?

- ▶ Private sector
- ▶ Local government
- ▶ Economic development leaders
- ▶ Workforce development partners
- ▶ Philanthropy (when possible)

Northeast Georgia Regional Commission

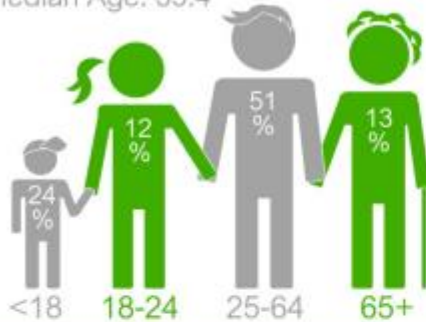
- ▶ Sought input from more than 365 local public and private stakeholders.
 - ▶ Variety of public and private sector representatives on the CEDS Committee
- ▶ Created an inventory of regional assets from local comprehensive plans and county and municipal work programs.
- ▶ Created an action plan to guide economic development activities
 - ▶ Develop and implement public information and marketing for region
 - ▶ Support and encourage local entrepreneurs and artists
 - ▶ Public-private partnerships to address local weaknesses and threats
 - ▶ Foster a skilled and dedicated workforce
 - ▶ Establish information systems and partnerships

Northeast Georgia

CEDS SNAPSHOT

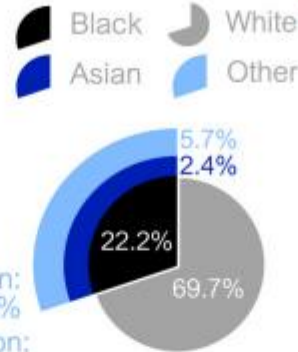
Population: 607,258 people (2016 estimate)⁴

Median Age: 35.4



703,554 people by 2025⁴

Hispanic Population: 7.0%
Minority Population: 30.3%



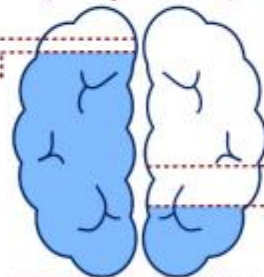
Colleges/Universities: University of Georgia, Athens Tech., Emory-Oxford College, Piedmont College, University of North Georgia, Perimeter College, Lanier Tech., Georgia Piedmont Tech., and Troy University

Land Area: 3,189 sq miles

Metropolitan Area(s): Athens-Clarke

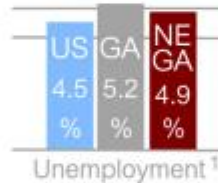
Educational Attainment:²
(25+ years old)

Nation: 88.4%
Region: 84.1%



High School/GED ▲ Minimum Associates Degree

Nation: 42.3%
Region: 27.0%



Unemployment¹

Median Household Income:



Median Home Value:



Top 10 Employers:

Athens Regional Medical Center
Caterpillar, Inc.
Chico's Dist. Services, LL
Pilgrim's Pride Corporation
The Kroger Company
University of Georgia
Walmart
Waynes Farm, LLC
Wellpoint, Inc.
West Side Station

Top 10 Industrial Sectors:¹

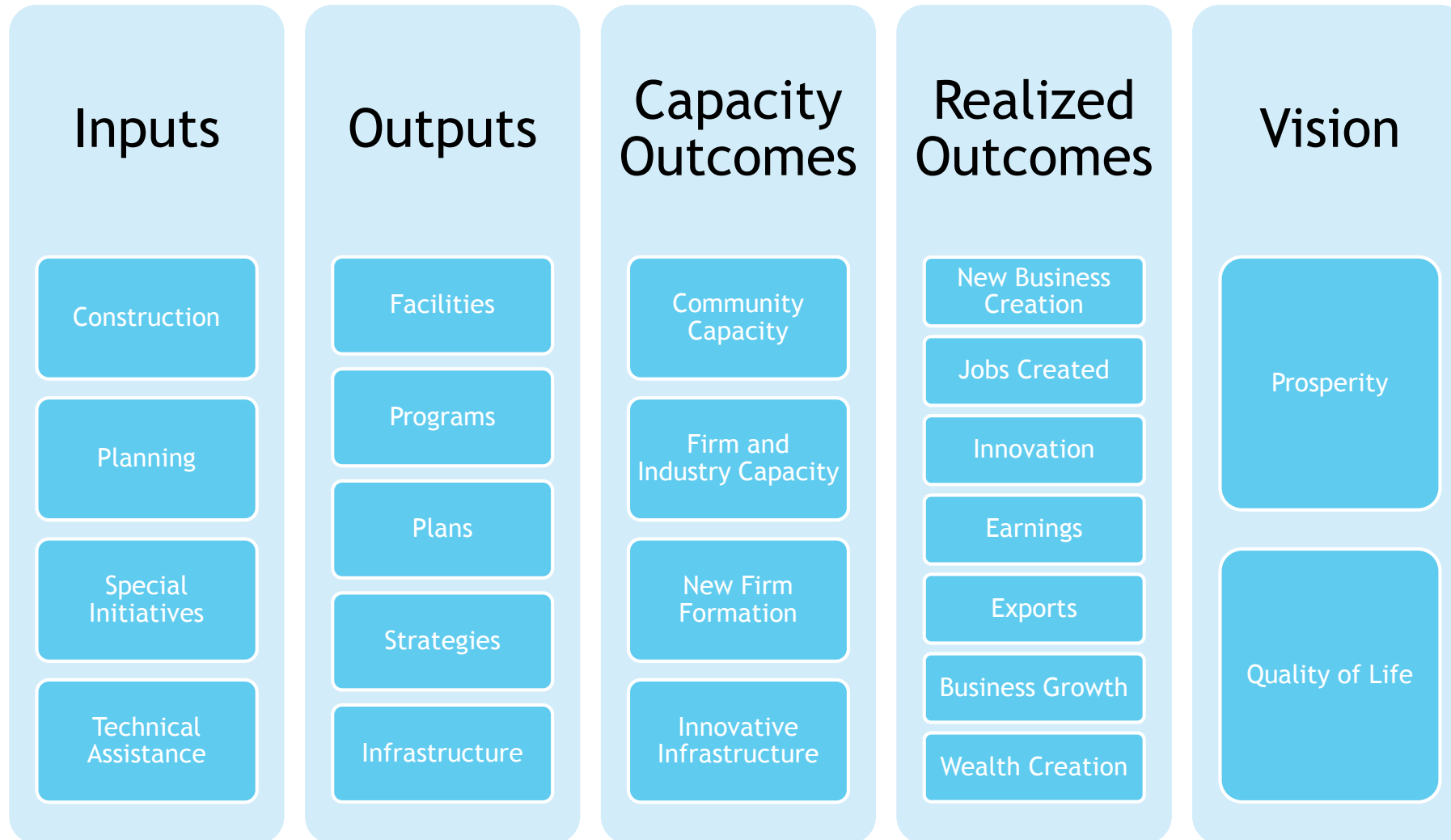
- 1 Education Services
- 2 Manufacturing
- 3 Retail Trade
- 4 Health Care & Social Assistance
- 5 Accommodation & Food Services
- 6 Wholesale Trade
- 7 Public Administration
- 8 Admin, Support, Waste Mgmt, Remediation
- 9 Construction
- 10 Transportation & Warehousing

Building Blocks

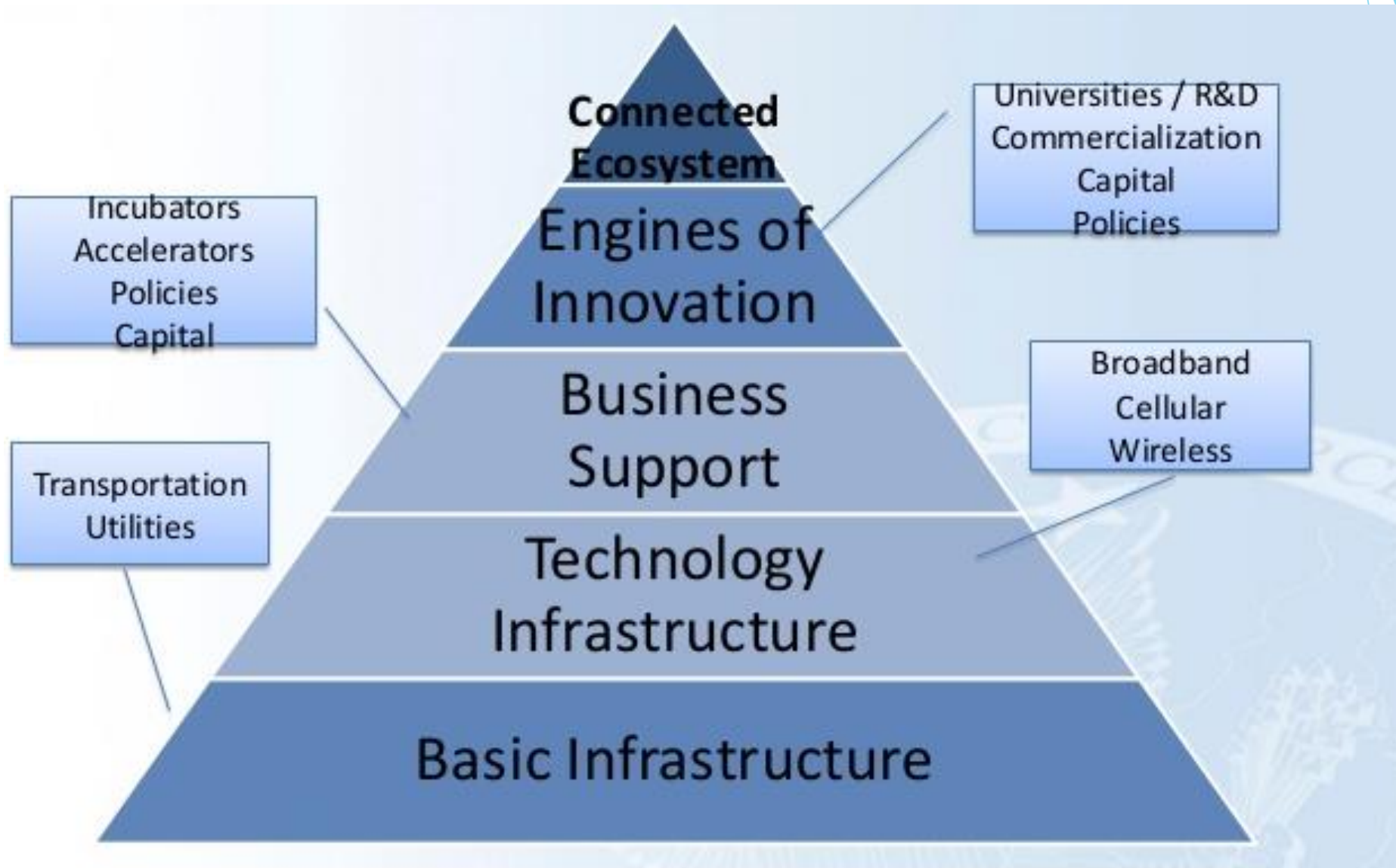
What creates economic opportunity?

- ▶ Comprehensive Economic Development Strategy.
 - ▶ Strategy-driven plan for **regional** economic development.
 - ▶ Regionally-owned planning process designed to build capacity and guide economic growth and resiliency of a region.
- ▶ Simply put, you need a vision, roadmap and easily measurable outcomes for driving opportunity.
- ▶ Helps communities become:
 - ▶ Resilient
 - ▶ Agile
 - ▶ Economically stable

Investments, Tools and Connections



Hierarchy of Needs



Culture and People Matter

- ▶ Culture is the glue that brings communities together and ensures economic opportunity
- ▶ Critical elements of culture include:
 - ▶ Openness
 - ▶ Diversity
 - ▶ Trust
 - ▶ Mentors/role models
 - ▶ Feedback
 - ▶ Innovation

Without **PEOPLE**, none of this works!

Creating the conditions for economic growth

- ▶ Regional approach allows you to address unique needs
- ▶ Invest in ecosystem builders
- ▶ Focus on capacity building
- ▶ Look for catalytic investments
- ▶ Walk before you run

Economic Development Planning

What makes a successful economic 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.

What should be within your economic development plan?

▶ 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 included in your 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.
- ▶ Economic resiliency.

What Does Strategy Mean?

- ▶ Strategy requires making difficult trade-offs
 - ▶ Choosing what not to do is often more important than what to do
- ▶ You have to establish a *UNIQUE* position
 - ▶ What makes you unique in a global environment?

Strategy

- ▶ What is going to make your region shine?
 - ▶ Firms and talent that will spur a cycle of growth in certain industries/sectors
- ▶ Everything you do as an EDD should align to ensure that businesses in a certain industry cluster HAVE to be in your region.
- ▶ Choosing an un-realistic amount of “target” industries can undermine your ability to act strategically.

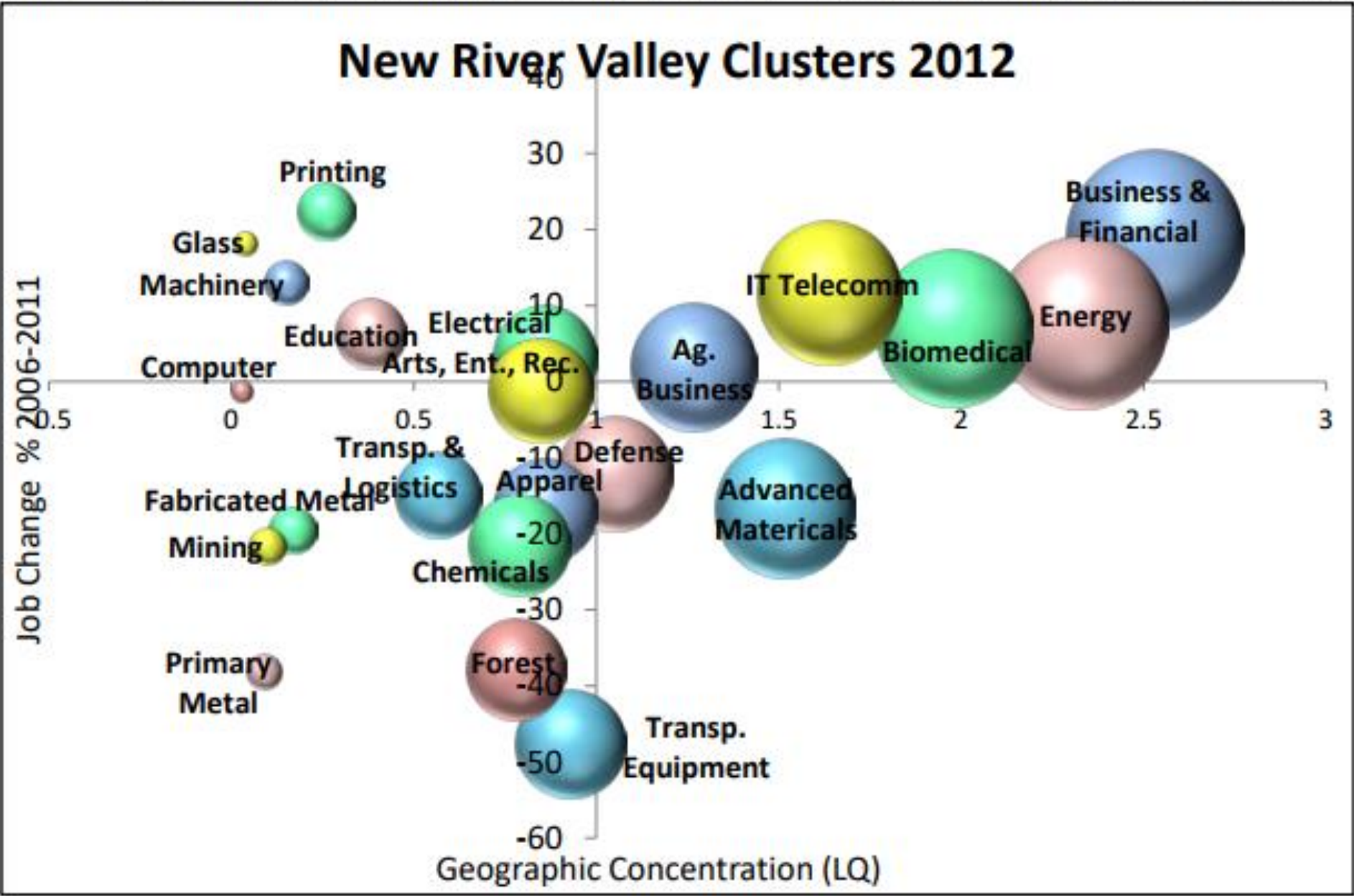
Common Mistakes

- ▶ Avoid making difficult decisions
- ▶ Try to be everyone's friend
- ▶ Rely on consultants instead of your stakeholders
- ▶ Think only locally, not regionally
- ▶ Not getting buy-in on implementation
- ▶ Only meet once a year, or worse, once every few

New River Valley Regional Commission - Virginia

- ▶ Cluster analysis trends and project identification.
- ▶ Closely aligned CEDS with the NRV Livability Initiative (Sustainable Communities plan).
 - ▶ The four major themes of Livability became the four theme areas of the CEDS.
 - ▶ Enhancing Living and Working Environments
 - ▶ Preserving Rural Heritage and Community Character
 - ▶ Making the Business Environment Productive and Resilient
 - ▶ Building Healthy Communities
- ▶ All projects identified must have a direct tie back into the Livability Initiative goals.

Figure 4: Employment growth and concentration of regional clusters in the New River Valley



The background features abstract, overlapping geometric shapes in various shades of blue, ranging from light sky blue to deep navy blue. These shapes are primarily located on the left and right sides of the frame, creating a modern, dynamic feel. The central area is a plain, light grayish-white, providing a clean backdrop for the text.

Telling Your Story

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 plan
- ▶ 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**

Tell Your Story

- ▶ Clear and concise
- ▶ Emotion
- ▶ Meaning
- ▶ Communicate an experience of who you are
- ▶ All individual stories should reinforce one consistent larger narrative

Engage, inform, persuade,
motivate or inspire.

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Details, Details, Details

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).

Performance Metrics

Anyone can become
a good researcher

- ▶ 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 principals in your CEDS*.

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 resiliency 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



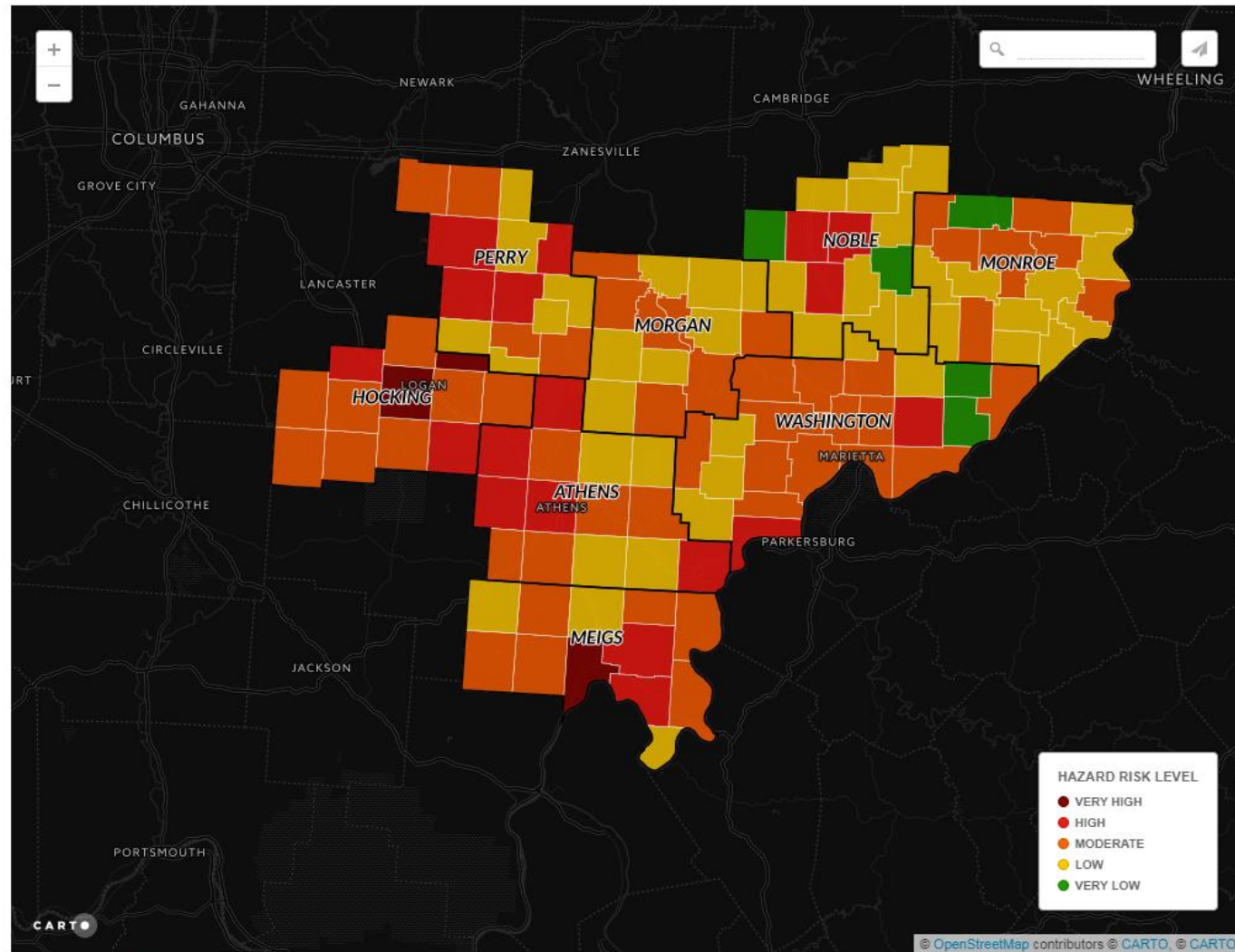
Evaluation Framework

Buckeye Hills Regional Commission- Ohio

- ▶ Great experience and aptitude working with statistics, GIS, and other data to help paint a picture of conditions in the region.
- ▶ Created two sections dedicated to resilience.
 - ▶ Physical disaster resilience
 - ▶ Created a general natural disaster risk rating criteria (a scale from 1 to 5) using GIS and some widely available data in Ohio including; ODNR wildfire risk rating, FEMA flood plain locations, and the presence of high value public locations (EMS, fire, police, schools) in floodplain areas.
 - ▶ Economic disaster resilience
 - ▶ Economic diversification, and the reality that the region is really not prepared or focused on these threats

Strong Seasonal Storms (Derecho)

In order to help better communicate the physical disaster risks that exist for the eight county region, Buckeye Hills has compiled a Combined Physical Disaster Hazard Risk assessment. The assessment was completed by combining several pieces of publicly available data for each township in the region in order to generate a risk factor on a scale from 1 to 5. The factors considered were ODNR Wildfire Risk Rating, FEMA floodplain locations, and the presence of high value public locations (police, fire, EMS, schools) within floodplain areas. The result can be viewed in the interactive mapping application below.



In the end...

Realized
Potential

Economic
Opportunity

Improved
Quality of
Life



Resources to put your plan together

- ▶ US Cluster Mapping Tool: <http://www.clustermapping.us/>
- ▶ Regional Innovation Accelerator Network (RIAN):
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
- ▶ Innovation Capacity:
<http://www.statsamerica.org/ii2/overview.aspx>

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