Empowering Regions through the CEDS

4-State Economic Development Conference
June 1, 2022
Kansas City, MO
Thank you!
The Panel

Jane Reimer, Economic Development Representative
U.S. Economic Development Administration, CO

Sheridan Garman-Neeman, Executive Director
Kaysinger Basin RPC, MO

Brett Schwartz, Associate Director
NADO Research Foundation, DC

And All of You!
“Historically, pandemics have forced humans to break with the past and imagine their world anew. This one is no different. It is a portal, a gateway between one world and the next.”

Arundhati Roy
Author
The CEDS is Your Regional Road Map for Economic Development
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!

Comprehensive Economic Development Strategy (CEDS) Content Guidelines:
Recommendations for Creating an Impactful CEDS

Contents

1. Overview .................................................................................................................. 2
2. Content .................................................................................................................. 4
   A. Summary Background: A summary background of the economic development conditions of the region ........ 4
   B. SWOT Analysis: An in-depth analysis of regional strengths, weaknesses, opportunities and threats .............. 6
   C. Strategic Direction/Action Plan: Strategic direction and an action plan (flowing from the SWOT analysis),
      which should be consistent with other relevant state/region/local plans ........................................... 11
      • Strategic Direction: Vision Statement and Goals/Objectives ......................................................... 11
      • Action Plan: Implementation ................................................................................................. 12
   D. Evaluation Framework: Performance measures used to evaluate the organization’s implementation of the
      CEDS and its impact on the regional economy ......................................................................... 14
   E. Economic Resilience .............................................................................................. 15
      • Planning for and Implementing Resilience .............................................................................. 17
      • Establishing Information Networks ........................................................................................ 18
      • Pre-Disaster Recovery Planning .............................................................................................. 20
      • Measuring Resilience ............................................................................................................. 21
3. Format ..................................................................................................................... 22
4. Preparation .............................................................................................................. 23
5. Equivalent/Alternative Plans .................................................................................... 25

- 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
A New Era for the CEDS

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

From this... ...to this!

Credit: Everyday Health
A New Era for the CEDS

From this... ...to this!

The eight capitals

<table>
<thead>
<tr>
<th>The capital</th>
<th>The definition</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>The existing stock of skills, understanding, physical health and mental wellness in a region’s people.</td>
</tr>
<tr>
<td>Intellectual</td>
<td>The existing stock of knowledge, resourcefulness, creativity and innovation in a region’s people, institutions, organizations and sectors.</td>
</tr>
<tr>
<td>Social</td>
<td>The existing stock of trust, relationships and networks in a region’s population.</td>
</tr>
<tr>
<td>Cultural</td>
<td>The existing stock of traditions, customs, ways of doing, and world views in a region’s population.</td>
</tr>
<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>
</tr>
<tr>
<td>Built</td>
<td>The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region’s places.</td>
</tr>
<tr>
<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>
</tr>
<tr>
<td>Financial</td>
<td>The existing stock of monetary resources available in the region for investment in the region.</td>
</tr>
</tbody>
</table>
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...
“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
A DIVERSIFIED ECONOMY
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. 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 have 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 PCF, 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/
Stronger CEDS, Stronger Regions
CEDS Resource & Training Archive

www.CEDSCentral.com
Taking the CEDS to the Next Level

Resilience & Recovery

As part of our Efforts investment prioritizes, safety and recovery are important themes that must be incorporated into the CEDS. Several action plans are anticipated for addressing both immediate and long-term recovery efforts. The CEDS planning process, however, is an important aspect, as it serves as an essential step towards ensuring a successful transition to a more resilient future. One of the key strategies emphasized in the CEDS is the establishment of a Resilience and Recovery Plan.

**Southwest Conference (Arizona, CA)**
- The Southwest Conference contains more than 300 counties, 230 cities, and numerous cities and regional service areas, providing a wide range of services and resources. The conference provides a platform for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Western Nevada Development District (Nevada, CA, NV)**
- Western NVDD is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Regional Planning and Development Council (Arizona, CA)**
- The RPDRC is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Central Nevada Development District (Nevada, CA)**
- The CNDDD is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Southern Nevada Development District (Nevada, CA)**
- The SNNDD is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Northern California Development District (California, CA)**
- The NCDDC is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Central California Development District (California, CA)**
- The CCD is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

Data & Mapping

As each of its participants, the CEDS should be grounded in accurate and detailed data that facilitate a wide range of conversations about economic development and recovery. Without a solid understanding of trends, markets, demographics, and more, a region is at an inevitable disadvantage when planning for the future. The following are examples of CEDS data and resources that have important data on key issues and trends in the region where it is now and where it is going.

**Central Economic Development District (Charlotte, NC)**
- Charlotte Pacesetters and Forward Thinking Strategies. This is the CEDS's forward-looking strategy that will help to shape the future of Charlotte and the region.

**Texas Economic Development District ( Corpus Christi, TX)**
- The Corpus Christi District is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Western Arizona Economic Development District (Mesa, AZ)**
- The WADD is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Southern Nevada Economic Development District (Las Vegas, NV)**
- The SNEED is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Central Nevada Economic Development District (Nevada, NV)**
- The CNEDDD is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.

**Northern California Economic Development District (Redding, CA)**
- The NCEDD is responsible for facilitating partnerships across the region to address key issues such as regional planning and development. The conference provides opportunities for cities and regional service areas to collaborate and share best practices for resilience and recovery planning.
Thinking about doing an online CEDS?
Check out our live database at: [https://tinyurl.com/38rhzup5](https://tinyurl.com/38rhzup5)

<table>
<thead>
<tr>
<th>Organization</th>
<th>State</th>
<th>Link to Online CEDS</th>
<th>Other Links / Resources</th>
</tr>
</thead>
<tbody>
<tr>
<td>Central Arkansas Planning &amp; Development District</td>
<td>AR</td>
<td>Website: <a href="https://www.capdd.org/ceds">https://www.capdd.org/ceds</a></td>
<td>CEDS PDF: <a href="https://www.aoe3-3266-4d06-a01d-b466f9458e61/file">https://www.aoe3-3266-4d06-a01d-b466f9458e61/file</a></td>
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<tr>
<td>Delaware Valley Regional Planning Commission</td>
<td>PA</td>
<td>Story Map: <a href="https://storymaps.arcgis.com/series/bcdd216d22214c9eaf5e4d45d5">https://storymaps.arcgis.com/series/bcdd216d22214c9eaf5e4d45d5</a></td>
<td>CEDS PDF: <a href="https://www.dvrpc.org/ceds/pdf/Final_CEDS_PDF.pdf">https://www.dvrpc.org/ceds/pdf/Final_CEDS_PDF.pdf</a></td>
</tr>
<tr>
<td>East Central Florida Regional Planning Council</td>
<td>FL</td>
<td>Data Dashboard: <a href="https://dashboards.mydewalk.com/ectpc-ceds-dashboard/home">https://dashboards.mydewalk.com/ectpc-ceds-dashboard/home</a></td>
<td>Regional Visioning Scorecard: <a href="https://www.regional-vision.org/index">https://www.regional-vision.org/index</a></td>
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<tr>
<td>East Central Iowa Council of Governments</td>
<td>IA</td>
<td>Website: <a href="https://www.regional-vision.org">https://www.regional-vision.org</a></td>
<td>CEDS PDF: <a href="https://www.hotzco.org/medius/files/subsite_185">https://www.hotzco.org/medius/files/subsite_185</a></td>
</tr>
<tr>
<td>Heart of Texas Council of Governments</td>
<td>TX</td>
<td>Website/Interactive Map: <a href="https://www.hotzco.org/">https://www.hotzco.org/</a></td>
<td>Resilient Kentuckiana: <a href="https://resilientkentuckiana.org/">https://resilientkentuckiana.org/</a></td>
</tr>
<tr>
<td>Kentucky Regional Planning and Development Agency</td>
<td>KY</td>
<td>Website: <a href="http://kypiaceds.org/">http://kypiaceds.org/</a></td>
<td></td>
</tr>
<tr>
<td>North Central Pennsylvania Regional Planning &amp; Development Commission</td>
<td>PA</td>
<td>Website for ongoing CEDS &amp; resilience planning process; final product due June 22. <a href="https://northcentralpiacs.com/">https://northcentralpiacs.com/</a></td>
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<tr>
<td>Region 1 Planning Council</td>
<td>IL</td>
<td>Story Map: <a href="https://storymaps.arcgis.com/series/661e9087852c48b3a9d7a0056c727c7">https://storymaps.arcgis.com/series/661e9087852c48b3a9d7a0056c727c7</a></td>
<td>CEDS PDF: [<a href="https://drive.google.com/file/d/1m">https://drive.google.com/file/d/1m</a> mkjke7KarenHfPht1](<a href="https://drive.google.com/file/d/1m">https://drive.google.com/file/d/1m</a> mkjke7KarenHfPht1)</td>
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<td>River Valley Regional Commission</td>
<td>GA</td>
<td>Story Map: <a href="https://garc.maps.arcgis.com/apps/Cascade/index.html?appid=1a4949a0be5b94a9e9a9">https://garc.maps.arcgis.com/apps/Cascade/index.html?appid=1a4949a0be5b94a9e9a9</a></td>
<td>NADO Case Study: <a href="https://www.nado.org/ceds-spotlight-river-val">https://www.nado.org/ceds-spotlight-river-val</a></td>
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<tr>
<td>San Juan-Lynches Regional Council of Governments</td>
<td>SC</td>
<td>Website: <a href="https://www.sanjuanlynchesco.com/ceds">https://www.sanjuanlynchesco.com/ceds</a></td>
<td>CEDS PDF: <a href="https://static1.squarespace.com/static/55a561d624b24d54/file">https://static1.squarespace.com/static/55a561d624b24d54/file</a></td>
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<tr>
<td>Southern Tier West Regional Planning &amp; Development District</td>
<td>NY</td>
<td>Digital CEDS: <a href="https://southerntierwest.digitalceds.com/">https://southerntierwest.digitalceds.com/</a></td>
<td></td>
</tr>
<tr>
<td>Southern Vermont CEDS (multiple partners)</td>
<td>VT</td>
<td>Website: <a href="https://www.sovermontzone.com/ceds">https://www.sovermontzone.com/ceds</a></td>
<td></td>
</tr>
<tr>
<td>Toledo Region CEDS</td>
<td>OH</td>
<td>Story Map: <a href="https://storymaps.arcgis.com/series/02773ac6a6b64cc942aae1796f5e92b">https://storymaps.arcgis.com/series/02773ac6a6b64cc942aae1796f5e92b</a></td>
<td>CEDS PDF: <a href="https://tancongress-my.sharepoint.com/personal/their">https://tancongress-my.sharepoint.com/personal/their</a></td>
</tr>
<tr>
<td>Triangle J Council of Governments</td>
<td>NC</td>
<td>Story Map: <a href="https://storymaps.arcgis.com/series/35c76ff0034a6295f5e17077e3033a9">https://storymaps.arcgis.com/series/35c76ff0034a6295f5e17077e3033a9</a></td>
<td>CEDS Executive Summary PDF: <a href="https://drive.google.com/file/d/1">https://drive.google.com/file/d/1</a></td>
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</table>
The Most Effective CEDS Are:

Creative
Engaging
Driven by data
Storytellers
CEDS Meet-and-Greet
Two rounds, six minutes each
What is a CEDS?

- Is it a plan or a process?

A Comprehensive Economic Development Strategy (CEDS) is a strategy-driven plan for regional economic development, but it’s ALSO . . .

. . . a collaborative planning process that incorporates a broad array of perspectives -- it brings together firms, institutions, and local governments to better understand, position and leverage regional assets to enhance economic prosperity.
Why is the CEDS important?

- EDA believes that **good economic development starts with good economic development planning.**
  - Capacity building...and planning to build that capacity
  - Inherent value in the collaborative planning process
  - Conduit for resources to your region
What makes a strong CEDS?

- 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
- Collection of suggestions and recommendations...not a list of additional requirements.

https://www.eda.gov/CEDS
What makes a strong CEDS?

Formatting Recommendations

1. **Keep your audience in mind**
   - Target page length
   - Executive summary
   - Use appendices

2. **Communicate creatively**
   - Appealing look-and-feel
   - Alternate formats

*Consider the stakeholders...and embrace the flexibility!*
What makes a strong CEDS?

Content Recommendations

1. Linking the sections to improve CEDS focus and measurable impact
2. Including key elements such as workforce, broadband, energy, etc.
3. Emphasizing measurable goals/strategies rather than a stand-alone list of projects
4. Integrating/leveraging other planning efforts and resources (cross-pollinate)
5. Infusing economic resilience into the CEDS – broad definition
What’s new with the CEDS?

**Climate Resilience**

- Part of the broader focus on resilience
- Fits well with the asset-focused, regional nature of the CEDS
- Involves assessing how climate change will create new or increased risks...and taking steps to better cope with these risks

**Recommended approach:**
1) assessing risks and vulnerabilities
2) prioritizing identified actions
3) investigating options to implement

- As usual: heavy on “recommended resources”...and no “one-size-fits-all” approach
- Goal = more economic development implementation projects focused on bolstering climate resilience
- Planned release = 2022
How to plan for successful projects with a CEDS?

- Clearly address one or more EDA investment priorities

<table>
<thead>
<tr>
<th>Equity</th>
<th>Recovery &amp; Resiliency</th>
<th>Tech-Based Economic Development</th>
<th>Exports &amp; Foreign Direct Investment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Workforce Development</td>
<td>Manufacturing</td>
<td>Environmentally – Sustainable Economic Development</td>
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</tbody>
</table>

- Results in long-term, sustainable economic impact
  - Must be quantifiable (Evaluation Framework)
  - committed jobs and private investment from benefiting companies
  - estimated number of jobs created/retained and private investment
  - increased capacity for economic development (innovation, entrepreneurial, cluster dev)
How to plan for successful projects with a CEDS?

- Advances CEDS goals and objectives
  - addresses an identified need (SWOT)
  - leverages existing resources (SWOT)
    - EDDs, universities/colleges, workforce boards, career tech, other
  - well formed strategies (Action Plan/ SMART Goals)

- Engages stakeholders and partners
  - inclusive of all relevant stakeholders
  - partnership letters vs support letters
Questions?

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CEDS PLANNING
Collaboration From The Start
Serving Bates, Benton, Cedar, St. Clair, Vernon, Hickory, and Henry Counties in West Central Missouri
Stand up if developing a strategic economic development plan is your favorite thing in the world?
Who are your natural partners?

Board, Members, Community Champions, Economic Development...
Who are your out of the box partners?

Community Action Agency, MoDOT Area Engineer.....
CEDS: Community Economic Development Strategy

Funded by the Economic Development Administration

SET VI- Stronger Economies Together, funded by the USDA
Kaysinger’s CEDS Planning Process was concurrent with the USDA SET VI Process
Which resulted in two plans, one approved by the EDA and the other approved by USDA.
We brought along multiple collaborators in the process.
We seek to improve regional transportation, broadband and municipal infrastructure in order to support community economic development.

By 2022 we will improve the economic vitality of the KBRPC region through business retention & expansion, tourism, small business development, new agricultural and agri-preneur opportunities and workforce development opportunities.
Through the CEDS process, we were able to use the data to develop a workable strategy that would help to advance our region’s Main Street economy to restore economic dynamism.

Rural means you do it all! Our regional economic development team works in placemaking, BRE, Business attraction and small business development. The unique opportunities presented by each county dictates the work they do.
Since then, we have done so many great things together!

Outcomes:
An MOU between Kaysinger Basin RPC and West Central Missouri Community Action Agency was executed, formalizing the commitment to work on the objectives and goals of the plans together.
We started a Community Development Corporation
From Deep Roots Comes New Growth

We work with partners to build more of what we want, need, and love here.

Entrepreneurs

Food & Ag

Rural Living
START HERE
Business Acceleration Network
START HERE Business Acceleration Network
Business Capital Continuum

Start Here. Grow Here. Stay Here.

<$10,000
• Self-funding
• Friends/family
• Sales

<$100,000
• Accelerators
• Grant programs
• Crowdfunding
• Microloans
• Revolving Loan Funds

$100,000 - $1 million
• Angel groups
• Early-stage investors
• Federal R&D Grants
• Bank Loans

$1 million - $3 million
• Venture capital
• Federal R&D Grants

$3 million - $10 million
• Later stage venture capital

$3 million - $10 million
• Later stage venture capital

>$10 million
• Private equity

MO SourceLINK
START HERE business teamwork

Building the pipeline of bankable rural business borrowers.

TECHNICAL ASSISTANCE

CREDIT BUILDING

MICROENTERPRISE FINANCING
A regional Trail Planning Effort that led to the Butterfield Experience and the Pomme De Tour.
Questions and Conversation