CEDS 101: What You Need to Know Right Now about the Comprehensive Economic Development Strategy

March 9, 2021
CEDS, Recovery, and Resilience Webinar Series
Many thanks!
Thanks for Joining the Webinar!

- Questions or comments can be submitted via the questions box on the right side of your screen in drop down menu

- A recording of the webinar will be made available soon at www.nado.org & www.CEDSCentral.com

- Next webinar in the series:
  - March 23 – Rural Resilience and Economic Development

- Please contact Brett Schwartz at bschwartz@nado.org if you have any general questions about NADO RF or the Stronger CEDS, Stronger Regions program
Today’s Presenters

David Ives, Planning Coordinator
U.S. Economic Development Administration (DC)

Brett Schwartz, Associate Director
NADO Research Foundation (DC)

Meilani Schijvens, Owner & Director
Rain Coast Data (AK)
The Comprehensive Economic Development Strategy (CEDS) is a locally-based, regionally-driven economic development planning process and document that creates the space for your 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.

In a nutshell...

The technical stuff:
- Required for EDA designation as an Economic Development District
- Updated every five years with annual reports
- Submitted to EDA regional office for approval
- A CEDS Committee should be organized that “must represent the main economic interests of the Region”
- Requirement for various EDA funding including EDA’s Public Works and Economic Adjustment Assistance programs & CARES Act funding
The CEDS is a Conduit for Resources to Your Region...
We are in a Golden Age for the CEDS
CEDS Content Guidelines: Make it Your Best Friend!

- Provides guidance on the required sections of the CEDS
  - Summary Background
  - SWOT
  - Strategic Direction/Action Plan
  - Evaluation Framework
  - Economic Resilience

- Best practices, case studies, and links

www.eda.gov/CEDS
What’s in Each Section? A Quick Overview

- **Summary Background:** A background summary of the region should answer the question, “What have we done?”, and present a clear understanding of the local economic situation, supported by current, relevant data.

- **SWOT:** A SWOT analysis of the regional economy should answer the question, “Where are we now?” by using the relevant data and background information to help identify the critical internal and external factors that speak to the region’s unique assets and competitive positioning.

- **Strategic Direction/Action Plan:** The strategic direction and corresponding action plan contained within the CEDS are the heart and soul of the document. They should answer the questions “Where do we want to go?” and “How are we going to get there?” by leveraging the analysis undertaken in the SWOT.

- **Evaluation Framework:** The evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report.

- **Economic Resilience:** In building economic resilience, it is critical that economic development organizations consider their role in the pre- and post-incident environment to include steady-state and responsive initiatives.
A New Era for the CEDS

From this... ...to this... ...and this!
A New Era for the CEDS

From this... ...to this!

Credit: Everyday Health
A New Era for the CEDS

From this...  

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

Credit: countingjobs.com.au

Credit: Wealthworks.org
A New Era for the CEDS

From this…  ...to this!

Credit: Industry Week
Resilience: The ability of a region or community to anticipate, withstand, and bounce back from shocks, disruptions, and stresses including:

- Weather-related disasters or hazards / Impacts of climate change
- The closure of a large employer or military base
- The decline of an important industry
- Changes in workforce / effects of automation
- COVID-19 response & recovery
- Much more...
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](http://www.eda.gov/CEDS)
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
Regionalism is a committed effort to improve communities through increased coordination and collaboration, maximizing efficiency through united approaches while preserving individual aspirations.

Steve Etcher, Former Executive Director, Boonslick Regional Planning Commission (MO)
Coronavirus Aid, Relief, and Economic Security Act

https://eda.gov/coronavirus/
This matrix is intended to guide staff and stakeholders toward immediate action. It is a "living document" that can respond to new opportunities that may emerge over the next 24 months. The Lead Organizations noted below are recommended champions or key points of contact for the actions. However, they are not solely responsible for implementation and will need further support.

**PRIORITY 1**

Tailor interventions for local consumer-oriented industries that have been hardest hit by COVID-19 and economic downturn.

**Outcome/Metric** Number of BPOCs and total consumer-oriented businesses supported

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<tr>
<th>Action</th>
<th>Recommended Lead Organization</th>
<th>Recommended Partners to Engage</th>
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<tbody>
<tr>
<td>Priority grant funding through Oregon Made Creative Foundation for film and television industry to stimulate efforts. Prior grant award examples: &quot;Paid Through,&quot; a film about three young black women taking on a solo long bike-packing adventure for joy, healing, and mentorship with another woman in Oregon's backcountry.</td>
<td>Oregon Film</td>
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<tr>
<td>Technical and advisory services for business financial and understanding, marketing, and sales position strategy, and growth opportunities</td>
<td>OMEMP Impact NW</td>
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| Connect manufacturers with business expansion opportunities through marketing and supply chain lead by DOED. Conduct customized regular manufacturer and supplier outreach to strengthen supply chains and reduce risk | OMEMP Oregon SA, Business Oregon, OPB, MED | MED Network Technology
| For the manufacturing sector, provide or disseminate grants for COVID-19 education, operational excellence and workforce training, retention, and financial-growth safety advice. (See text in Priority 3.2) | OMEMP Impact NW, Porchlight, Oregon, OPB | MED Network Technology
| Help businesses adopt and finance new technologies in equipment that will reduce the need for paper-based tools or services | OMEMP Oregon Made Creative Foundation, Impact NW |

**PRIORITY 2**

Priority 2: Identify forward-looking interventions for 19 industries that are at highest risk of disruption from COVID-19 and recessionary forces, focusing on trailed sector to drive growth.

**Outcome/Metric** Number of BPOCs and total businesses that are at highest risk of disruption supported

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**PRIORITY 3**

Priority 3: All small businesses are important, but focus interventions on what is needed to stabilize and reignite businesses with 11-50 employees.

**Outcome/Metric** Number of BPOCs and total businesses with 11-50 employees supported

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</table>
| Technical assistance and grants focused on acquisition of software and technical training to scale construction and manufacturing businesses (open offers only). Consulting services for construction planning. Provide consistent funding for staff | OMEMP, ORFES SBDC, Oregon State Business
tools, Talent, and Economic Development Office, SBDC, Construction Industry Pathway (CIP) |
| Implement regional programs to enhance public training on publicly funded construction projects to address industry hostility and enhance careers as well as company staff and advance BPOC employment. | OMEMP Oregon Tradeswomen |
Getting to 2022 Short-Term Southeast Alaska Resilience Plan

Southeast Conference is working in various ways to support the regional economy. In addition to the development of a five-year economic plan for growth and resilience in the region, Southeast Conference is concurrently crafting a short-term resilience plan to immediately shore up the regional economy, protect it from additional decline, and provide a caretaking role for our institutions to ensure the fundamentals of our economy will be in place by 2022, once the COVID-19 healthcare crisis has passed.

Top 10 Actions to Reinvigorate the Southeast Economy

1. Economic Disaster Declaration Request
2. Support Expedited Vaccine Distribution Planning
3. Work to Ensure Short-term Viability of the Seafood Sector
4. Plan for a post COVID-19 Southeast Alaska Economy and Health Care System
5. Plan to Regrow the Visitor Industry Post-Pandemic
6. Keep Southeast Alaskans in their Homes
7. Revitalization of Air, Ferry, Cruise, and Freight Transportation Services
8. Advocate for Childcare Prioritization in an Effort to Restart the Economy
9. Support Expedited Resolution to Solid Waste Shipping
10. Request Tariff Relief
The Most Effective CEDS Are:

Creative
Engaging
Driven by data
Storytellers
CEDS Resource Library

Comprehensive Economic Development Strategies (CEDS) contribute significantly to effective economic development across the United States. This great volume of information has previously been difficult to locate, as it tended to be dispersed across countless websites, too often in formats that didn’t let users search conveniently for the kinds of information they needed. Now, all CEDS are in a database with sufficient metadata to allow searching based on up to 50 different variables.

Quick Search

Type in an economic development district

Or click on an economic development district in the map:

Guided Approach to Examining CEDS

Report analysis, content and design
We’ve created 7 key categories and identified what we are calling “exemplars” of the CEDS within each EDA region. Explore each of the categories and the CEDS exemplars for each—then click on the CEDS to see for yourself!

Explore by category »

Strategy development
Look up analysis conducted by regions similar to your own based on PCPI demographics or other key characteristics. Note their strategies since peer regions likely share similar challenges and opportunities.

Find peers »

Strategic blueprint
What are the best practices to help turn the goals outlined in the CEDS into reality?

http://www.statsamerica.org/ceds/
Celebrate your victories!
For a Better (Easier) CEDS

CEDS and Southeast Alaska
What I think a CEDS is...

Tip #1 - the CEDS is just a big jigsaw puzzle
Timeline: Where are we in process?

www.seconference.org/strategy

Tip #2 - The longer the process, the better
Tip #3 - Use committees
# Southeast Alaska Comprehensive Economic Development Strategy Meeting Schedule

<table>
<thead>
<tr>
<th>Month</th>
<th>Transportation</th>
<th>Energy</th>
<th>Timber</th>
<th>Seafood</th>
<th>Health Care</th>
<th>Tourism</th>
<th>Mining</th>
<th>Econ Devel.</th>
<th>Solid Waste</th>
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Tip #4 - Sticky notes and survey tools
**Southeast Alaska Energy SWOT Analysis**

**Southeast Alaska Energy Strengths**

What does the energy sector in Southeast Alaska do well? What unique resources does it draw on? What are the benefits energy provides to the Southeast Alaska region? What is the Southeast Alaska energy sector "known for"? Brief responses are fine.

2. Strengths

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<td>Strength 3</td>
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Southeast Alaska Seafood SWOT Analysis April 27

Southeast Alaska Seafood Strengths

PICK 2 or 3 TOP ANSWERS. What does the Seafood sector in Southeast Alaska do well? What unique resources does it draw on? What are the benefits seafood provides to the Southeast Alaska region? What is the Southeast Alaska seafood sector “known for”?

1. Strengths

☐ Sustainable
☐ High quality product
☐ Infrastructure
☐ Economic driver for region
☐ Well-managed resource
☐ Hatcheries
☐ Mariculture
☐ Clean vast shoreline, SE ocean
☐ Growing global markets
☐ Resilient/Adaptive
☐ Technical innovation
☐ Abundance of seafood
☐ Great reputation/Alaska brand/Origin story
☐ Sophisticated workforce
☐ Health and nutrition awareness growing
☐ Year round operations
☐ Diverse array of fisheries
☐ Seafood is important aspect of the cultural identity of SE Alaska

SWOT prioritization
Greetings Southeast Conference Tourism Committee. In May and January you participated in strategic planning sessions to develop tourism initiatives for the region. Please use the tool below to prioritize this work effort.

1. Prioritize the Tourism Initiatives for the 2025 Southeast Alaska Economic Plan

- Market Southeast Alaska to Attract More Visitor Spending and Opportunities
- Grow Cultural and Arts Tourism Opportunities
- Increase Yacht and Small Cruise Ship Visitation
- Increase Access to Public Lands and Expand Southeast Alaska Trail Network
Southeast Alaska SWOT Analysis: Strengths, Weaknesses, Opportunities and Threats 2020

At Southeast Conference's February 2020 Mid Season Summit, nearly 300 people representing small businesses, tribes, native corporations, municipalities and community organizations participated in two types of SWOT analysis—one for the region overall, and sector specific SWOTs within the Southeast Conference committee areas. Follow up work occurred between March through October in Zoom meetings and through surveys to improve and prioritize the sector-specific SWOTs. This document is a summary of each of these Southeast Alaska SWOT analyses.

A SWOT analysis is an in-depth analysis of strengths, weaknesses, opportunities, and threats. These regional SWOT analyses identify the region’s competitive advantages along with internal or external factors that keep us from realizing our potential, it helps answer the question, “Where are we now?” by identifying critical internal and external factors that speak to the region’s unique assets that we can leverage to maximize the economic potential of Southeast Alaska.

The sectors that received their own SWOTs include seafood, mining, energy, transportation, health care, tourism, and timber.

Conducting a SWOT analysis was the first step in a year-long planning effort to develop the Southeast 2025 Economic Plan. A five-year economic development strategy that will act as a blueprint for regional collaboration and growth. In order to develop the elements of this plan—a clearly defined vision with prioritized goals & measurable objectives and a strategy-driven Southeast Alaska action plan—it was critical that an analysis of the region’s competitive strengths and weaknesses were assessed so that the foundations of the plan could be built upon a common understanding and set of goals.

The first step for each SWOT was asking participants to write down their thoughts, and in doing so generated more than 2,500 individual written comments that became part of this analysis. Once categories were identified, Southeast Conference members participated in a series of prioritization exercises to determine the most significant components of the SWOT.

A full analysis of all 2,500 comments was conducted, and is presented on the following pages. A radical decline in ferry service drove three of the four top responses for each overall regional category:

**Top Strength: Beauty and Recreation Opportunities**

**Top Weakness: Decline of the Ferry Transportation**

**Top Opportunity: Strengthening Ferry Connectivity**

**Top Threat: Loss of Ferry Service**

### Strengths
- Beauty and recreation opportunities
- Tourism sector
- Seafood industry
- Rich Alaska Native culture and heritage
- People and Southeast Alaskan spirit
- Great place to raise kids/families

### Weaknesses
- Ferry transportation decline
- Cost of living and doing business
- Transportation costs
- Housing: Not enough/ too expensive
- Aging or lack of infrastructure
- Dependence on State oil economy

### Opportunities
- Strengthen ferry connectivity
- Mariculture development
- Seafood product development
- Cultural tourism development
- Renewable energy
- Improve infrastructure

### Threats
- Reduction/loss of ferry service
- Fisheries decline
- Poor leadership/decision making
- Cost of living
- Climate change/global warming
- Capital move/capital creep

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This page provides a summary of the full SWOT process, both for the overall SWOT of the Southeast Alaska economy, as well as for the sector specific SWOTs for seven regional industries.

**Seafood**
- Top Strength: High quality product
- Top Weakness: Changing ocean conditions
- Top Opportunity: Increase value added processing
- Top Threat: Ocean acidification & changing conditions

**Health Care**
- Top Strength: Personalized care delivery
- Top Weakness: State budget cuts reduce workforce development options
- Top Opportunity: Development of health care courses at the university
- Top Threat: Growing health care costs

**Visitor Industry**
- Top Strength: Natural beauty of region
- Top Weakness: Community communications
- Top Opportunity: Collaborate with Alaska Native entities on cultural tourism
- Top Threat: COVID 19

**Mining**
- Top Strength: Provides high paying jobs
- Top Weakness: Extreme opposition by environmental groups
- Top Opportunity: Explore and develop new mineral deposits and expand existing mines
- Top Threat: Environmental groups/lawsuits

**Timber**
- Top Strength: High quality wood
- Top Weakness: Frequency of litigation
- Top Opportunity: Increased state and private lands
- Top Threat: Environmental litigation

**Transportation**
- Top Strength: Strong reliable airline services
- Top Weakness: AIMS service reductions
- Top Opportunity: Improve ferry service
- Top Threat: The demise of ferries

**Energy**
- Top Strength: Abundant hydropower
- Top Weakness: High costs of infrastructure
- Top Opportunity: Expand regional intertie
- Top Threat: An economic downturn
Tip #5 - The summary background can be a really useful short annual economic publication.

www.seconference.org/southeast-alaska-by-the-numbers/
Visitor Industry
- Market Southeast Alaska to attract more visitors.
- Improve access to public lands.
- Increase flexibility in terms of permit use.
- Increase yacht and small cruise ship visitations.
- Improve communications infrastructure.
- Advocate for adequate funding to maintain existing recreational infrastructure.

Timber Industry
- Provide an adequate, economic and dependable supply of timber from the Tongass National Forest to regional timber operators.
- Stabilize the regional timber industry.
- Work with USFS to direct federal contracts toward locally-owned businesses.
- Support small scale manufacturing of wood products in Southeast Alaska.
- Continue old growth harvests until young growth supply is adequate.
- Community-based workforce development.
- Update young growth inventory.

Other Objectives
- **Housing:** Support housing development.
- **Food Security:** Increase production, accessibility, and demand of local foods.
- **Communications:** Improved access to telemedicine in Southeast Alaska.
- **Marketing:** Market Southeast Alaska as a Region.
- **Solid Waste:** Regional solid waste disposal.
- **Arts:** Increase recognition of Southeast Alaska’s thriving arts economy.
- **Mining:** Minerals & mining workforce development.
- **Research:** Attract science and research jobs to Southeast Alaska.
- **Cultural Wellness:** Support development of activities and infrastructure that promote cultural wellness.
One page summary

7 Priority Objectives

Maritime Workforce Development
Alaska Mariculture Initiative
Full Seafood Resource Utilization
Market Southeast Alaska to Visitors
Secure Adequate Timber Supply
Diesel Displacement
Marine Highway Reform Project
Meilani Schijvens
Rain Coast Data
Southeast Conference
meilani@raincoastdata.com