



EDA Seattle EDD Regional Roundtable

March 23 - 24, 2023

Seattle, WA



EDD CoP

Economic Development District
Community of Practice

NADO Research Foundation Overview & CEDS Resources



Resources and Programs for EDDs



Program Areas



**Regional
Development
Resources**



**Transportation &
Infrastructure**



**Organizational
Capacity &
Professional
Development**



Awards

NADO Research Foundation

Resources and Publications

2023

The National Association of Development Organizations (NADO) provides advocacy, education, research, and training for the nation's regional planning and development organizations (RDOs). The association and its members promote regional strategies, partnerships, and solutions to strengthen the economic competitiveness and quality of life across America's local communities. The NADO Research Foundation (NADO RF) provides professional development, training, research, and peer networking services for NADO members and other practitioners. Visit the NADO Research Foundation Resource Center, <https://www.nado.org/resource-center>, to search for training and educational materials across a wider range of categories and topic areas.



Economic Development District Community of Practice (EDD CoP)

In October 2022 with the support of the U.S. Economic Development Administration (EDA), NADO RF embarked on a five-year effort to build and nurture the Economic Development District Community of Practice (EDD CoP). Through the EDD CoP, NADO RF and its partners will provide tools, resources, and networking opportunities for EDD staff to strengthen organizational capacity and better guide regions towards becoming more competitive, resilient, and equitable. Resources, case studies, webinar recordings, upcoming events, and more are available at <https://www.nado.org/eddcop>.

EDDs in Action Case Study Series

Economic Development Districts' support for local communities is broad and comprehensive, yet this work often takes place out of the spotlight. However, EDDs' contributions to regional economic development are often crucial to ensuring projects get done and services are delivered, simultaneously improving the quality of life for residents and strengthening the local business community. Available at <https://www.nado.org/edds-in-action>.



Peer Knowledge Exchange Series

This series helps readers learn from RDO Executive Directors as they share lessons learned and strategies for addressing the many challenges they've faced. Members of NADO's Executive Committee and current and retired Executive Directors are profiled in a series of *Letters to My Younger Self*, *Reflections from Retired Executive Directors*, and *Executive Director Profiles*. Learn more at <https://www.nado.org/peerknowledge>.



Incorporating Equity at a Regional Level: Inspiration & Actions

Economic Development Districts (EDDs) and RDOs around the U.S. are incorporating principles of diversity, equity and inclusion into their work. This report is the result of interviews with staff at ten organizations, representing just a few of the 400+ EDDs and RDOs. They provide insight into why and how these organizations are doing this important work. Available at <https://www.nado.org/incorporating-equity-at-a-regional-level-inspiration-actions>.

Economic Development Writing and Lecture Series

Ten issue briefs and short video lectures address practical elements of doing economic development and emerging topics in small metro and rural regions. This series will interest EDDs and other practitioners, funders, elected officials, or students. Available at <https://www.cedscentral.com/issue-briefs.html>.



Rural Transportation Technical Assistance Reports

The NADO Research Foundation and our project partners at the Small Urban, Rural, and Tribal Center on Mobility (a consortium led by the Western Transportation Institute at Montana State University) have conducted technical assistance related to rural transportation and rural development in several communities. Resources are available on a variety of mobility and community and economic development issues, ranging from transit development or expansion to bicycle and pedestrian access. This program is supported by the U.S. Department of Agriculture Rural Development. Resources are available at <https://ruraltransportation.org/rural-transportation-technical-assistance-reports>.

Rural and Regional Transportation Planning and Environmental Linkages Issue Briefs

Planning and Environment Linkages (PEL) include a flexible set of practices that establish coordination early in the transportation planning process. PEL can help to accelerate delivery and avoid complications in the development and implementation of transportation projects and plans. These two issue briefs describe the relationships that regional and rural organizations establish, how interagency relationships are connected to transportation and environment planning policies and federal requirements, and opportunities for the public to participate and shape decision-making related to transportation projects and identifying their potential impacts. Available at <https://ruraltransportation.org/considering-environment-issue-briefs>.



Rural and Small Metropolitan Intelligent Transportation Systems Case Studies

Intelligent transportation systems (ITS) projects include a wide variety of applications where communication technologies are connected to transportation systems. Rural and small metropolitan areas can see benefits to transportation safety, mobility, and operations when using these technologies. But they may experience challenges due to long distances, smaller populations, telecommunications connectivity issues, and funding for transportation improvements. The report presents case studies highlighting the work of state, regional, local, and nonprofit agencies using ITS in rural, small metropolitan, and suburban or exurban places around the United States. Available at <https://ruraltransportation.org/rural-its-case-studies>.

New resources are posted regularly on www.NADO.org and our other websites.

Rural Transportation.org

NADO Research Foundation maintains an online clearinghouse of resources related to rural and small metropolitan transportation issues and regional planning. Find models of state and regional planning partnerships, research, and information curated specifically for transportation and planning professionals.

Available at www.RuralTransportation.org.

CEDS CENTRAL

CEDS Central is home to materials developed by the NADO Research Foundation and funded by the U.S. Economic Development Administration. The resources include case studies, best practices, reports, videos, webinars, and presentation materials on all aspects of planning, developing, and implementing the CEDS.

Available at www.CEDSCentral.com.

STRONGER DISTRICTS STRONGER REGIONS

A Professional Development Program for EDD Staff



PEER KNOWLEDGE EXCHANGE SERIES

LETTER TO MY YOUNGER SELF: KEVIN BYRD

Dear younger self,

In 2009 you applied for a job you were beyond passionate about, spent countless hours preparing for the interview, and poured your heart and soul into the selection process. Well, it is safe to say, it is all worth it.

Many of the assumptions you made about the organization's ability to adapt for the members' needs while becoming more relevant were true. Engaging the staff team in a way that allowed them to own pieces of the organization have helped grow people professionally while attracting top-notch talent that is driving the region forward. With the board's support the organization is able to navigate some challenging headwinds on projects, implement a name change, update the logo, and take on several new lines of service. Getting the Executive Committee and full Board of Directors involved consistently on a monthly basis will be keys to agency impact in the region.

The one thing that will keep you awake at night are not problems with projects, but rather when a team member has an issue. No doubt, these are the things that are best on your mind at night, the ones that wake you up when you're sleeping lightly at 3:00am, and the first thing on your mind when the alarm goes off each morning. Trust your instincts in that you approach each situation genuinely with an open mind.

When thinking about your day and your week, be intentional about where you are investing your time because it is a limited resource in this position. Investing time internally and externally is critical to the overall success of the agency while not losing focus on work-life balance. The position can become all-consuming and there are limitless things you can do, so be strategic and try to remain focused.

Be sure to avail yourself to all the training and networking you can through VAPCO, SERDI and NADO. The industry professionals that comprise these organizations will help you climb the steep learning curve faster and navigate pathways when the going gets tough. These organizations will offer some unforgettable life experiences you won't want to miss!

Oh, and the people you'll meet along the way from all over the county in these organizations will contribute to your life in ways you didn't think possible. Hardly a week goes by without getting a message from a colleague that fits in the category of supportive, funny, or absurdly funny. These moments of levity and fellowship will provide strength when it is needed most.

It remains true, every day is different, and the challenge is beyond gratifying. Just remember, regional wins often take a long time to develop and when they do, lots of people get to benefit. So, be patient, hire great people and above all else have fun!

Kevin Byrd, Executive Director,
New River Valley Regional Commission,
Radford, VA



PEER KNOWLEDGE EXCHANGE SERIES

REFLECTIONS FROM RETIRED EXECUTIVE DIRECTORS

FUSS-COWLEY

What is one thing that you really wished you knew when you first became an EDD executive director that you know by the time you retired?

The difference between common sense and politics. As a new executive director I came on board with the attitude that I was going to change the world at least South County had had. I soon found out that the common sense ideas and wishes I had did not necessarily coincide with those heeded with. I remember sitting down with the Chair of my Board and having a heart-to-heart discussion about the disparity. He explained that it wasn't that my ideas and concepts were wrong, but that they were not practical. I quickly learned and understood that to be successful, common sense ideas needed to be turned into politically motivated initiatives driven by elected officials and not by me! By the end of my career, as an executive director, I realized that the understanding and respect for political correctness, which I had gained, was my greatest asset and reason for success.

Do you have 1 piece of advice you could share with someone newly started as an executive director, in training or before one, or even contemplating it as a career goal?

The one piece of advice I would give to someone started as an executive director would be to always remember their place in the political spectrum. Their job is to help the members of their Board to look good and stay out of trouble. This means a career of "organizing matter", giving up ownership of personal successful initiatives in those who they serve, taking accountability for a failed initiative that is not their fault, always leading by both - not leading, and being at the back and not at the front of elected officials.

Director of the Six County Economic Development District (SEDD) under the umbrella of the Six County Association of Governments (SCAOG), Central Utah from 1988-1997. Executive Director of the SCAOG/SEDDO from 1997-2014.

JOE BRANNAN

What is one thing that you really wished you knew when you first became an EDD executive director that you know by the time you retired?

I did not enter the Executive Director position from an EDD staff position, though I had worked for a small single purpose only economic development EDD early in my career for a couple of years. I hit early on that so much of what I faced as a new EDD was challenges that were pertinent ONLY to the organization that I was directing. Next to no one locally spoke "EDG speak", understood our funding opportunities and challenges, or understood program challenges presented by being in the middle between funding agencies and our member entities.

Among the first things I learned was that there was very little of what I was doing that hadn't been done better correctly or incorrectly by another regional development organization before me. I found a huge base of knowledge among my peers in response to "Sixty-two?" questions. I just had to get up and admit that I might be well advised to listen to those who had gone before me. That said, some approaches that I heard were absolutely perfect for my local needs, some of the

<https://www.nado.org/peerknowledge/>



PEER KNOWLEDGE EXCHANGE SERIES

MONIQUE BOULET

The Academic Regional Development District (ARDD) led its Economic Development District (EDD) status in 2013, after misappropriation of funding. With oversight of the US EDA Austin Regional Office, ARDD went bankrupt to resolve the challenges caused by the previous Executive Director's misuse of funds and the EDA planning funds were given to the South-Central Planning & Development Commission (SCD) headed by Kevin Blinger, to help get the District reestablished. Monique Boulet was brought on to work with Kevin, and her salary was paid with EDA Planning grant funds to reestablish the District, which is now known as the Academic Planning Commission (APC).

When reestablishing the district, there were a lot of initial discussions and meetings held to build consensus with communities, and to determine what regulations in the APC would and could look like. A needs assessment was conducted with support from the Delta Regional Authority. Perhaps the equivalent of county governments in Louisiana worked with Monique and Kevin and together built a Board from 2014-2016. Mutual ideas had been negotiated, amounting to 10 cents per capita, and in 2016, local councils passed a joint resolution to join APC. Monique expressed that there were challenges meeting the partnership and connections, and ensuring that rural areas had a voice, which was crucial for the success of the District.

Many meetings were held, hosted in space provided by the University of Louisiana at Lafayette, and trust was built over time with local stakeholders and councils. The local Metropolitan Planning Organization (MPO) became part of APC in 2015, which allowed for more collaboration and great integration of their work with the Commission. Monique spoke of the challenges of integrating staff from another organization and the need to value their experiences, while also encouraging growth and development. For example, Monique worked with the MPO staff planners to broaden their scope of work to include rural areas of the region.

Monique spoke highly of the EDA Austin region and staff, who assisted her by asking questions like "How can we help staff you, how can we help develop you out," and understanding how



Academic Planning
Commission
Chief Executive Officer, 2014 -
present
Academic Regional Administration,
RDPDC, 2014-2016

KEY TAKEAWAYS:

- Focus on deliverables and community impact to stay relevant
- Take the time to build connections and visit member communities
- Don't "need to invest", ensure meetings provide value
- A District can prepare and facilitate meetings but shouldn't make decisions before everyone comes to the table
- Use your local university as a partner and asset
- Understand your District's accounting and HR systems



PEER KNOWLEDGE EXCHANGE SERIES

LAURA LEWIS MARCHINO

When Laura Lewis Marchino was hired as a Program Manager in 2008, she was under the direct supervision of Region 9's Executive Director, Ed Moran. From the onset, he encouraged her to pursue professional development training and become engaged in national economic development organizations. His commitment to her professional growth and development included Region 9 paying for and encouraging her training as she successfully became a Certified Economic Development (CED) through the International Economic Development Council's (IEDC) Certified Economic Development program.

In 2007, Laura was elected to the NADO Board of Directors, a position she continues to hold today. Being part of NADO was great for making connections to national-level events and programs, which was especially important when I became the Executive Director. Laura mentioned during a recent conversation about her transition to Executive Director, Laura spoke of the importance of always trying to meet someone new at each NADO event she attended, as well as at other organizational events.

Laura was named the Executive Director in 2016, after nearly a decade of mentoring and support from Ed. When Ed retired, he was intending to stay on as a consultant and Laura was relying on having access to his experience and expertise. Unfortunately, Ed passed away soon after leaving Region 9, which was a personal and professional challenge for Laura and the organization's staff. "I'd say it was about three years before I felt I had fully learned the position, while understanding the responsibilities of each position and department at Region 9," reflected Laura.

Since becoming the Executive Director, funding to the organization has increased from \$0 to \$6 million and the staff has grown from five to twelve. Personally, Region 9 was the only area of Colorado with a separate EDD and Council of Government, the EDD is advising the Southwest Colorado Council of Governments (SWCCOG) that connect the same geographic area and the EDD will work to address to align the priorities and programming.



Region 9 Economic
Development Director of SW
Colorado
Executive Director, 2016 - present
Program Manager, 2008 - 2016

KEY TAKEAWAYS:

- Take the time to build trust with your Board Members and Community Leaders
- Always highlight the impact of your District to stakeholders
- Focus on your personal and professional development; there will always be competing priorities
- Take succession plans to the organization and individual
- The job of the Executive Director is to make everyone else successful



Planning and Environment Linkages

The NADO Research Foundation is collaborating with the Federal Highway Administration to enhance professional expertise, technical assistance, and training for rural and regional transportation planning organizations on Planning and Environment Linkages (PEL). New environment resources will be posted at RuralTransportation.org in the coming months! 2022 FHWA Environmental Awards Open for NominationsFHWA announces the opening of [...]

[Read More](#)

Upcoming Events



4th National Summit on Rural Road Safety

September 12-14, 2023
Oklahoma City



2023 NADO Annual Training Conference

November 6-9, 2023
Cleveland, OH



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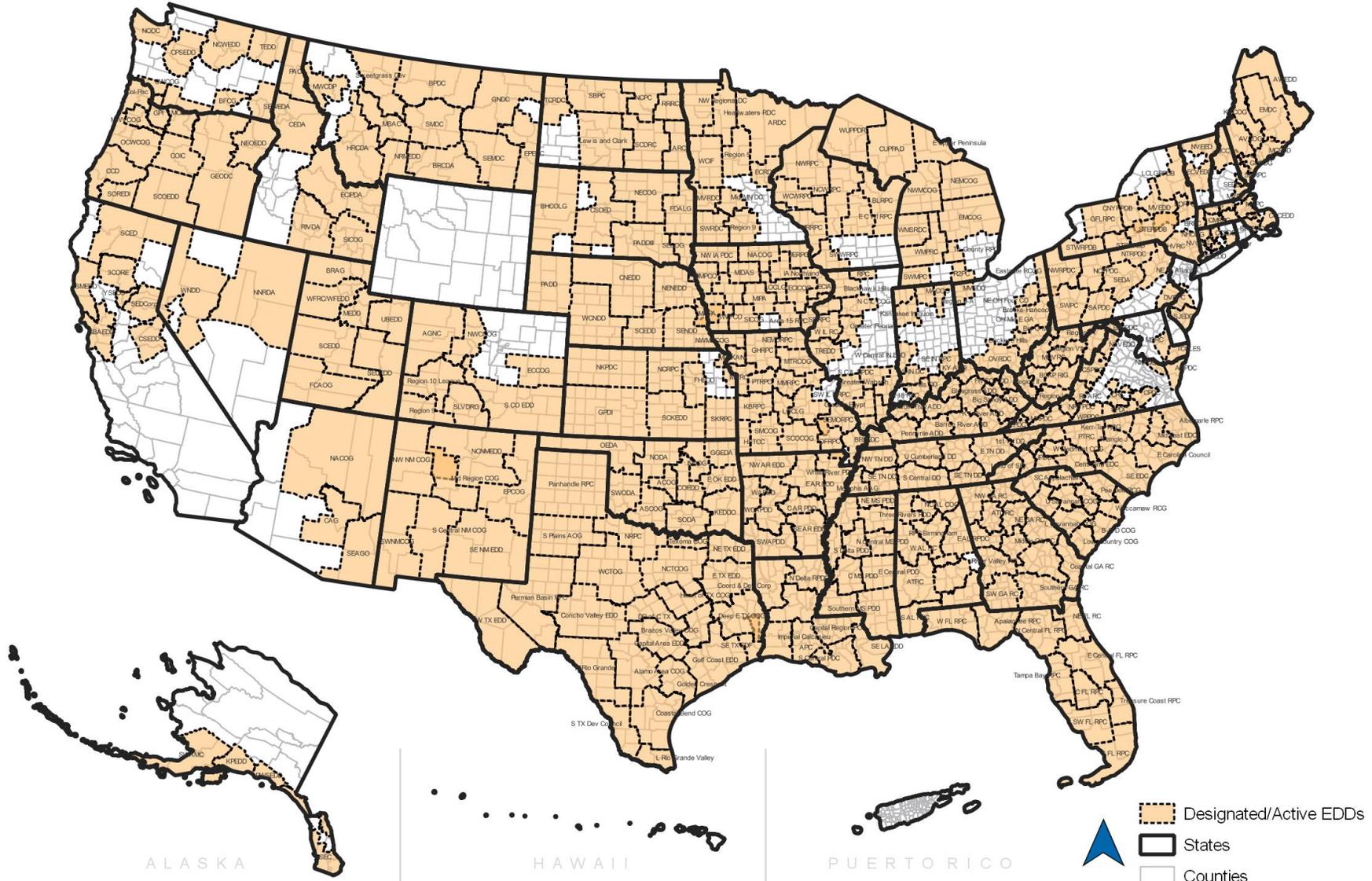


More info at: www.nado.org/EDDCoP

Growth/Expansion of EDDs

By the Numbers:

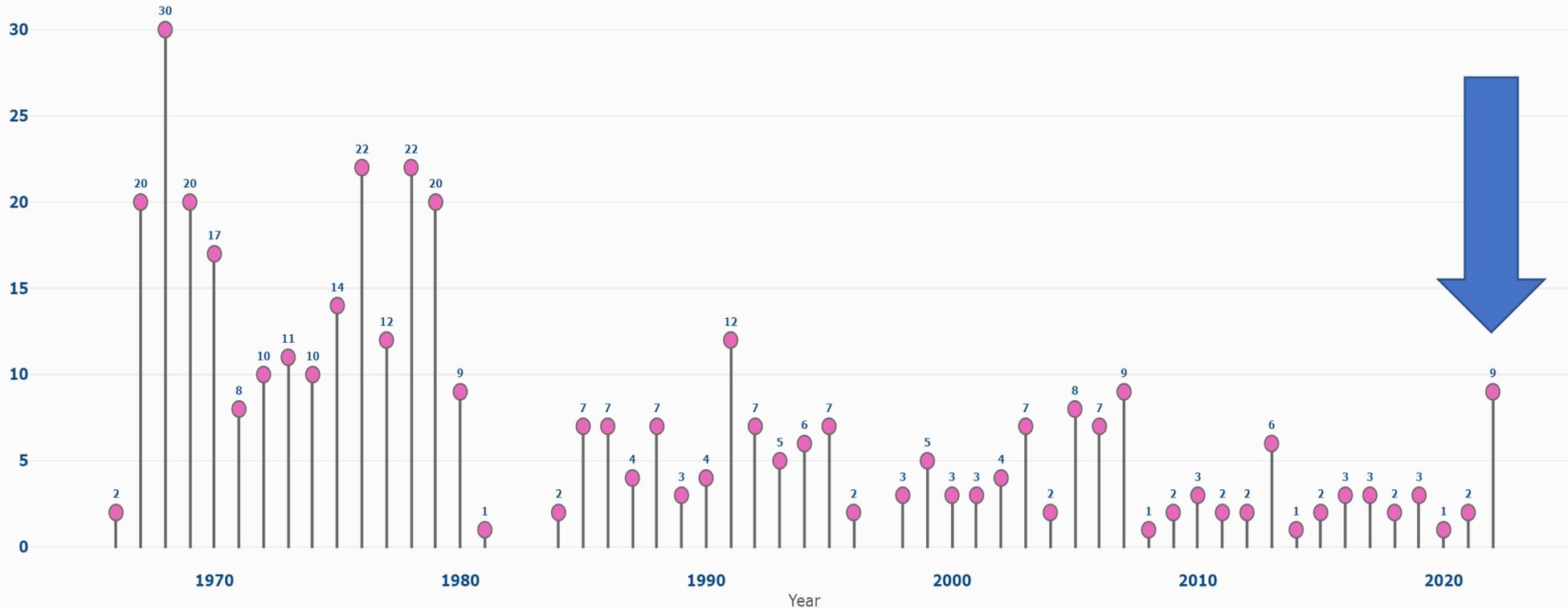
- **400** designated/active EDDs
- **6** cross-state EDDs
- **85%** of counties covered by an EDD



Growth/Expansion of EDDs (contd.)

EDD Designation by Year

● Economic Development Districts



By the Numbers:

- **12**
(approx.)
“regions” in
the EDD
designation
pipeline in
2023





EDD CoP

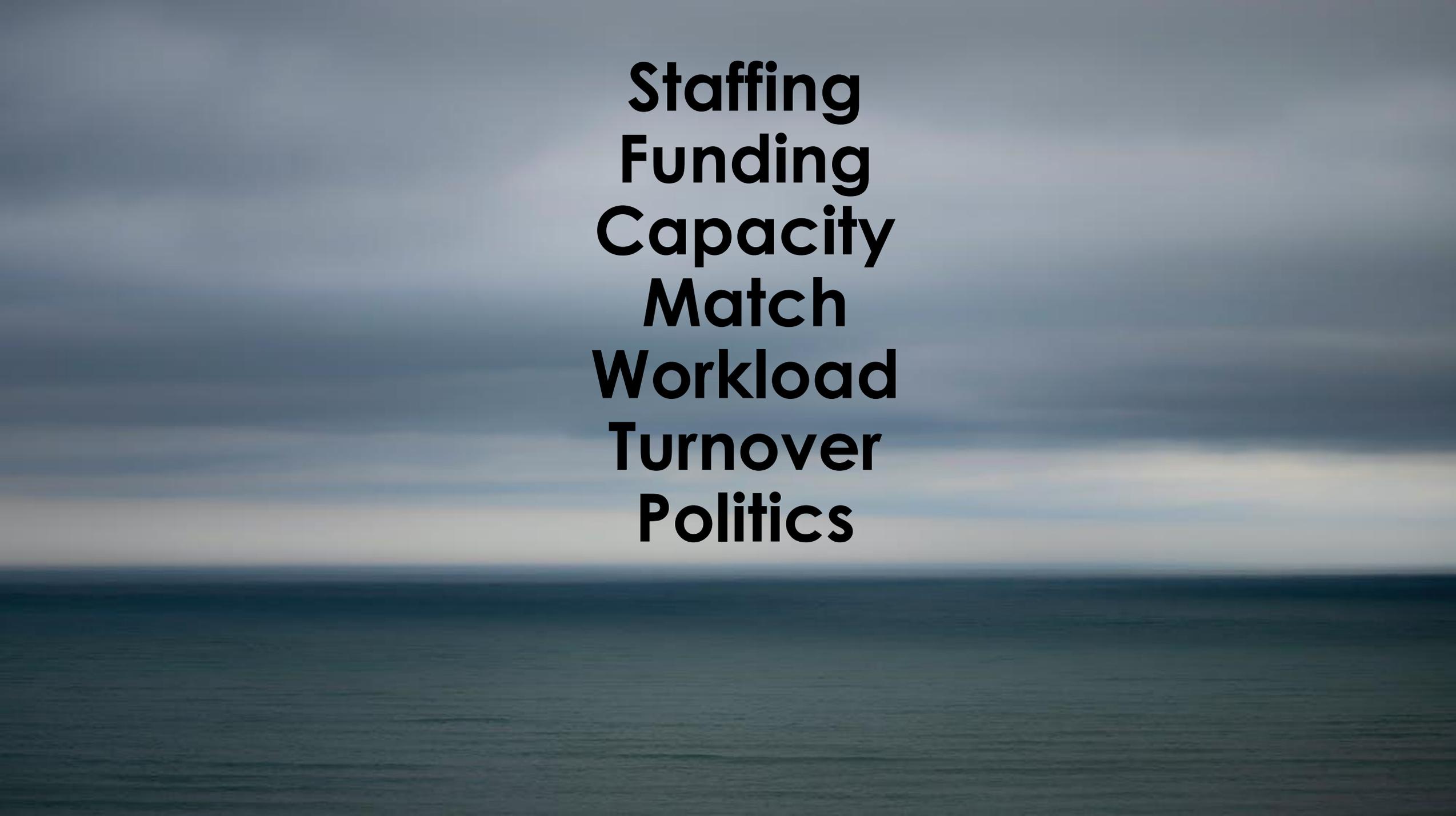
Economic Development District
Community of Practice

- Funded by US EDA, led by the NADO Research Foundation
- 5-year project, beginning August 2022
- Three partners (National Association of Regional Councils, University Economic Development Association, First Nations Development Institute)
- Five program areas
- General Deliverables:
 - In-person and remote training and workshops
 - Networking opportunities
 - Reports, case studies, success stories, and multimedia tutorials
 - Virtual Community of Practice Portal
 - Desktop consulting and technical assistance program



Program Areas





**Staffing
Funding
Capacity
Match
Workload
Turnover
Politics**



EDD CoP
Economic Development District
Community of Practice

EDDs in Action **Case Studies Series**



<https://www.nado.org/edds-in-action/>

We are in a Golden Age for the CEDS

CEDS Content Guidelines: A Game Changer (2015)

US Economic Development Administration - 030916

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

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| 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/regional/local plans. | 11 |
| • Strategic Direction: Vision Statement and Goals/Objectives | 11 |
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- 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 dramatic sunset over a body of water. The sky is filled with dark, heavy clouds, with a bright orange and yellow glow from the setting sun breaking through near the horizon. The water in the foreground is dark with some ripples. In the distance, a city skyline is visible against the horizon.

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...



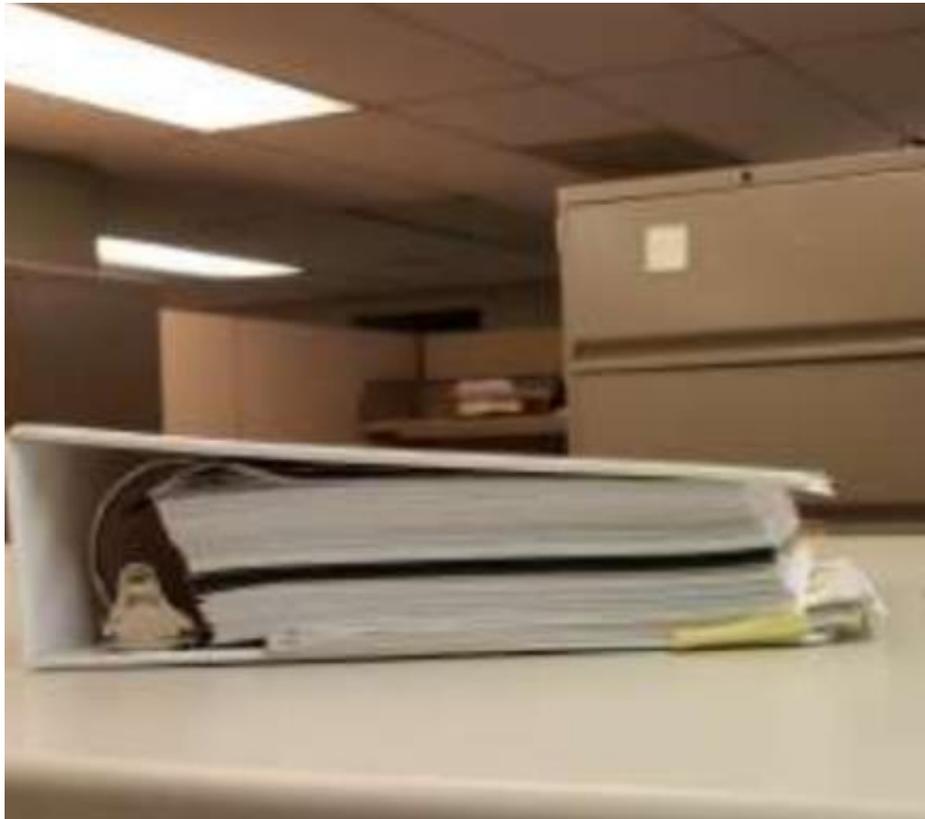
The CEDS is a Regional Road Map for Economic Development



The CEDS is a Conduit for Resources to Regions

A New Era for the CEDS

From this...



...to this!

Summary Background
An Economic Development Snapshot

PEOPLE

- SMALL BUSINESSES: 72% of jobs in the region that involve travel from 22 people
- 3,351 Number of self-employed businesses (SOL)
- PROJECTED LABOR FORCE LOSS: 2.9%
- AGE: 2015 23,423; 2022 22,619
- PERCENT OF POPULATION 65+

TRENDS

- Need for larger workforce
- Need to attract investment and spur change
- Housing affordability
- Need for skilled workforce
- INDUSTRIES WITH THE GREATEST PROJECTED NEED: Healthcare and social assistance, Manufacturing, Retail trade
- 1.5 Billion Market size of Florida
- Decline in the number of jobs
- 7 jobs created in the total value of production for each \$100 of exports

Case Study: Carrera Pathway

SOUTHEAST ALASKA
By the Numbers 2021

2020 Total Labor Force: 40,167 (13% increase from 2019)

2021 Total Wages: \$190 million (82% increase from 2020)

2021 Total Population: 191,500 (1.5% increase from 2020)

Comprehensive Economic Development Strategy

Respond & Recover

East Central Florida CEDS Dashboard

Economy

Employment

Regional Strategy

Individual differences between the counties, regionally some of the p...

Growth
All counties in the region are growing, with the exception of Sherman County which has seen a slight decline in population.

Demographics
The region's population is aging. As of 2015, 18% of the population was 65+ - it is projected to grow significantly by 2022.

Education
Each of the five counties have a higher percentage of veterans than the US average.

Urban-Rural Digital Divide: 55% in rural areas have broadband access vs 94% in urban settings.

Mean Travel Time to Work: 23 minutes

Data Sources:
US Census
State Employment Departments
StatsAmerica
State Broadband Report

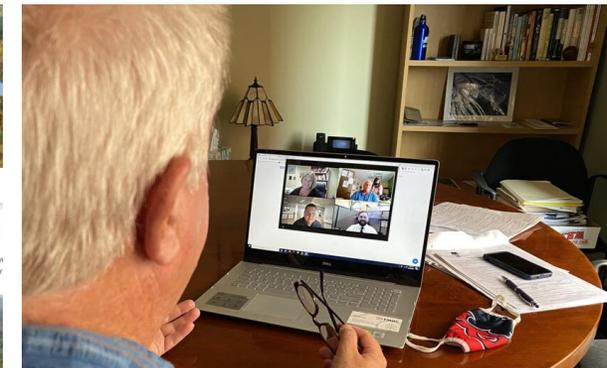
A New Era for the CEDS

From this...

...to this!



Credit: Everyday Health



A New Era for the CEDS

From this...

...to this!



Credit: countingjobs.com.au

| 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. |

Credit: Wealthworks.org

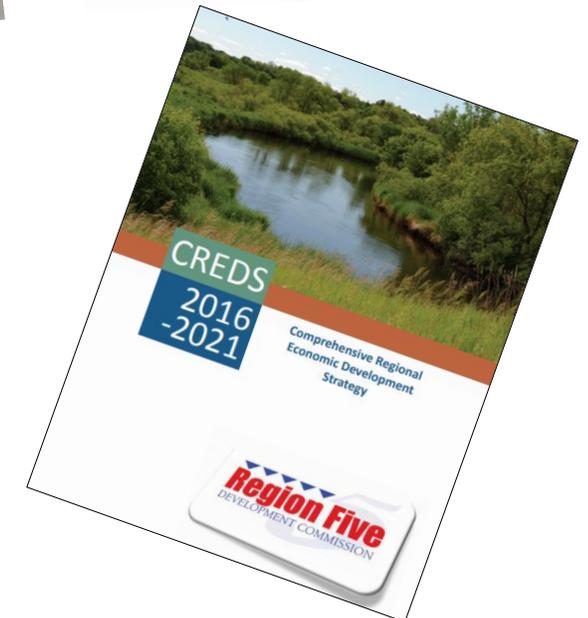
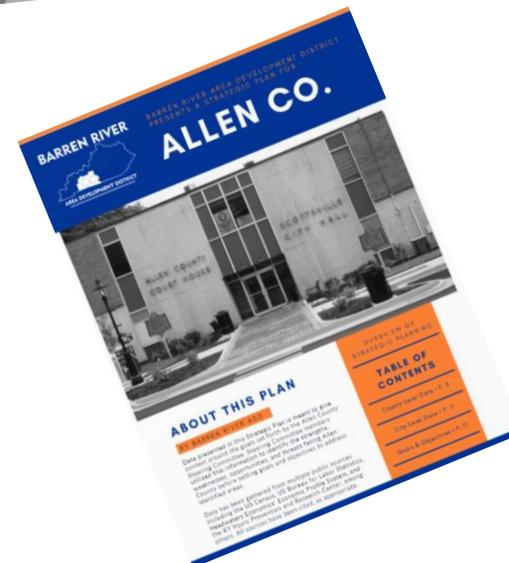
A New Era for the CEDS

From this...



Credit: Industry Week

...to this!



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



CEDS circa 2001 (left)

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



CEDS Content Guidelines Updates

- New/updated sections of the CEDS Content Guidelines:
 - **Equity**
 - **Climate Resilience**
 - **Workforce Development**
 - **Broadband**
- Goal = more economic development implementation projects focused on bolstering these key areas
- As usual: heavy on “recommended resources” . . .and no “one-size-fits-all” approach
- Planned release = very soon



The Most Effective CEDS Are:

Creative

Engaging

Driven by data

Storytellers



A background image showing a person's hands weaving colorful threads (blue, red, white, green) on a wooden loom. The scene is outdoors, and other people are visible in the background.

Stronger CEDS, Stronger Regions

CEDS Resource & Training Archive

www.CEDSCentral.com

Data Deep Dive for EDDs: A Closer Look at Argonne National Laboratory's NERDE and EDCI Tools



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February 14, 2023

<https://www.nado.org/argonne-data-tools/>



EDD CoP

Economic Development District
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More info at: www.nado.org/EDDCoP



www.NADO.org
www.CEDSCentral.com
www.ruraltransportation.org

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