



Photo: Southeastern Conference (AK)

# Using the SWOT to Plan for Resilience: A New Approach to a Classic Tool

January 17, 2018



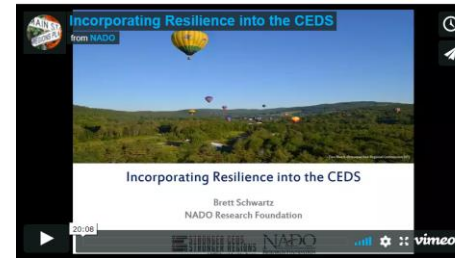
# *Stronger CEDS, Stronger Regions* Program Overview

Three-year capacity building and technical assistance program funded through US EDA to:

- Enhance and expand NADO RF's resources on CEDS planning, development, and implementation
- Provide customized trainings and technical assistance to EDDs and other regional organizations on all things CEDS
- Amplify EDA's message about the value of the CEDS in promoting broader regional economic and community development goals



# 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 bring 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. Overall, 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.

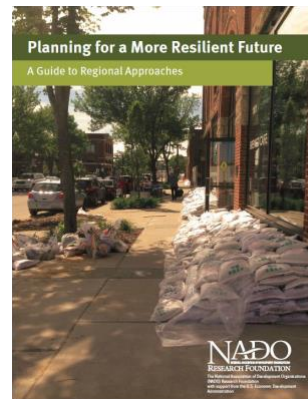
### An Effective CEDS

- ✓ Identify a region's competitive advantage
- ✓ Demonstrate an EDD's growth strategy
- ✓ Promote cross-sector collaboration
- ✓ Commit to measurable outcomes
- ✓ Take a long-term view about the future
- ✓ Involve all stakeholders



## 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](http://www.nado.org/CEDS)



# Thanks for Joining Our Webinar!

- Thank you to the US Economic Development Administration for its generous support of NADO RF's CEDS capacity building initiatives
- To participate in the interactive portion of the webinar, click the raise hand icon on the right side of the screen to request an unmute
- Questions or comments can also be submitted via the chat box
- A recording of the webinar and copy of the slides will be made available soon at [www.nado.org](http://www.nado.org)
- Please contact Brett Schwartz at [bschwartz@nado.org](mailto:bschwartz@nado.org) if you have any general questions about NADO RF or the *Stronger CEDS, Stronger Regions* program



# Today's Presenters



- Barbara Wyckoff  
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- Brett Schwartz (moderator)  
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## **USING THE SWOT TO PLAN FOR RESILIENCE: A NEW APPROACH TO A CLASSIC TOOL**

Barbara Wyckoff  
Creative Disruptors

# Outcomes for Today's Session

- Learn a new approach to economic resilience and results from across the country
- Integrate sustainability/resilience into the SWOT assessment of a region's economy, as required by the U.S. Economic Development Administration for grantees completing Comprehensive Economic Development Strategies (CEDS)
- Develop preliminary indicators for measuring multiple types of local assets

# Definition of Resilience

- Community resilience is a measure of the sustained ability of a community to utilize available resources to respond to, withstand, and recover from adverse situations.
- Communities strive to be stronger and more resilient after the recovery, than they were before. (Spiral effect!)
- A community's resilience depends on the reservoir of all healthy assets, or capitals, that can contribute to the well being of people, places, and economies.



# Build assets/capitals, broadly defined, and aspire to do no harm.



How is wealth typically defined?

Wealth is **not just money.**

Wealth is the reservoir of all assets that can contribute to the well-being of people, places or economies.

# Eight Capitals

**Intellectual**

- Knowledge and innovation

**Individual**

- Skills, education, health, individual income

**Social**

- Trust and relationships

**Natural**

- Productive natural resources

**Built**

- Infrastructure

**Political**

- Influence on decision makers and shapers

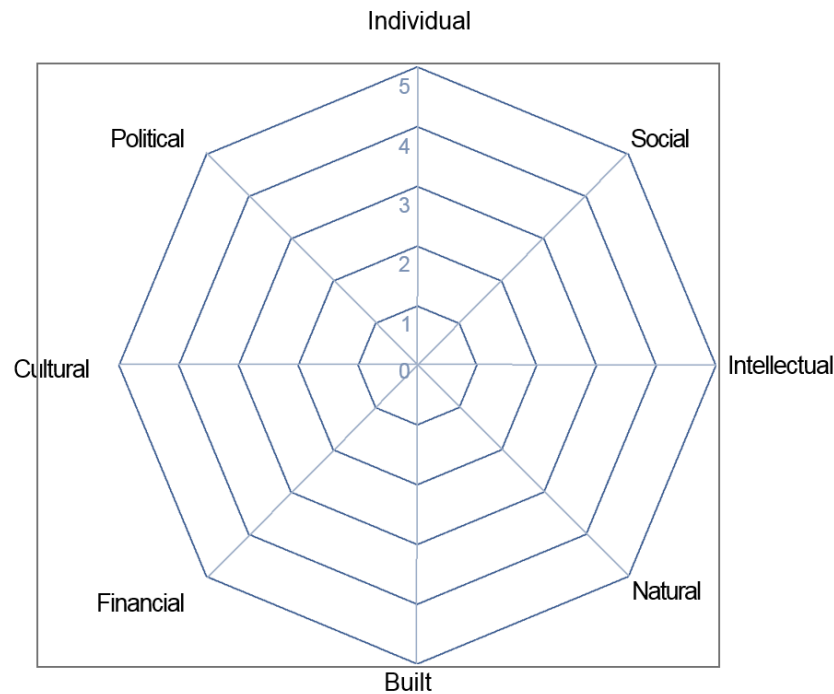
**Financial**

- Savings and investment

**Cultural**

- Traditions, customs and ways of doing

All are required to grow and sustain a resilient economy!



### Instructions:

Think about the place you are using the SWOT to plan for. Is it a community, region, sub region? Use this place for thinking about this exercise.

Using a scale of 0 to 5 (where 0 is the weakest and 5 is the strongest), map out the strengths of each of the capitals in the chosen place. Remember, it is only wealth if it is healthy and fully functional and if the region owns or controls it and can make decisions about how to maintain and use it.

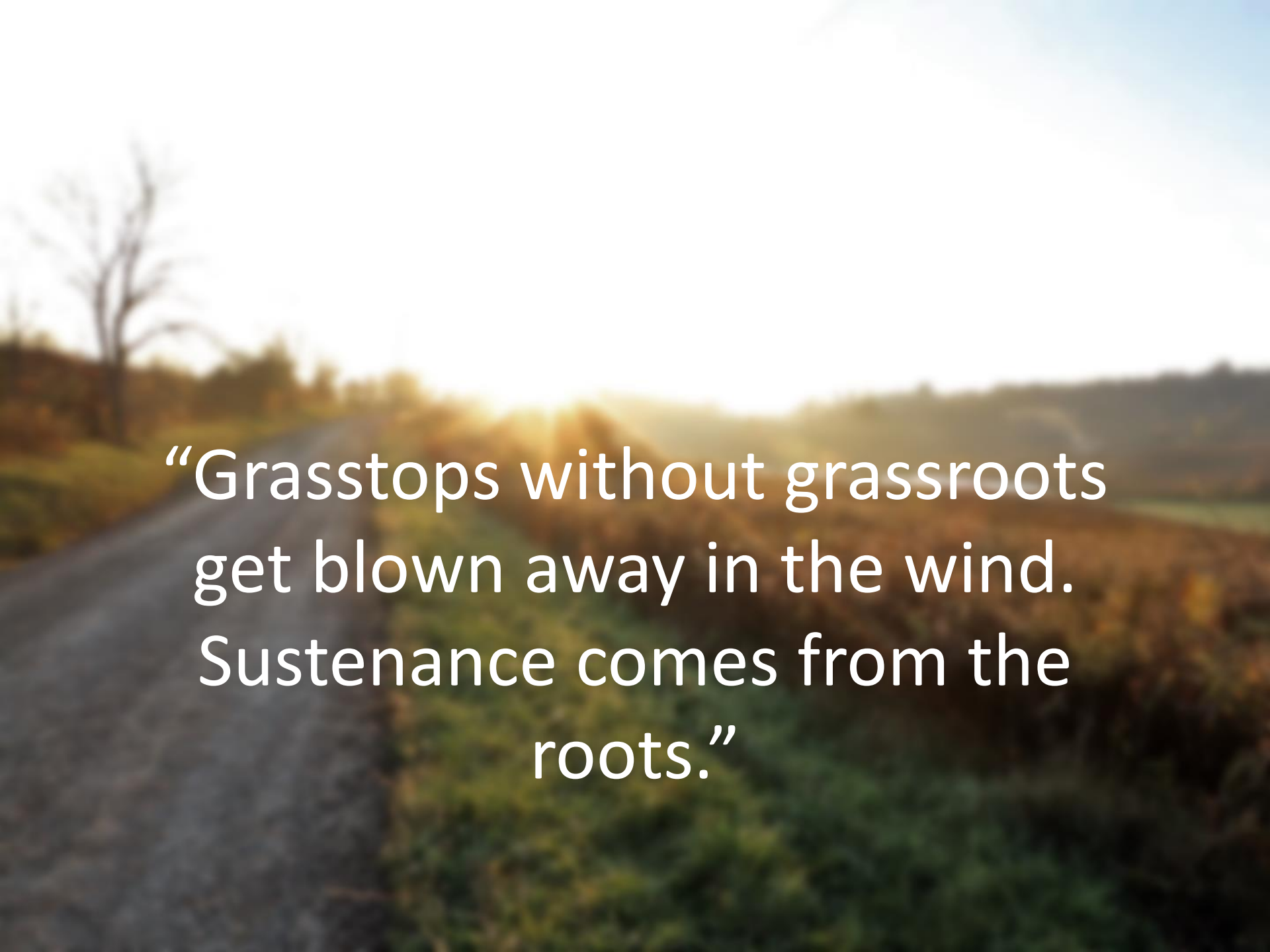
- ✓ What are the 1-2 areas where you are the strongest? Give examples.
- ✓ What are the 1-2 areas where you are the weakest? Give examples.
- ✓ What are the 1-2 most critical underutilized capitals that could be brought into productive use with appropriate and creative investment?

# Intentionally include people and firms on the economic margins

A question of Resiliency – We need...

- People at margins **earning (and saving!) more**
  - They have **improved skills** to qualify for **higher-paying jobs** and to **build their careers**
  - They save for the future, e.g., **building assets**, so they are more resilient
  - They bring their underutilized knowledge/expertise
- **The economy overall is more resilient, as all resources are brought to bear and less drain on support systems.**





“Grasstops without grassroots  
get blown away in the wind.  
Sustenance comes from the  
roots.”



# Ownership/Influence Make Wealth Stick

Capitals that are “owned” locally build resilience

- Local ownership is the **anchor** that ensures assets/capitals are available for resilience
- Broad-based ownership benefits more people
- Benefits – e.g., income, know-how, better technology – flowing from local ownership of capitals can be re-invested and re-circulated locally
- Local ownership increases chances of preserving local jobs



# Illustrative Results

- 160 homes receive energy efficiency upgrades, at a total cost of \$1.3 million, saving \$225,000 in one year (policy now in place for 1,000/year)
- Over 4 years, 80% increase in number of wholesale buyers, and increase of over 258% in value of purchases in Central Appalachia Local Food value chains
- Over 4 years, increase of over 199% in gross revenue to agricultural producers
- Over 2 years, increase of 48% in number of jobs in the local food system
- Development of new mortgage product for energy efficient homes, resulting in 85 HERS rated, affordable housing units delivered in 2014
- Development of new appraisal and certification practices to capture value of HERS units; 150 HERS certified inspectors/appraisers trained

# Questions?



# Not Your Mother's SWOT...

SWOT: Planning tool to identify strategies for a more resilient economy. *Seize **O**pportunities, by building on **S**trengths and addressing **W**eaknesses, while managing **T**hreats to success.*

- Start with opportunities to focus your conversation on strengths and weaknesses.
- Most productive to complete SWOT with a breadth of stakeholders. Use different colored stickies to give each group a voice, but collect on master SWOT grid.
- Remember, aspire to do no harm.

# Resilience-Building SWOT

## Strengths:

- Capitals we have, use & could use
- Energy and enthusiasm
- Partnerships between business, government, and organizations

## Weaknesses:

- Capitals we are missing, or are weak
- People, firms and organizations on the economic margins not included
- Lack of partnerships

## Opportunities:

- Underutilized capitals we can invest in
- Upward mobility for all
- Emerging Markets/Demand
- Gaps in activities needed to meet demand for products and/or services in specific emerging markets where investment is leveraged
- Repurposed by-products or residuals
- Local, broad ownership
- Potential to go to scale

## Threats:

- Policy Barriers
- Ownership by those outside of the region
- Negative opinion shapers and parties unwilling to collaborate



# Discussion

- Share ideas
- Questions
- What might you do differently going forward?



# Outputs vs. Outcomes

- *Outputs*: The “things” we do. (Trainings, buildings, etc.) Need to ask, “Why?”
- *Outcomes/Results*: The changes in action/behavior that result from outputs. Answers “Why”
- *Indicators*: Something that must be changed, or a condition achieved, in order to claim that progress is being made towards outcomes.

# Measurement Framework

## **CAPITAL      HOW DO YOU MEASURE INCREASE? INDICATORS/MEASURES**

- **INDIVIDUAL:** Skills, physical health, mental wellness and income
- **INTELLECTUAL:** Knowledge, creativity and innovation
- **SOCIAL:** Trust, relationships and networks
- **NATURAL:** Water, land, air, minerals, plants and animals, ecosystem services and other natural resources in a place
- **BUILT:** Constructed infrastructure, including buildings, sewer and water systems, communications systems, and roads
- **POLITICAL:** Goodwill, influence and power that people and institutions in the region can exercise in decision-making.
- **FINANCIAL:** Monetary resources available for investment in the region
- **Inclusion and Ownership**

# Your Measurement Framework

Type of Capital	Indicators and Measures
Individual	Change in behavior due to new skills and insights Increased engagement in value chain activities FTE jobs (seasonal and year-round)
Intellectual	Number of partners implementing new ideas (“partners” could mean other beneficiaries beyond value chain members; implementation of new ideas will be specific to each value chain)
Social	Number of value chain members (measured as organizations/enterprises)  Decisions made together by the value chain members (qualitative; this measure demonstrates purpose of social capital)
Natural	Land: acreage meeting value chain goals (in production, conservation, restored)  Watersheds protected or water quality restored due to value chain activities
Built	Amount of new/improved infrastructure that supports the value chain
Political	Number of organizations and networks engaged in supporting policy change aligned with value chain strategies  Number of policies and programs supporting value chain strategies (to demonstrate systems change)
Financial	\$ of investment  Number of enterprises created or expanded
Inclusion & Ownership	Your ideas?

# Wrap-Up

- Remaining questions?
- How might use these ideas/tools in future?
- Who do you need engage? How?
- Resources?
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