

CEDS Content Guidelines & Best Practices

NADO Annual Training Conference
November 9, 2023



EDD CoP

Economic Development District
Community of Practice



More info at: www.nado.org/EDDCoP

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

A sunset over a body of water. The sky transitions from a bright yellow at the top to a soft orange and then a pale pink near the horizon. The water below is a deep blue with gentle ripples. A white rectangular box is centered horizontally across the middle of the image, containing the text.

Let's Hear From You! Head to **menti.com**

CEEDS Content Guidelines Updates

- New/updated sections of the CEEDS 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



New Growth
Innovation Network

POWERING INCLUSIVE ECONOMIES



INCLUSIVE
RECOVERY
INITIATIVE



New Growth
Innovation Network

POWERING INCLUSIVE ECONOMIES

Explore Inclusive Recovery Toolkit

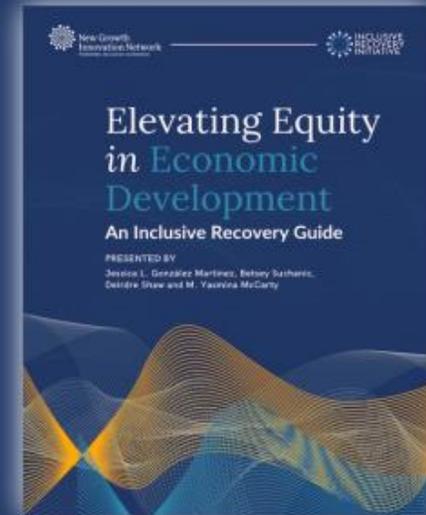
Helping practitioners elevate equity
within their comprehensive economic
development strategy

Organizational Commitment and Capacity

Equity in CEDS

Strategy and Implementation

Idea Bank



**DOWNLOAD THE
PRINT VERSION**

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

The Most Effective CEDS Are:

Creative

Engaging

Driven by data

Storytellers

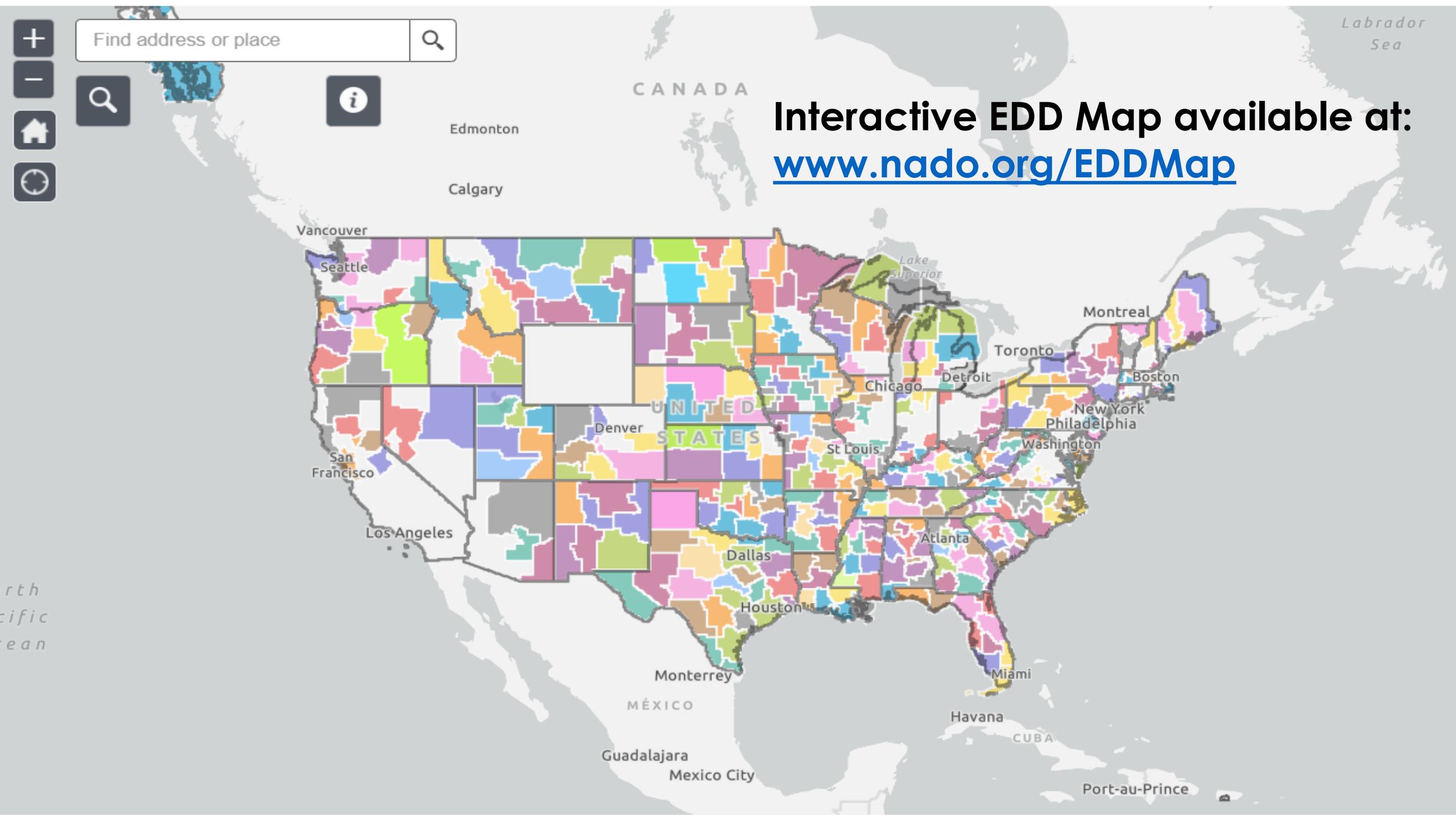




Stronger CEDS, Stronger Regions

CEDS Resource & Training Archive

www.CEDSCentral.com



Find address or place



Interactive EDD Map available at:
www.nado.org/EDDMap



EDD CoP

Economic Development District
Community of Practice

Learn more about the EDD CoP at:

www.nado.org/EDDCoP





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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



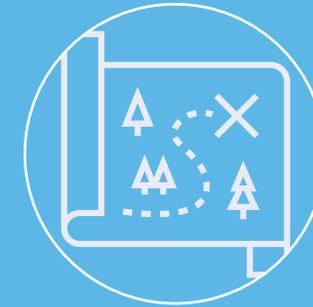
Connecting communities with training and each other

- 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

learnings

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.

- ✓ CEDS Resources
- ✓ Regional EDD Meetups
- ✓ Virtual CoP Portal
- ✓ EDDs in Action Case Studies
- ✓ Interactive Webinars
- ✓ Wealth Creation Strategies
- ✓ Research and Issue Briefs on trending topics
- ✓ And more....

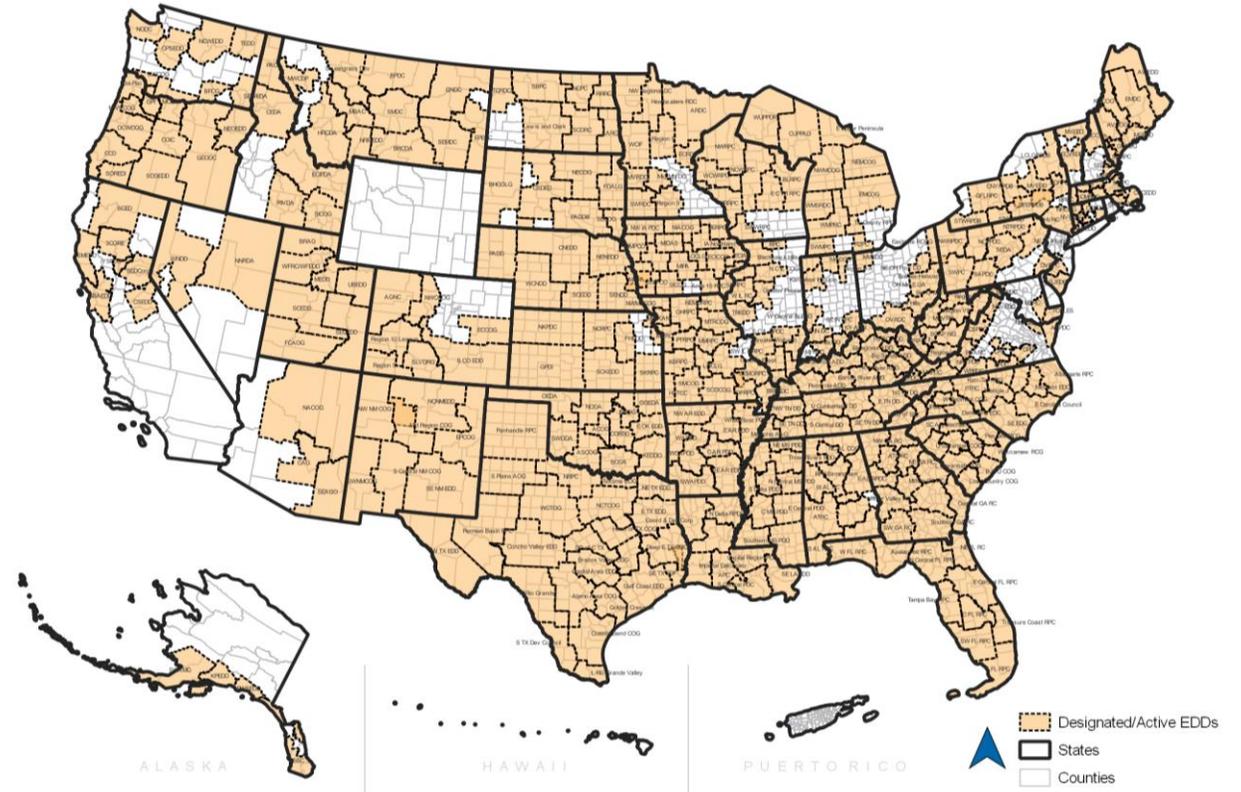
Learn more: <https://www.nado.org/eddcop/>



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*

CEDS Help Build Regional Capacity

- **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

US Economic Development Administration - 030916

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/regional/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

- 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*

Equity

Quality
Jobs

Resilience

Strong Partnerships

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



Find EDA's CEDS Content Guidelines here:

<https://www.eda.gov/resources/comprehensive-economic-development-strategy>

View a Webinar on EDA's 2023 Updates to the Guidelines here:

<https://www.nado.org/edd-ceds-briefing/>

See also NADO's CEDS Handbook for more resources:

<https://www.nado.org/eda-ceds-guidelines/>

- 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/>

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



Comprehensive Economic Development Strategy and Hazard Mitigation Plan Alignment Guide

September 2022



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



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

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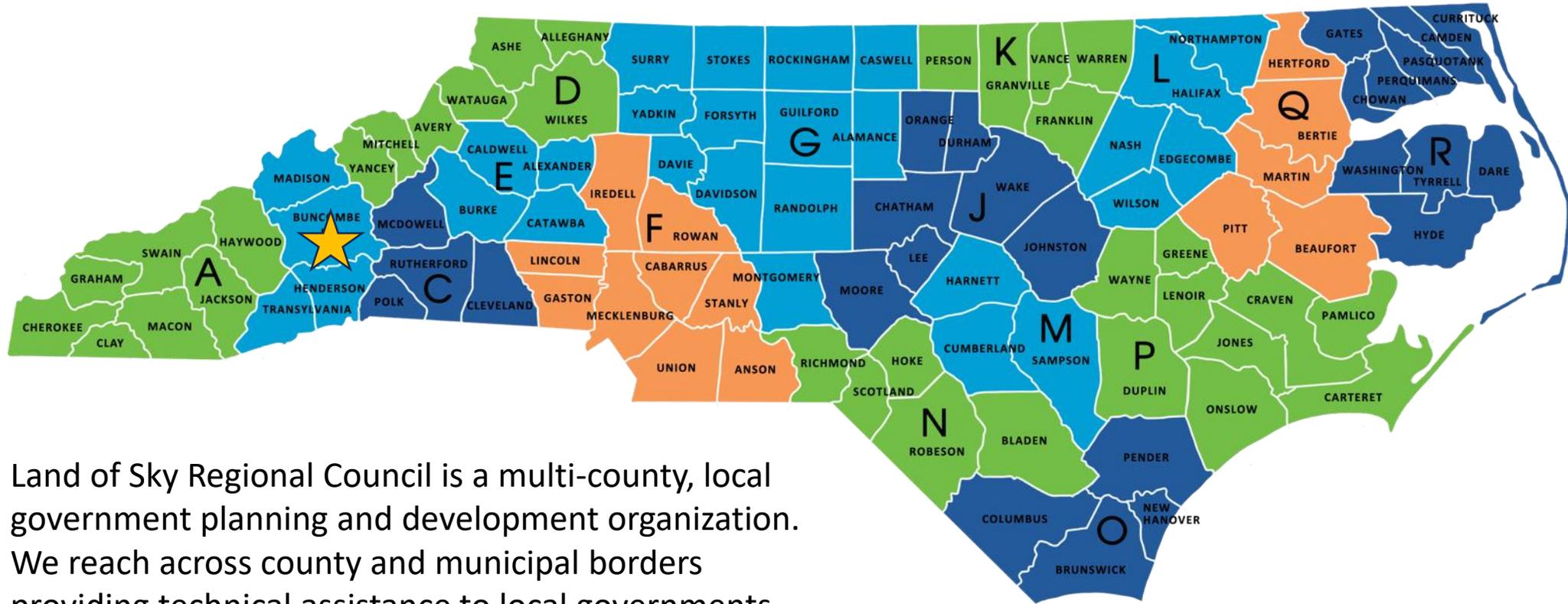
<https://www.eda.gov/contact>



Comprehensive Economic Development Strategy *Equity & Workforce Integration*

Land of Sky Regional Council
NADO ATC 2023

WHO WE ARE



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.





PLAN REVIEW & ALIGNMENT

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)

Review Matrix



ALIGN REGIONAL PLANS & STRATEGIES

Vision Statements

Common language includes:

- 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

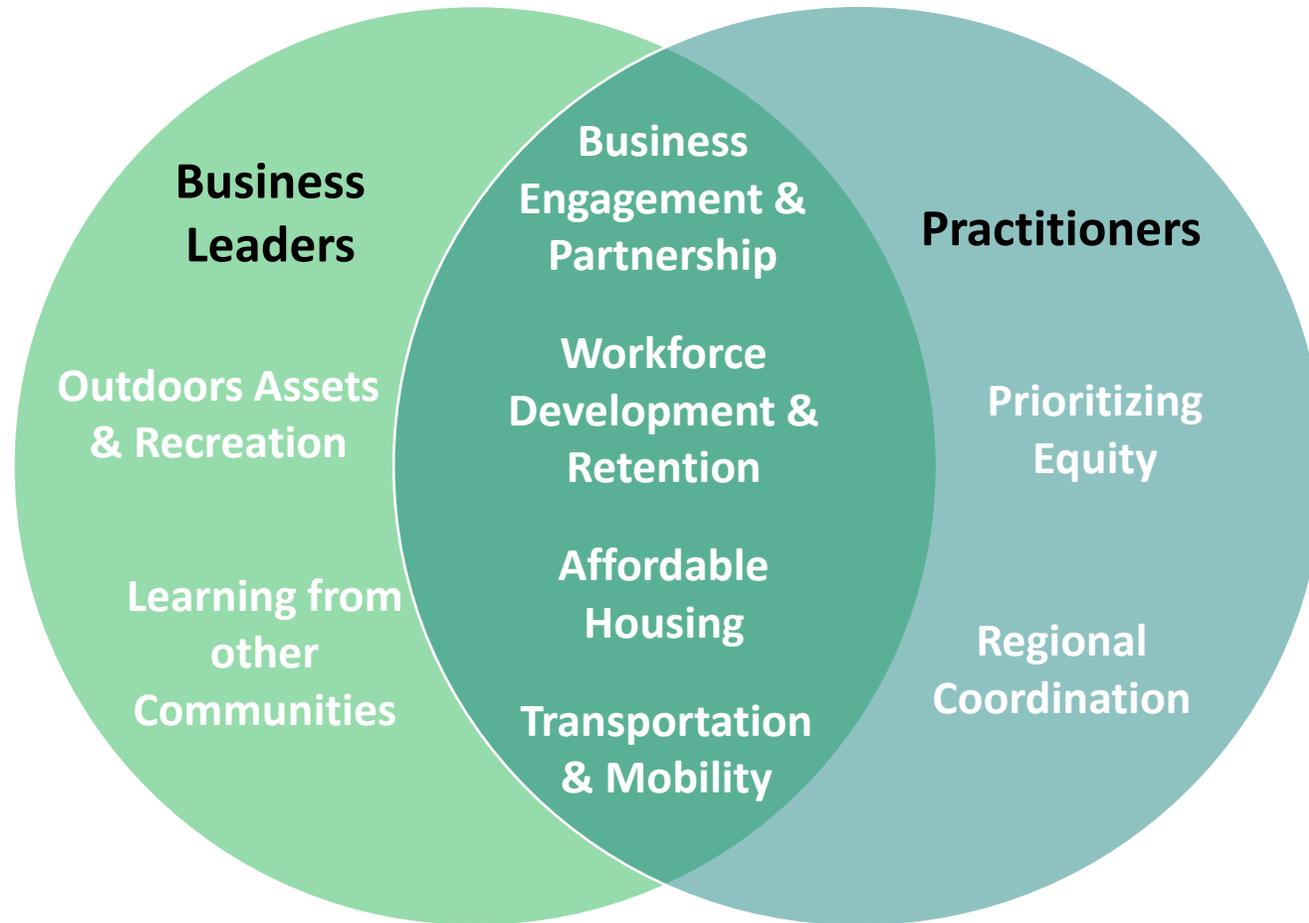
Industry/Sector Priorities

- Advanced Manufacturing
- Breweries and Distilling
- Creative Industries
- Outdoor Recreation & Retail
- Professional Services
- Tourism

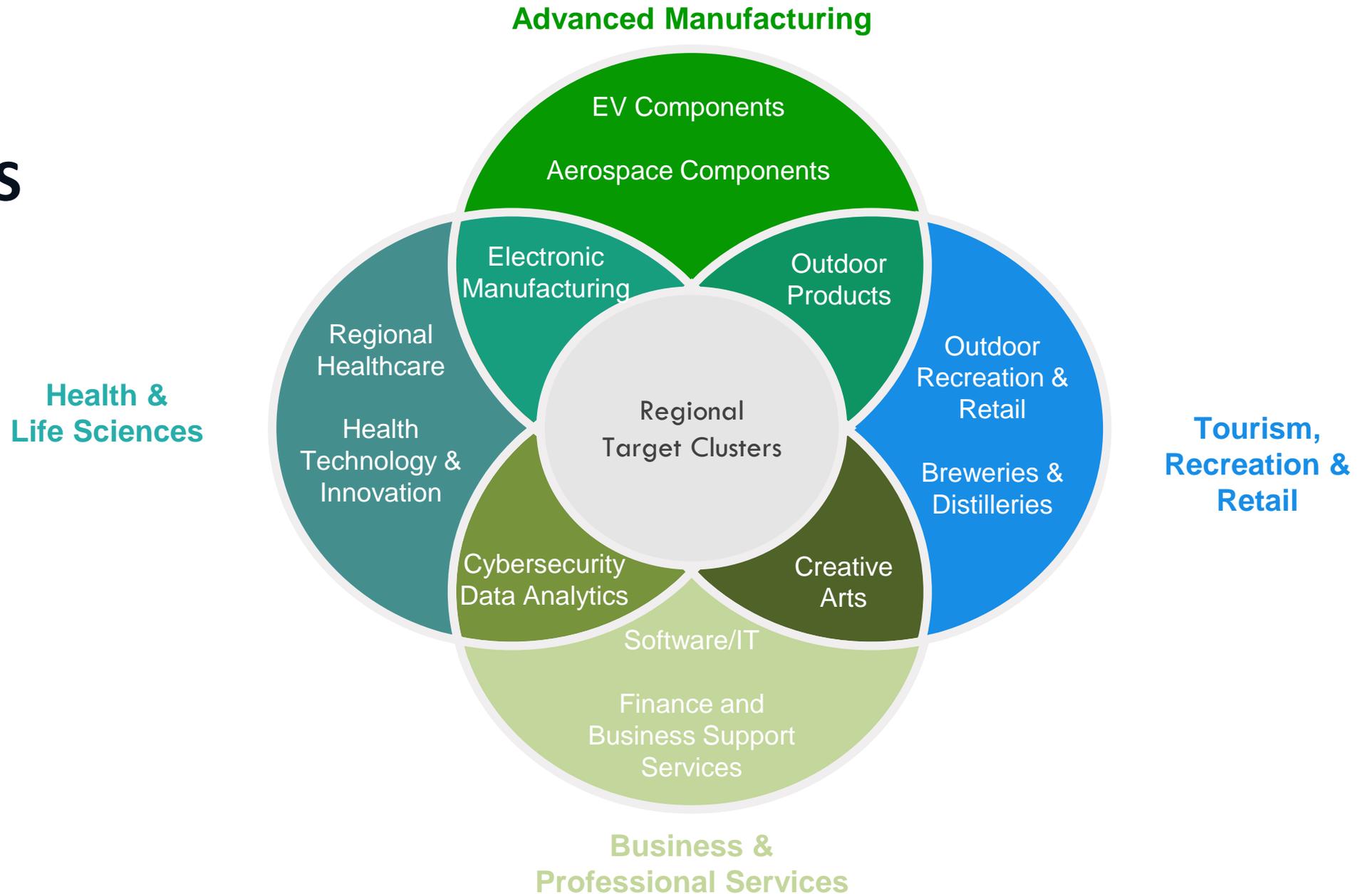
Distinctions

- 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.

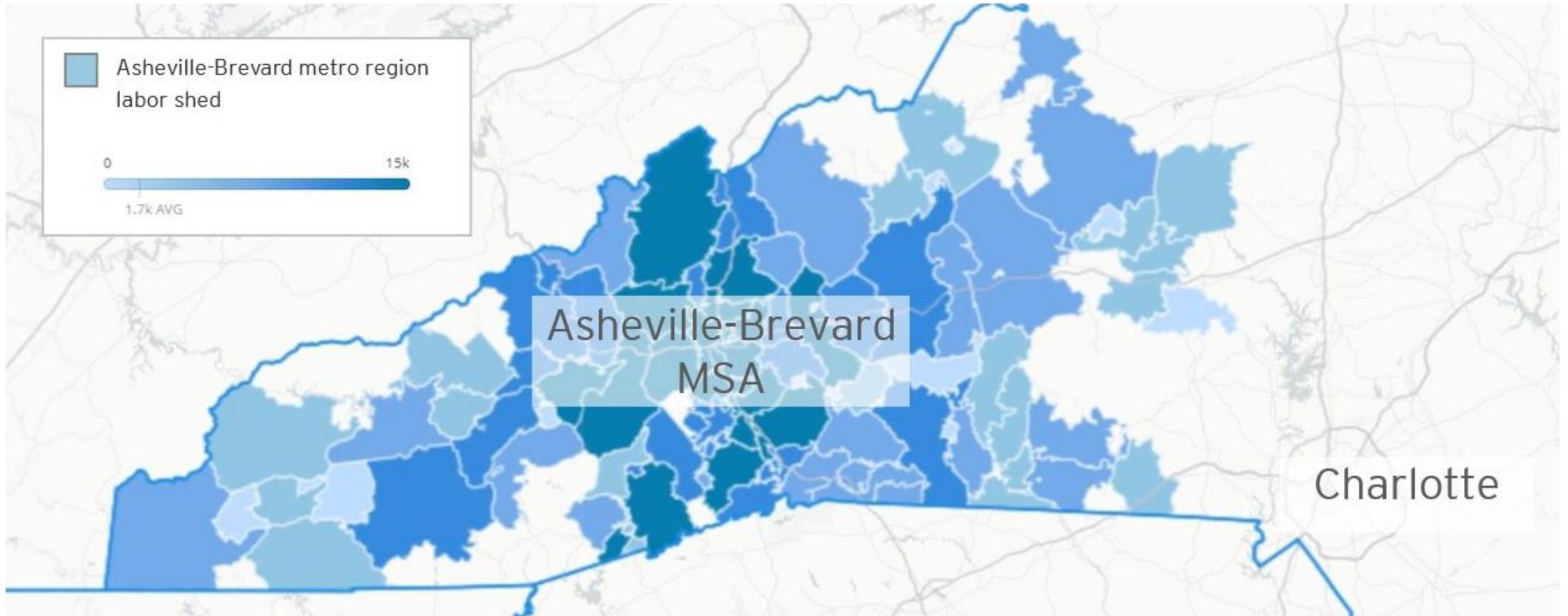
REGIONAL OPPORTUNITIES



REGIONAL TARGET INDUSTRIES



REGIONAL LABORSHED





Racial Disparity in the Land of Sky Region

January 15, 2021



<http://bit.ly/losrace>

Population | Income | Poverty | Homeownership | Educational Attainment | Health | Technology

Our Vision for the Region

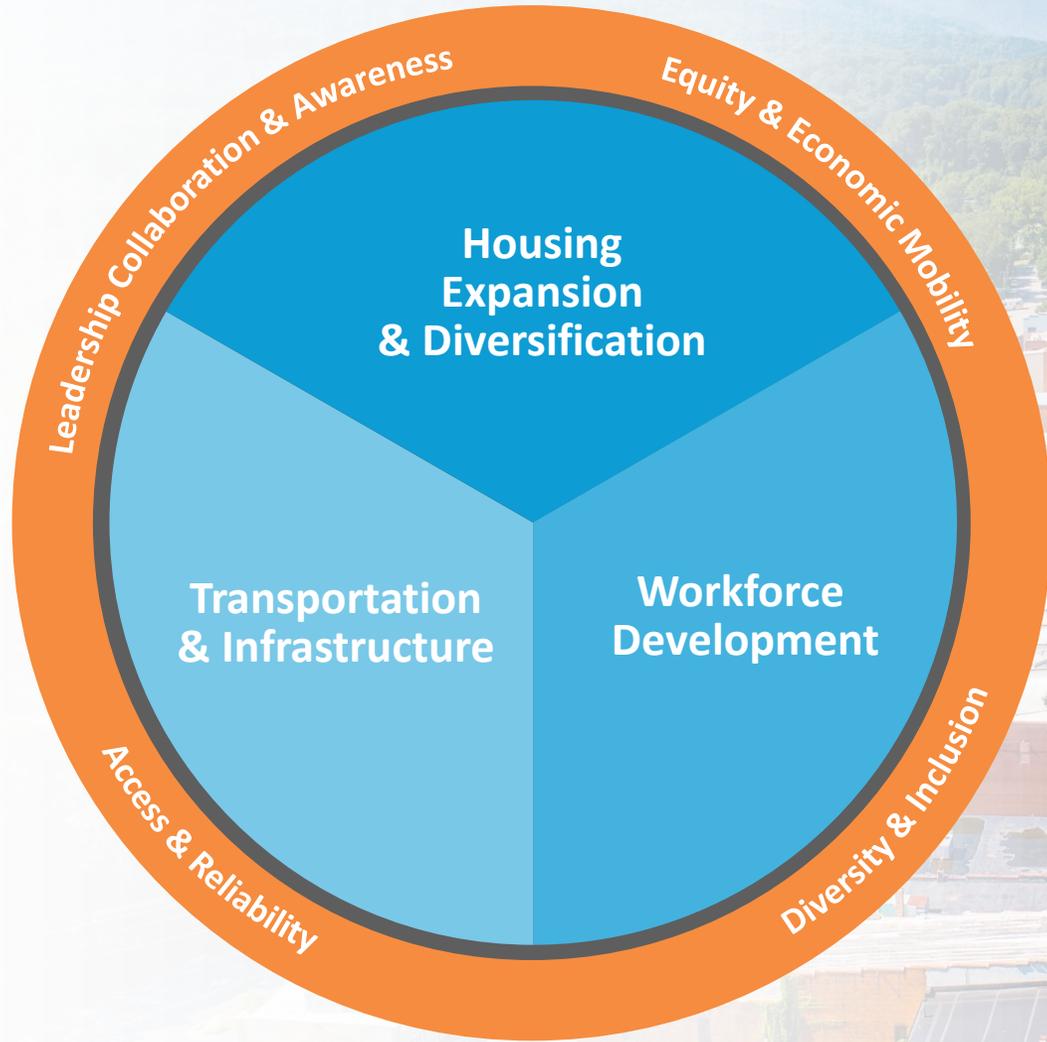
A resilient, dynamic economy that develops, attracts, and retains talent with quality jobs, smart infrastructure investments, healthy, inclusive communities while protecting our natural and cultural resources.



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.



STRATEGIC FRAMEWORK



PROGRAMS & PARTNERSHIPS



**INCLUSIVE
HIRING PARTNERS**

**A resource to close the
opportunity gap for
Buncombe County residents**
A model of collaboration with



Partnerships from
Pre-K to Post-Grad



- 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

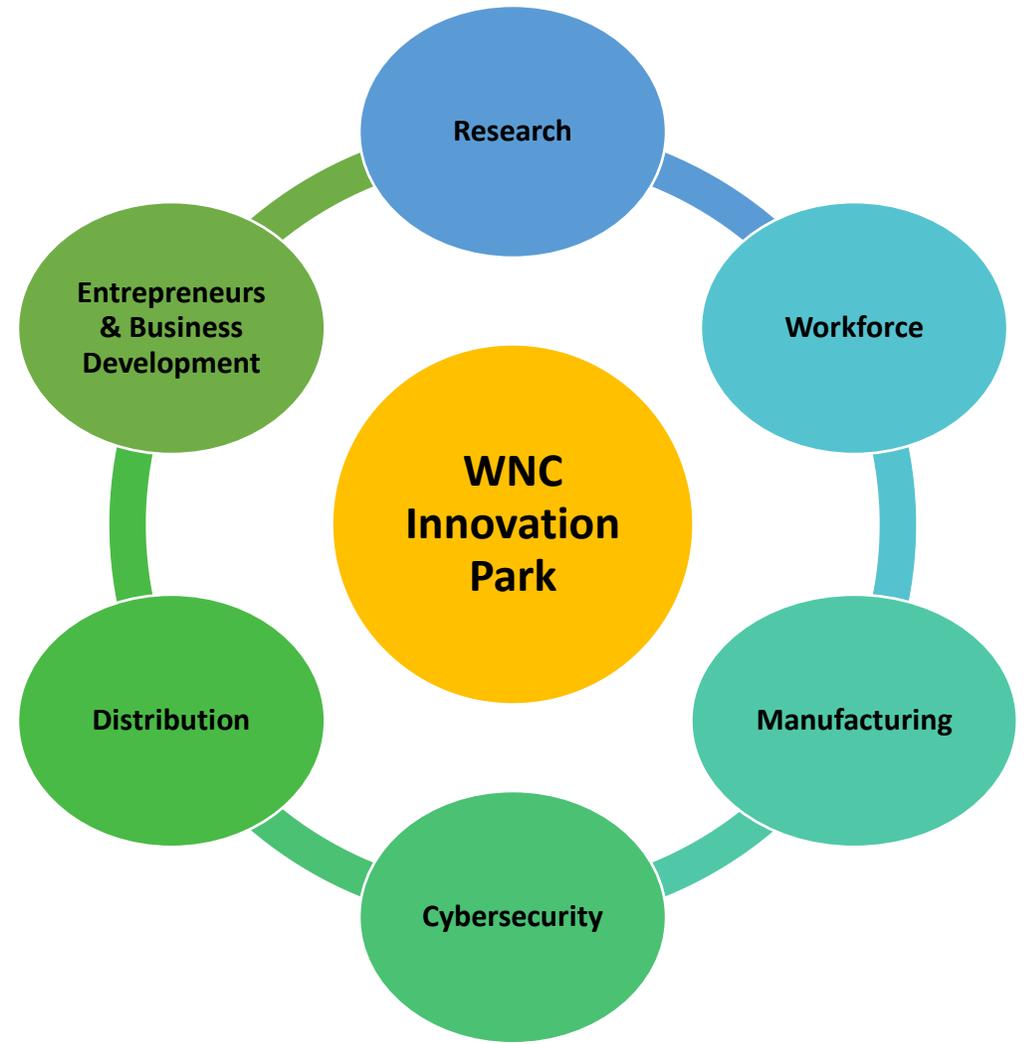
WNC Innovation Park

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



Land of Sky ECD Storymap

Land of Sky Regional 

Mapping projects of Land of Sky's Economic and Community Development Team

Technical Services

Infrastructure

Transportation

Natural/Cultural Resources

Housing

Temp



1 Marshall Planning Assistance



2 Hot Springs Comp Plan



3 Montreat Zoning



4 Black Mountain GIS Technical Services



5 Fletcher GIS Technical Services



6 Woodfin GIS Technical Services



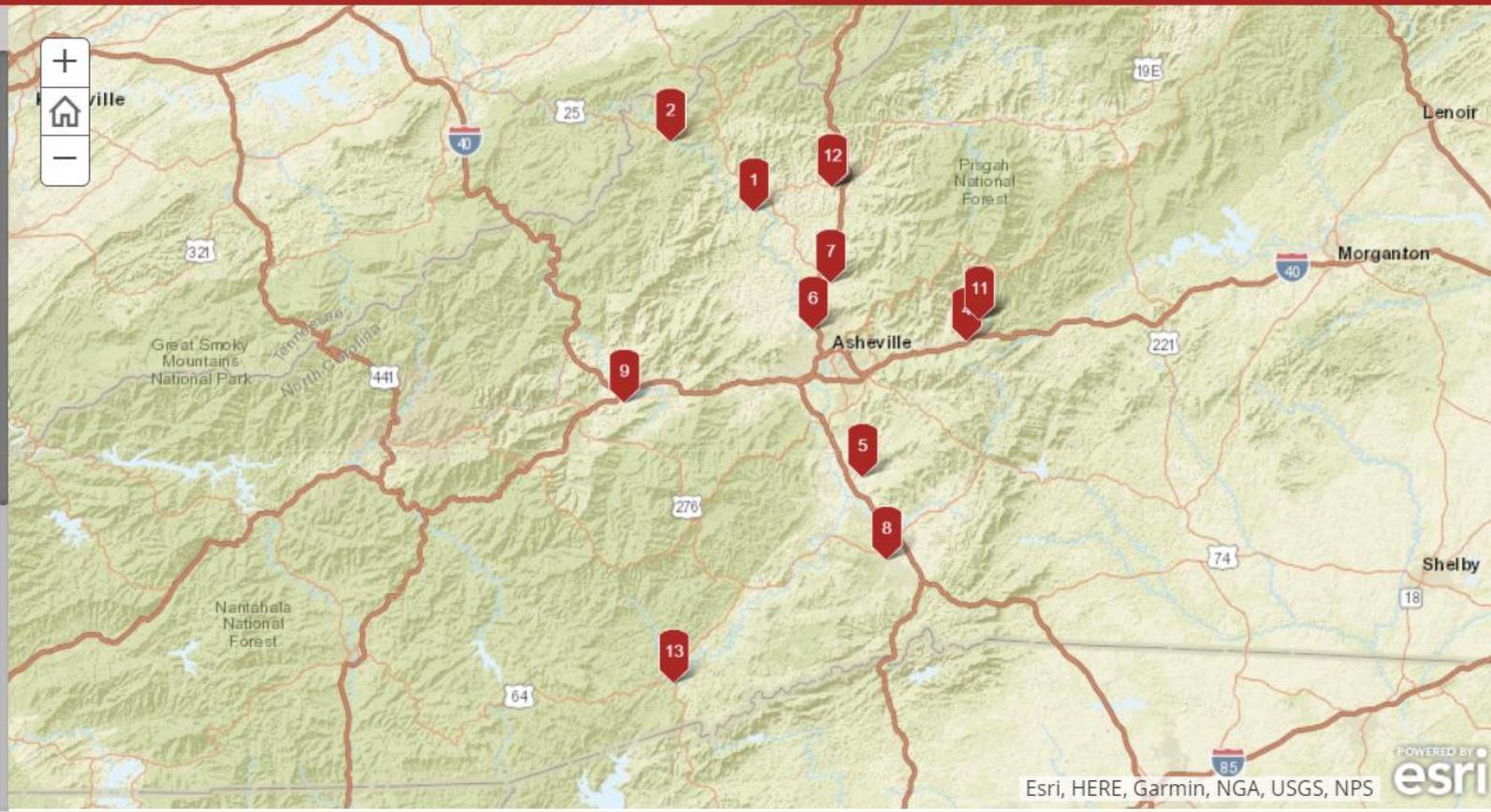
7 Weaverville Parks and Recreation Plan



8 Hendersonville Zoning Updates



9 Clyde Planning Assistance



Esri, HERE, Garmin, NGA, USGS, NPS 

Open Data Portal



Explore Maps Powered by Open Data



French Broad River Partnership Survey Results

FBR

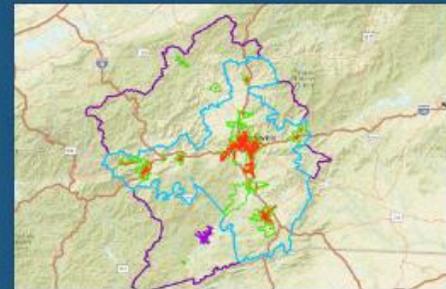
[Explore](#)



Land of Sky Opportunity Zones

Census tracts eligible for Opportunity Funds investments, also includes local zoning and publicly

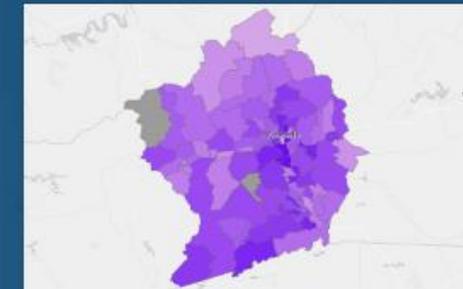
[Explore](#)



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.

Erica Anderson
erica@landofsky.org
828-251-7442

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!



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Clients



Case Study: Colorado Statewide Comprehensive Economic Development Strategy- States and Regions



COLO R A D O

**Office of Economic Development
& International Trade**

- BACKGROUND RESEARCH
- STAKEHOLDER ENGAGEMENT
- DATA ASSESSMENT
- RESILIENCE + NEW GUIDELINES**
- SWOT
- STRATEGIC & ACTION PLAN

RESILIENCE



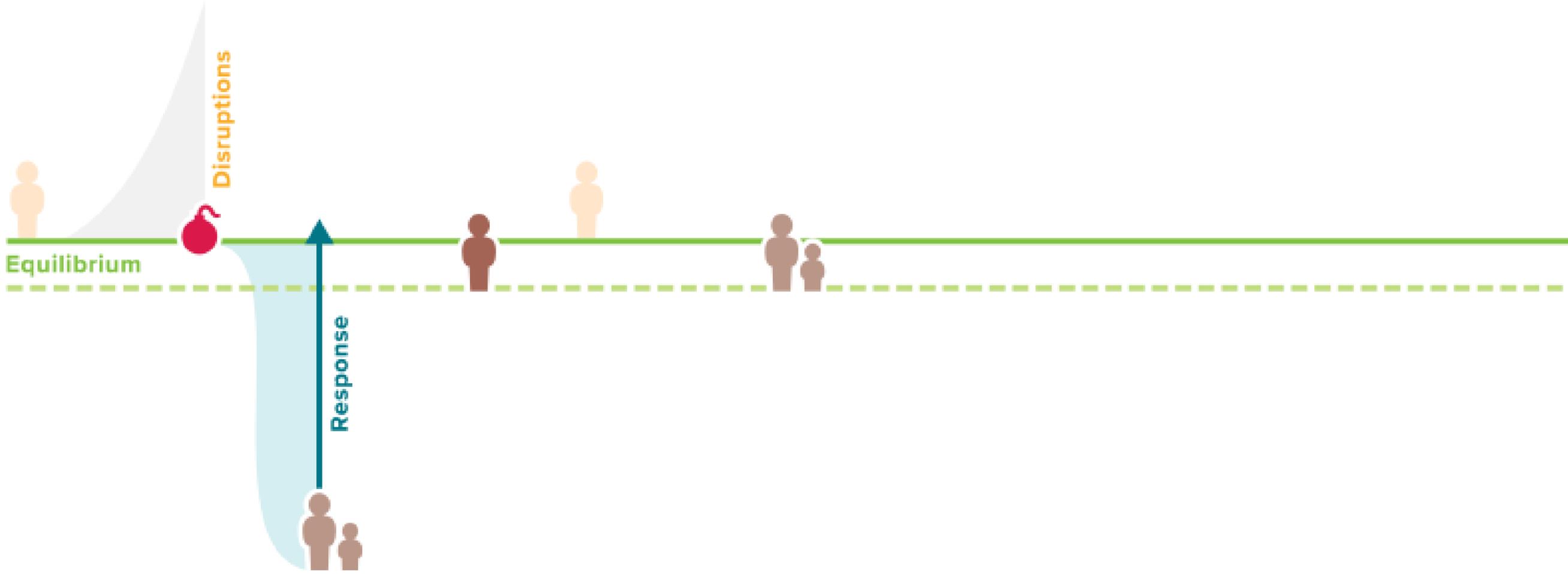
Resilience is NOT what you HAVE
Resilience IS what you DO



Classic Disruption, Response Only



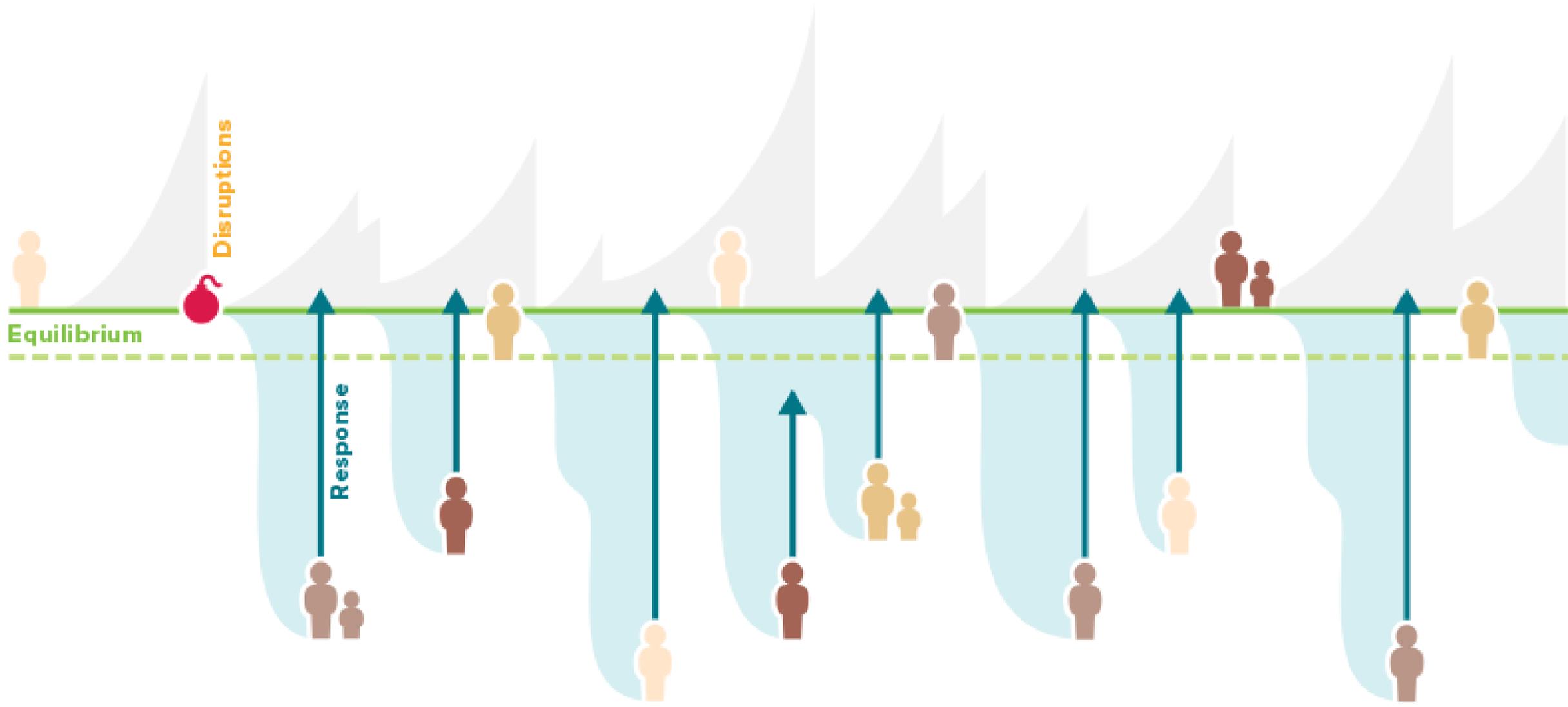
Classic Disruption: Response Only



Ongoing Disruption, Response Only



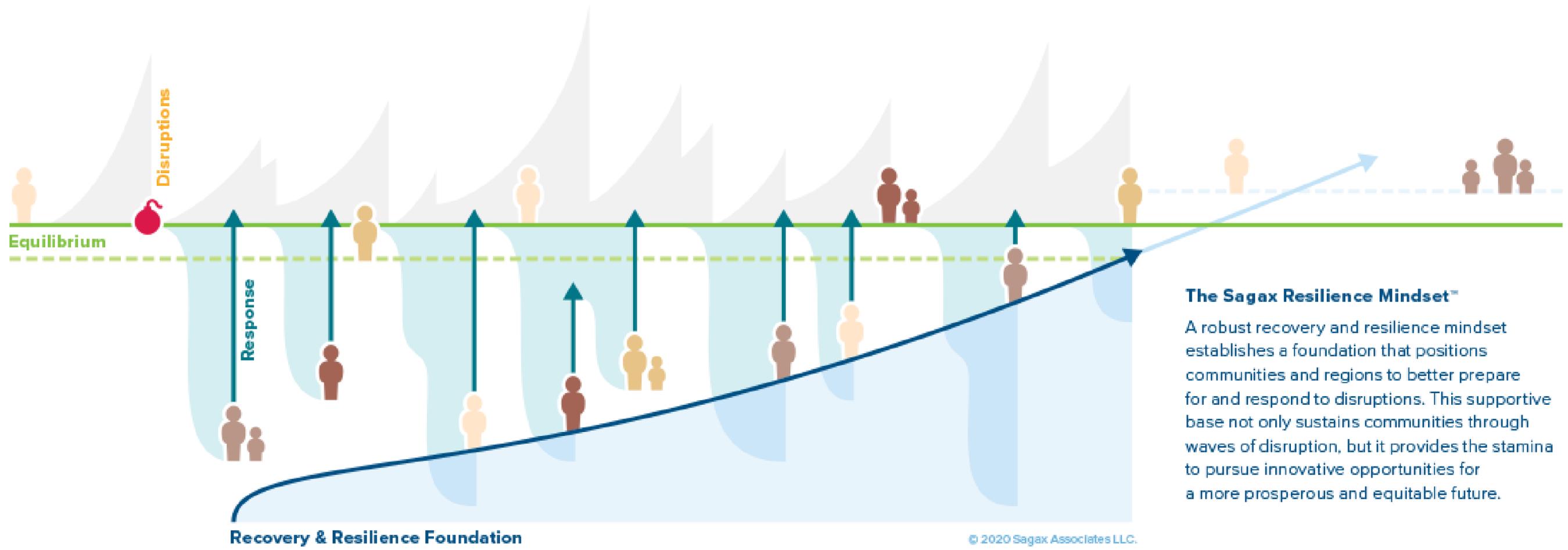
Ongoing Disruption: Response Only



The Sagax Resilience Mindset



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

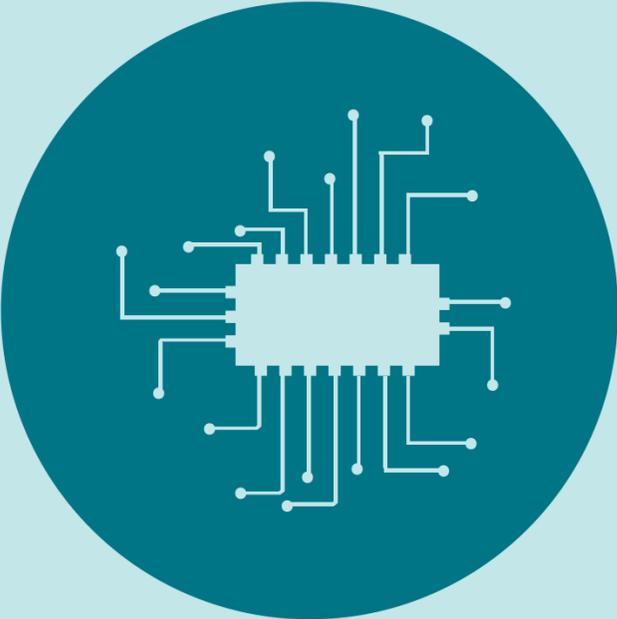


The Sagax Resilience Mindset™
A robust recovery and resilience mindset establishes a foundation that positions communities and regions to better prepare for and respond to disruptions. This supportive base not only sustains communities through waves of disruption, but it provides the stamina to pursue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

Recovery Sectors



Government



Infrastructure



Health & Social Services



Economic



Natural & Cultural Resources



Housing

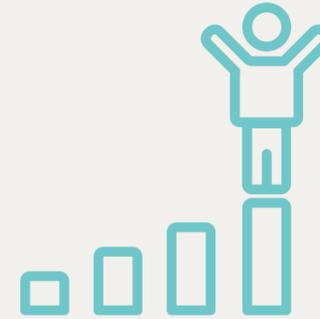


CLIMATE RESILIENCE

**NATURAL
ENVIRONMENT**



**ECONOMIC
PROSPERITY**



WORKFORCE



Quality of Life



Private Sector



Entrepreneurship & Innovation



Pipeline



Workforce Development



Talent Attraction

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

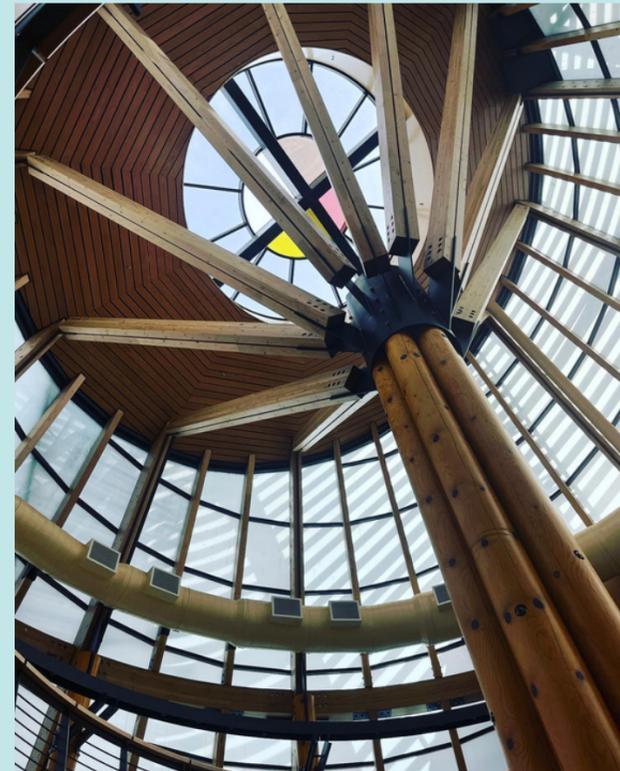


but the robust and
diverse engagement
during the planning
process





Tribal Engagement



Plan Integration

- Consistent incorporation of resilience and recovery policies across plans
- Increased stakeholder agreement
- Improved understanding of cross-cutting impacts/assessments
- Shared resources
- Integrated recommendations that align with both federal funding agencies regulations

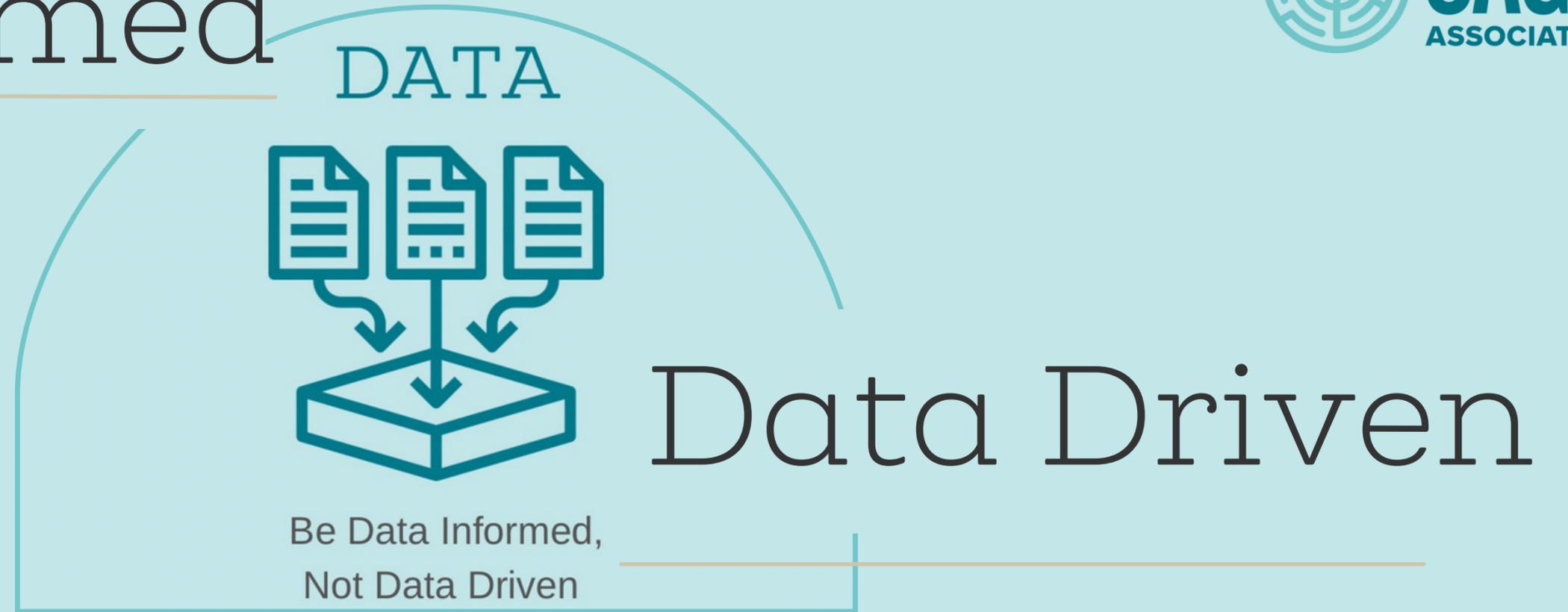
VS

Plan Alignment

- Situational Awareness of plans (funding sources, timelines, objectives etc.)
- Inter-agency collaboration on federal and local levels
- Opportunity to leverage and share resources, data etc.
- Avoid developing conflicting recommendations and policies
- Promote collaboration, partnerships and coordinations



Data Informed



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

COLORADO ALIGNMENT



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

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

FORMAT



KEEP IT SHORT



AVOID JARGON



USE MULTIPLE MEDIUM



EXPLAIN WITH GRAPHICS



INCLUSIVE MESSAGING



State Economic Development Executives Network
Policy Academy

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?

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