CEDS Content Guidelines & Best Practices

NADO Annual Training Conference
November 9, 2023
Who’s Up Here?

**Brett Schwartz**, Associate Director  
NADO Research Foundation (CA)

**Nancy Gilbert**, (Acting) Networks Program Manager  
US Economic Development Administration (DC)

**Erica Anderson**, Economic and Community Development Director  
Land of Sky Regional Council (NC)

**Kirsten McGregor**, Principal  
SAGAX Associates (DE)
Good economic development...starts with good economic development planning!

- David Ives, US EDA
The CEDS is Your Regional Road Map for Economic Development
The CEDS is a Conduit for Resources to Regions
Let’s Hear From You! Head to menti.com
CEDS Content Guidelines Updates

- New/updated sections of the CEDS Content Guidelines; published on 04/25/23:
  - Equity
  - Climate Resilience
  - Workforce Development

- 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

- Other changes: updated language on broadband and environmental sustainability; removed section on Opportunity Zones
Introducing:
The Inclusive Recovery Toolkit

Helping practitioners elevate equity within their comprehensive economic development strategy

Explore 100+ Inclusive Recovery Ideas at: recovery.newgrowth.org

Strengthening Economic Recovery: Weaving Equity into Regional Growth
The Most Effective CEDS Are:

- Creative
- Engaging
- Driven by data
- Storytellers
Interactive EDD Map available at: www.nado.org/EDDMap
Learn more about the EDD CoP at:

www.nado.org/EDDCoP
NADO News

https://www.nado.org/subscribe/
2023 CEDS Content Guideline Updates: Strengthening the Quality and Integrity of Regional Planning Processes

NADO Annual Training Conference
November 9, 2023
EDA ecosystem-building investments identify and amplify strong practices, and create new resources

Connecting communities with training and each other
- Community of Practice portfolio (EDDs, RLFs, tech-based economic development, and more)
- EDA trainings

Developing playbooks
- CEDS Guidelines
- Economic Development Districts (EDDs) in Action
- Inclusive Recovery Toolkit
- Predevelopment Toolkit

Using digital tools
- National Economic Resilience Data Explorer (NERDE)
- Economic Development Capacity Index (EDCI)
- State and Local Economic Development Strategies (SLEDS) database
EDD Community of Practice

Led by the National Association of Development Organizations Research Foundation (NADO RF), in partnership with the National Association of Regional Councils (NARC), First Nations Development Institute, and the University Economic Development Association (UEDA)

▪ Builds off previous CEDS training to focus on resilient and inclusive economic development strategies that bolster underserved communities.
▪ Promotes innovative idea exchange and peer-to-peer learning, plus one-on-one TA for participating EDDs.
▪ Includes new research into emerging needs and trends surfacing across districts.
▪ Creates new pathways for Regional Planning Organizations, especially EDA’s 400+ Economic Development Districts (EDDs), to build relationships, and explore and adopt new practices for advancing, scaling and sustaining local and regional economic development strategies.

Learn more: https://www.nado.org/eddcop/
Growth/Expansion of EDDs

Applications for EDD designation have swelled since 2020

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

*EDDs are critical to EDA. . .
and vital to regional economic development capacity building*
Volume and complexity of federal support for economic development can be difficult to navigate.

- New funding and programs from an array of agencies
- Eligibility, timing, procedures vary
- Capacity required to assess, compete, implement

EDDs are essential convenors, curators, connectors, networkers, facilitators and implementors for advancing regional and statewide CEDS.

CEDS process is a crucial forum for scanning, prioritizing and coordinating a strategic, regional approach for the integrated use of myriad local, state and federal funds.

Did you know?

USDA provides priority access to set aside funds in several of its rural development programs for projects that are aligned to a regional CEDS under its Strategic Economic and Community Development Program (SECD).

Ask your local USDA RD Office about it!
CEDS Content Guidelines

Intended to help regional planning organizations craft more impactful CEDS
- Provides guidance on the required sections of the CEDS
  - Summary Background
  - SWOT
  - Strategic Direction/Action Plan
  - Evaluation Framework
  - Economic Resilience
- Not a list of additional requirements
- Not a “one-size-fits-all” approach.
- Is focused on best practices, case studies, and links to useful resources

https://www.eda.gov/CEDS
“The CEDS Content Guidelines are a living template that evolves in response to the changing needs and priorities of the economy.”
- Assistant Secretary of Commerce for Economic Development Alejandra Y. Castillo

New programs and resources to help communities achieve new levels of regional competitiveness innovation, resilience and economic inclusion

- CARES and ARPA Recovery Funding
- Bipartisan Infrastructure Law (BIL/IIJA) Programs
- Inflation Reduction Act (IRA) Programs
- CHIPS and Science Act Programs
- Major Disaster Recovery Funding
CEDS Content Guidelines Updates

- New and recently updated sections on
  - Equity
  - Climate Resilience
  - Workforce Development

- Goal = more economic development implementation projects focused on bolstering these key areas

Also:
- Updated SWOT section on broadband and environmental sustainability
- Removed section on Opportunity Zones
Equity

- Focused on the concepts of equity and inclusion informing content throughout the CEDS
  - Covers equity in the CEDS from both a process and document perspective
  - Structured along the required sections of the CEDS
- Developed in partnership with New Growth Innovation Network (NGIN), building on their *Inclusive Recovery Guide*
  - Includes over 100 inclusive recovery ideas drawn from more than 35 EDDs
  - Download the *Inclusive Recovery Guide* here: [https://iritoolkit.squarespace.com/](https://iritoolkit.squarespace.com/)

**Recommended Resources** to find and present data equitably, and measure progress include:

- National Economic Resilience Data Explorer (NERDE)
- U.S. Census Bureau’s Data for Equity
- St. Louis Fed, Investing in Rural Prosperity Framework
- Federal Reserve’s Close the Gaps tool
- CEDS with strong equity components
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 (mitigation and adaptation)
- Includes mitigation strategies and adaptation techniques
- Recommended approach:
  1) assess risks and vulnerabilities (for businesses, facilities, workers, & community as a whole)
  2) prioritize identified actions
  3) investigate options to implement

Over 2 dozen **Recommended Resources** to help with risk assessment, prioritizing actions, and finding sources of funding to implement, include:

- NOAA State Climate Summaries
- USDA Forest Service Wildfire Risk to Communities
- FEMA Building Resilient Infrastructure and Communities (BRIC) Grants Guide
- EPA Climate Resilience TA and Funding Guide
- CEDS with strong climate resilience components
Workforce Development

- Expanded into its own section
- Encourages CEDS to highlight strong workforce and economic development linkages
- Engaging stakeholders and coordinating efforts are crucial for integrating workforce development into the CEDS
- New section focuses on
  - Key Principles
  - Sectoral Partnerships
  - Attributes of Good, Quality Jobs

Recommended Resources include:
- Department of Commerce’s Job Quality Toolkit
- BLS Occupation Outlook Handbook
- CEDS with strong workforce development components
Additional resources to support your CEDS process:

- **Equity and Inclusion**
  - HUD Thriving Communities Technical Assistance
  - Rural Prosperity Network Community Liaisons
  - DOE Community Benefits Plans and CBA Toolkit

- **Climate Resilience & Clean Energy**
  - Interagency Working Group on Energy Communities TA Directory and Rapid Response Teams
  - EPA Environmental Justice Thriving Communities TA Centers

- **Infrastructure**
  - Internet for All resources and programs listing
  - State and Local Broadband Leaders Network (NTIA)
  - DOT Navigator for BIL funded opportunities

Use this [guide](#) to coordinate CEDs and Hazard Mitigation Planning processes.

Use this [Stronger Together](#) guide to explore complementary EDA and USDA programs for rural development.
Connect with Us!

Subscribe to get the latest EDA news at www.eda.gov

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EDA Regional Offices:  
https://www.eda.gov/contact
Comprehensive Economic Development Strategy

Equity & Workforce Integration

Land of Sky Regional Council
NADO ATC 2023
Land of Sky Regional Council is a multi-county, local government planning and development organization. We reach across county and municipal borders providing technical assistance to local governments and administer projects and programs which benefit our region’s citizens.
OUR COMMITMENT

• We value cultural, gender, racial and ethnic diversity
• We believe diversity and inclusion make us stronger
• We will treat all people with dignity, respect and compassion to foster a trusting and supportive working environment
• We will be honest, open and clear in our communication with our co-workers, member governments, funders, clients and our region
• We will respect diversity of opinion
• We are committed to a culture of personal responsibility with an appreciation for risk taking
• We will hold ourselves accountable to our co-workers, member governments, funders, clients and our region
• We will develop and implement policies and procedures that are fair, consistent and equitable
LEAD ECONOMIC DEVELOPMENT DISTRICT

Land of Sky Regional Council is recognized by the Appalachian Regional Commission (ARC) and the Economic Development Administration (EDA) as the Lead Economic Development District for regional economic development planning and activities in our four county area.
PLANS, STUDIES AND DOCUMENTS REVIEWED

- AAA Plan (Land of Sky Region, Aging)
- AVL 5x5 Plan (Asheville, Strategy)
- AVL Greater (Asheville, Strategy)
- Buncombe 2025 (Buncombe County, Strategy)
- Buncombe Regional Hazard Mitigation Plan (Buncombe County, Hazard)
- City of Asheville Plan (Asheville, Strategy)
- Dogwood Health Trust Strategic Plan (Western North Carolina, Strategy)
- Dogwood Health Trust Housing Study (Western North Carolina, Housing)
- French Broad River Metropolitan Transportation Plan (Land of Sky Region, Transportation)
- Haywood County Tourism Development Plan (Haywood County, Tourism)
- Henderson County Comprehensive Plan (Henderson County, Comp Plan)
- Henderson County Goals (Henderson County, Strategic Goals)
- Land of Sky CEDS (Land of Sky Region, CEDS)
- Madison County Comprehensive Plan (Madison County, Comp Plan)
- Madison County FY22 Priorities and Next Steps (Madison County, Priorities)
- MAWDB Workforce Plan (Land of Sky Region, Workforce)
- South Mountains Regional Hazard Mitigation Plan (Henderson County, Transylvania County, Hazard)
- Transylvania County Tourism Strategic Plan (Transylvania County, Tourism)
- Transylvania Alliance Strategic Plan (Transylvania County, Strategy)
- Transylvania County Comprehensive Plan (Transylvania County, Comp Plan)
- Transylvania County Hazard Mitigation Plan (Transylvania County, Hazard)
- Waynesville Comprehensive Plan (Waynesville, Comp Plan)
### Vision Statements
- Care (for people)
- Cultural diversity
- Inclusivity
- Health
- Sustainability

### Strategic Priorities/Goals
- Hone strategic economic clusters based on the region’s strengths
- Protect older residents’ ability to age in place
- Increase median household income to the North Carolina state benchmark
- Increase the supply of housing for those at or below the area median household income
- Grow total employment in region’s target industries
- Cultivate civic and business leadership from representative citizens
- Foster entrepreneurship and organic growth of local businesses through BRE efforts

### Key Initiatives & Projects
- Adopting the “Purpose Built Communities” model to tie together housing, workforce development and wellness
- Increasing the region’s marketing and product development
- Addressing zoning codes and planning policy to allow for density and thoughtful development
- Creating and harnessing a regional tourism brand
- Integration of workforce systems – Work Ready Communities Certification Program, apprenticeships, reskilling and upskilling
- Site readiness initiatives to identify developable land in each county for advanced manufacturing

### Industry/Sector Priorities
- Advanced Manufacturing
- Breweries and Distilling
- Creative Industries
- Outdoor Recreation & Retail
- Professional Services
- Tourism

### Distinctions
- Madison County has a strong focus on agriculture that could be marketed more directly
- Henderson County seems to focus on business recruitment and incentives as priorities.
- Buncombe County has a focus on equitable growth and care for the aging population.
- Transylvania County has the makings of a robust marketing plan and a focus on year-round, seasonal tourism.
- Haywood County has a unique focus on its main streets.

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REGIONAL OPPORTUNITIES

- Business Leaders
  - Outdoors Assets & Recreation
  - Learning from other Communities

- Business Engagement & Partnership
  - Workforce Development & Retention
  - Affordable Housing
  - Transportation & Mobility

- Practitioners
  - Prioritizing Equity
  - Regional Coordination
REGIONAL TARGET INDUSTRIES

Advanced Manufacturing
- EV Components
- Aerospace Components
- Electronic Manufacturing

Outdoor Products
- Regional Healthcare
- Health Technology & Innovation
- Cybersecurity
- Data Analytics
- Regional Target Clusters

Creative Arts
- Finance and Business Support Services

Tourism, Recreation & Retail
- Breweries & Distilleries
- Outdoor Recreation & Retail

Business & Professional Services
- Health & Life Sciences
- Software/IT

Health & Life Sciences
- Regional Manufacturing
REGIONAL LABORSHED

Asheville-Brevard metro region labor shed

Asheville-Brevard MSA

Charlotte
Our Vision for the Region

A resilient, dynamic economy that develops, attracts, and retains talent with quality jobs, smart infrastructure investments, healthy, inclusive communities while protecting our natural and cultural resources.

The Land of Sky region is comprised of **19 local governments** within the four counties of Buncombe, Henderson, Madison and Transylvania Counties. Haywood County is included because it is part of the Asheville Metro Statistical Area.

[http://www.landofsky.org/ceds.html](http://www.landofsky.org/ceds.html)
STRATEGIC FRAMEWORK

Leadership, Collaboration & Awareness

Equity & Economic Mobility

Housing Expansion & Diversification

Transportation & Infrastructure

Workforce Development

Access & Reliability

Diversity & Inclusion

Economy & Innovation

Equality & Economic Mobility
PROGRAMS & PARTNERSHIPS

- MyFuture NC – P20 Council
- Inclusive Hiring Partners
- Accelerate Buncombe
- Upskill WNC
- Recovery to Work
- Early Childhood Education
- Work Ready Communities
- WNC Innovation Park
- INspire: Recovery to Careers

A resource to close the opportunity gap for Buncombe County residents
A model of collaboration with
WNC Innovation Park

A Network of Technology Innovation Centers
Goal: Create opportunities where high growth industries can apply data and technology to product development, co-locate, and collaborate with others within their cluster to create opportunities for expansion and economic resilience. Coalition will bring a higher level of research and applied technology to WNC.

Key Elements:
- Rural-Urban Connections
- Develop Skilled Technology Workforce
- Co-Working, Shared Services & Access
- Connect with R1 – Research Institutions and RTP
Bridging the Digital Divide
Thriving, Connected Communities

- ID Gaps in High-Speed Coverage
- Assist with Funding Opportunities
- Community Asset WiFi Distribution
- Dig-Once Policy Development
- Assist Local Governments remove barriers for Providers
- Leverage Partners – Faith-based, nonprofits, medical, institutions, Local Governments
- Close Digital Divide – Implement Plan
- Get folks Connected & Empowered to use Technology
Open Data Portal

Explore Maps Powered by Open Data

- French Broad River Partnership Survey Results
  - Explore

- Land of Sky Opportunity Zones
  - Census tracts eligible for Opportunity Funds investments, also includes local zoning and publicly
  - Explore

- LOSRC Sidewalks
  - Transportation
  - Explore

- Computer Usage - One or More Devices
  - Computer Usage - One or More Devices
  - Explore

Get Involved! Contribute to one of our community initiatives.
CEDS Integration Continues...

- Support Chamber in Regional Business Leaders
- Further Incorporate Regional Collaboration recommendations into LOS Work & CEDS
  - Innovation Centers for High Tech & IT careers
  - Develop Regional Housing Program
  - Continue to leverage funds for Infrastructure
  - Deploy Broadband solutions & seek funding to close gaps
  - Investigate market gaps in supply chains for key sectors

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STATEWIDE
COMPREHENSIVE
ECONOMIC DEVELOPMENT
STRATEGIES

NATIONAL ASSOCIATION OF DEVELOPMENT ORGANIZATIONS
CLEVELAND, OHIO 2023
About Us

Sagax is an experienced consultancy providing economic recovery and resilience planning and guidance to entities of all sizes. Kirsten McGregor founded Sagax Associates in 2013 in Wilmington, DE providing consulting expertise nationwide and abroad. Today, she and her team of cross-sector specialists leverage decades of strategic planning and economic recovery expertise to manage complex initiatives nationwide.
KIRSTEN MCGREGOR
Principal & Founder

Connect with me on Linkedin to stay up-to-date on economic recovery & resilience, follow Sagax on social, and check out our website for tools, resources, and even online courses!

www.SagaxAssociates.com
Case Study: Colorado Statewide Comprehensive Economic Development Strategy- States and Regions
Resilience is NOT what you HAVE
Resilience IS what you DO
Ongoing Disruption: Response Only
The Sagax Resilience Mindset

Ongoing Disruption: Response + Recovery & Resilience Foundation = Return to Prosperity

The Sagax Resilience Mindset™
A robust recovery and resilience mindset establishes a foundation that positions communities and regions to better prepare for and respond to disruptions. This supportive base not only sustains communities through waves of disruption, but it provides the stamina to pursue innovative opportunities for a more prosperous and equitable future.
Recovery Sectors

- Government
- Infrastructure
- Health & Social Services
- Economic
- Natural & Cultural Resources
- Housing
CLIMATE RESILIENCE

NATURAL ENVIRONMENT

ECONOMIC PROSPERITY
Broadband & Infrastructure

- Business Attraction
- Industry Diversification
- Site Readiness
- Funding
- Supply Chain
- International Competitiveness
Equity

- Effective Ways for Seeking input from Diverse Constituents
- Diversity in the context of planning
- Effective Ways of Planning for Implementation
The most important part of an economic/resilience strategic plan is not the final plan report and presentation but the robust and diverse engagement during the planning process.
Tribal Engagement
<table>
<thead>
<tr>
<th>Plan Integration</th>
<th>Plan Alignment</th>
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<tbody>
<tr>
<td>• Consistent incorporation of resilience and recovery policies across plans</td>
<td>• Situational Awareness of plans (funding sources, timelines, objectives etc.)</td>
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<tr>
<td>• Increased stakeholder agreement</td>
<td>• Inter-agency collaboration on federal and local levels</td>
</tr>
<tr>
<td>• Improved understanding of cross-cutting impacts/assessments</td>
<td>• Opportunity to leverage and share resources, data etc.</td>
</tr>
<tr>
<td>• Shared resources</td>
<td>• Avoid developing conflicting recommendations and policies</td>
</tr>
<tr>
<td>• Integrated recommendations that align with both federal funding agencies regulations</td>
<td>• Promote collaboration, partnerships and coordinations</td>
</tr>
</tbody>
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Data Informed

DATA

Data Driven

Be Data Informed, Not Data Driven

- Federal Data Sets
- State Data Sets
- NGO and University Data
- Local and Regional Plans

https://sagaxassociates.com/
COLORADO ALIGNMENT

- GOVERNOR’S OFFICE
- COLORADO RESILIENCY OFFICE
- REGIONAL ROADMAPS
- REGIONAL CEDS
- STATE ECONOMIC DATA & POLICY TIME SERIES

Sagax Associates, LLC 2023
https://sagaxassociates.com/
Colorado State Key Issues

- Economy
- Environment & Renewables
- Health
- Education
Colorado State Resiliency Priorities

- Future Ready Economy & Workforce
- Climate & Natural Hazard Resiliency
- Building & Infrastructure Sustainability
- Agriculture & Food Sustainability
- Housing Attainability
- Community Capacity
Colorado Regional Priorities

- Housing
- Infrastructure
- Broadband
- Economic Development Resources/Capacity
- Workforce
- Climate & Economic Resilience
5 KEY TIPS

- Keep it short
- Avoid jargon
- Use multiple medium
- Explain with graphics
- Inclusive messaging
Economic Recovery Framework

- Coordination
- Capacity
- Consequences
- Capabilities
The Academy is an opportunity for states, Economic Development Districts (EDDs) and other key stakeholders to drive strategic alignment and improve their economic returns on investment (ROI).
Need Additional Support?

Contact Us!

302-217-3035

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Wilmington, Delaware, USA
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