



The ABCs of the CEDS

NADO Annual Training Conference
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Today's Presenters

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U.S. Economic Development Administration





Let's Find Out!

Head to [Menti.com](https://www.menti.com)



4 Ways to Think About the CEDS...



The CEDS is Your Region's "State of the Union"





The CEDS is Your Region's Strategic Plan

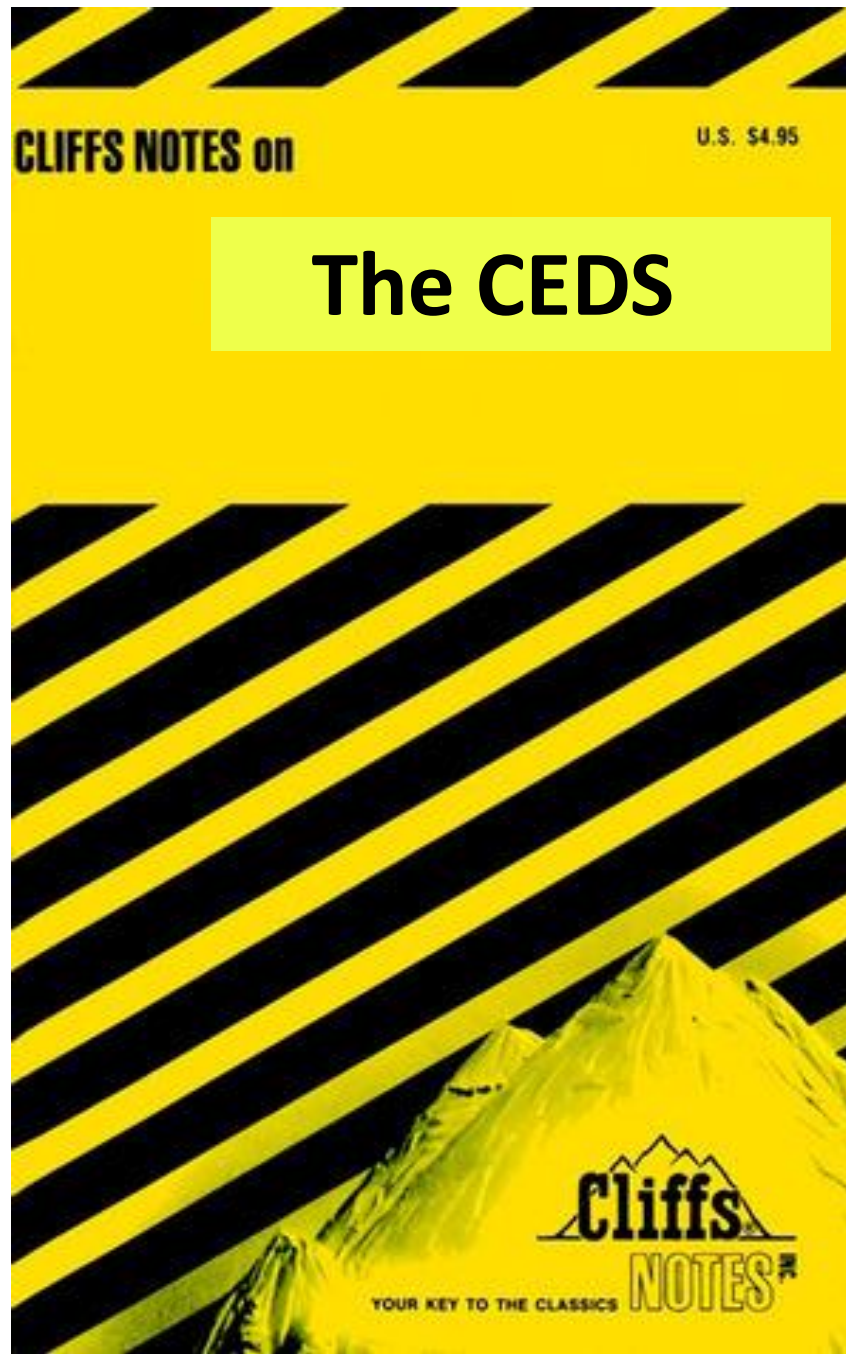




The CEDS is a Roadmap for Regional Economic Development

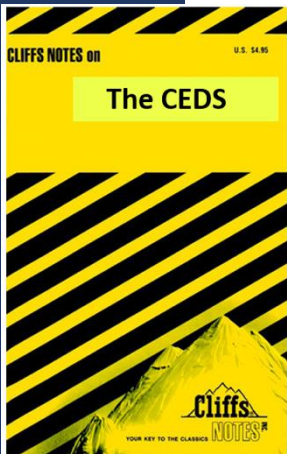


The CEDS is a Conduit of Resources to Your Region



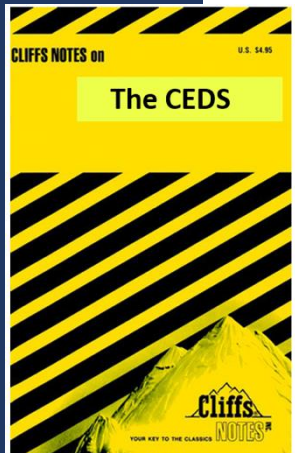
What is the CEDS?

The **Comprehensive Economic Development Strategy (CEDS)** is a locally-based, regionally-driven economic development planning process and document that creates the space for your region to identify its strengths and weaknesses and brings together a diverse set of partners to create good jobs, diversify the economy, and spur economic growth.



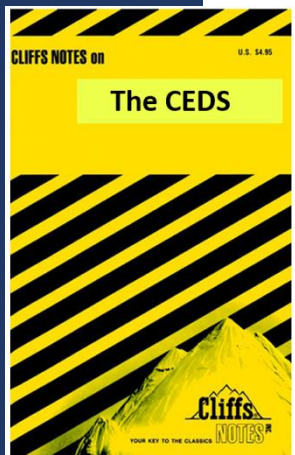
A Brief History of EDA, EDDs, and the CEDS

- EDA was established through the **Public Works and Economic Development Act of 1965** with the purpose of facilitating public works projects, creating jobs, and building local capacity in distressed rural regions of the United States
- This was followed by the creation of a network of **Economic Development Districts** in 1966 to serve as multi-county economic development entities that would be professionally staffed and provide local technical assistance and support in accessing federal and state resources
- EDDs were required for decades to maintain an **Overall Economic Development Program (OEDP)** as a prerequisite for funding
- The OEDP was replaced by the more streamlined **Comprehensive Economic Development Strategy (CEDS)** as part of the 1998 EDA Reauthorization
- The **2015 CEDS Content Guidelines Updates** offered recommendations and examples about how to complete the required sections of CEDS and also introduced the concept of *economic resilience*
- **New recommended sections** in the CEDS were offered in 2023: equity, climate resilience, and workforce development
- In the almost 60 years since the first-ever EDD was designated in Texas, the network has **grown to over 400 organizations** that cover around 85% of U.S. counties



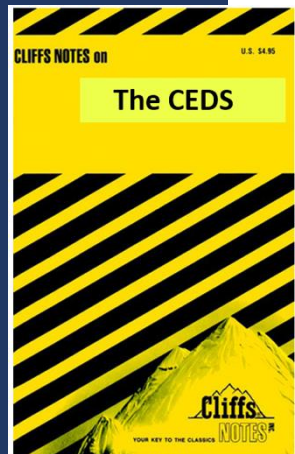
Additional Details


- Required for designation as an Economic Development District from U.S. EDA
- Tribes and some states and municipalities also maintain a CEDS
- Updated every five years with annual reports
- Submitted to EDA regional office for approval
- A CEDS Committee should be organized that “must represent the main economic interests of the Region”
- Requirement for various EDA funding including EDA’s Public Works and Economic Adjustment Assistance programs & other funding



What are the Required Sections of the CEDS?

- **Summary Background:** A background summary of the region should answer the question, “What have we done?” and present a clear understanding of the local economic situation, supported by current, relevant data.
- **SWOT:** A SWOT analysis of the regional economy should answer the question, “Where are we now?” by using the relevant data and background information to help identify the critical internal and external factors that speak to the region’s unique assets and competitive positioning.
- **Strategic Direction/Action Plan:** The strategic direction and corresponding action plan contained within the CEDS are the heart and soul of the document. They should answer the questions “Where do we want to go?” and “How are we going to get there?” by leveraging the analysis undertaken in the SWOT.
- **Evaluation Framework:** The evaluation framework helps answers the question “How are we doing in meeting our goals?” and serves as a mechanism to gauge progress on the successful implementation of the overall CEDS while providing information for the CEDS Annual Performance Report.
- **Economic Resilience:** In building economic resilience, it is critical that economic development organizations consider their role in the pre- and post-incident environment to include steady-state and responsive initiatives.



A sunset over a body of water with a city skyline in the distance. The sky is filled with dramatic, dark clouds illuminated from below by the setting sun, creating a range of colors from deep purple and blue to bright orange and yellow. The water in the foreground is dark with gentle ripples. In the distance, a city skyline is visible against the horizon, with some buildings and trees silhouetted against the bright part of the sky.

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

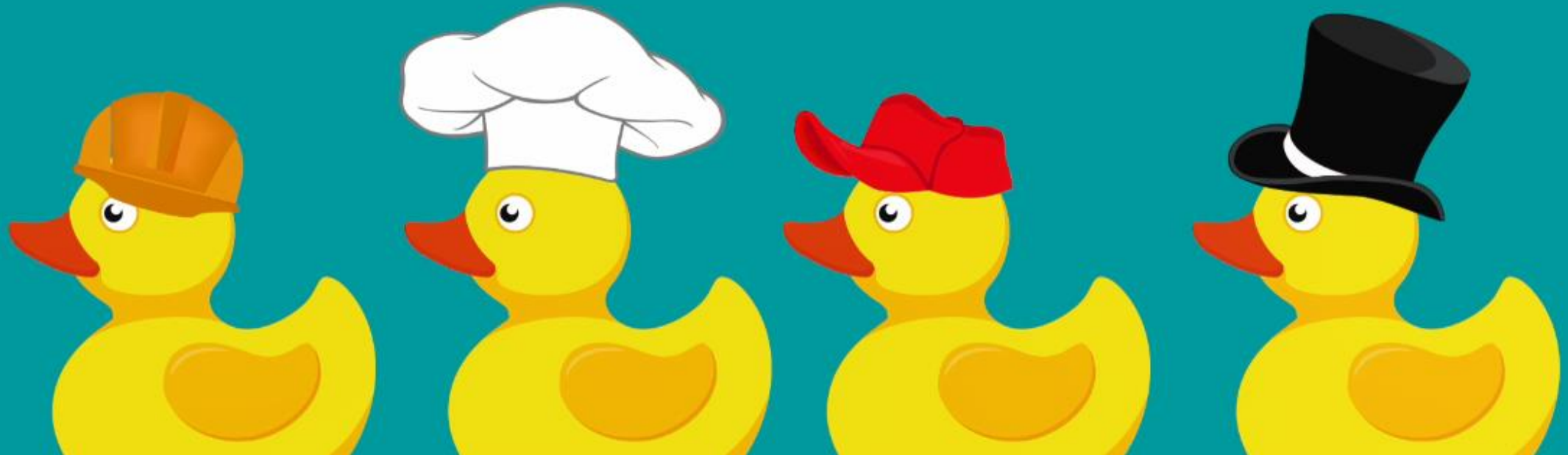
- ❑ Weather-related disasters or hazards / Impacts of climate change
- ❑ The closure of a large employer or military base
- ❑ The decline of an important industry
- ❑ Changes in workforce / effects of automation
- ❑ COVID-19 response & recovery
- ❑ Much more...

Not Just Bouncing Back...*Bouncing Forward*

“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





Flickr User: Syahmir



Flickr User: Dave Gingrich



Flickr User: Aaron Rosenberg



Pexels

What Do Today's CEDS Look Like?

SOUTHEAST ALASKA by the Numbers 2023

CHANGES 2021 TO 2022

- LABOR FORCE:** INCREASED BY 25,588 TO 44,450 JOBS (+8%)
- TOTAL WAGES:** INCREASED BY \$2.52 BILLION TO \$2.52 BILLION (+11%)
- ANNUAL PERSONAL INCOME:** INCREASED BY \$16.16 MILLION TO \$1.16 BILLION (+1%)
- PER PERSONAL INCOME:** INCREASED BY \$16.16 MILLION TO \$1.16 BILLION (+1%)
- VALUE OF BUSINESS SALES:** INCREASED BY \$2.52 BILLION TO \$2.52 BILLION (+11%)
- BUSINESS EXPENSES:** INCREASED BY \$2.52 BILLION TO \$2.52 BILLION (+11%)

2022 - In record labor force growth, Southeast Alaska's economy is showing the best recovery to date. In 2022, jobs were up 8.4% and wages were up 11%.

2023 - In record business sales, Southeast Alaska's economy is showing the best recovery to date. In 2023, business sales were up 11.1% and wages were up 11.1%.

Our Economy

- Population
- Education
- Wealth
- Housing
- Employment
- Industry

14 | Southwestern Wisconsin Comprehensive Economic Development Strategy

Catawba Regional
County of Governments

ABOUT US | INTERACTIVE DATA CENTER | SUMMARY BACKGROUND | SWOT ANALYSIS | STRATEGY & ACTION PLAN | FUTURE AND RESILIENCE | GO TO STATEBOOK

2023-2027 DIGITAL COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGY (CEDS)

EXPLORE THE CATAWBA REGION

ECONOMIC DEVELOPMENT

COUNTIES OF THE CATAWBA REGION

- Union
- Lancaster
- York
- Chester

Summary Background
An Economic Development Snapshot

PEOPLE

- SMALL BUSINESSES:** 72% decrease in the region due to COVID-19 (more than 10 people)
- PROTECTED LABOR FORCE LOSS:** 2020: 3,351; 2021: 23,423; 2022: 23,555
- 65+ AGE WAVE:** The "Age Wave" will continue to grow rapidly across the region, and will impact the workforce and economic growth.
- PERCENT OF POPULATION 65+:** 16.5% (Statewide); 16.0% (CEDS Region)

TRENDS

- INDUSTRIES WITH THE GREATEST PROJECTED NEED:** Health and Social Assistance, Construction, Manufacturing
- 15 Billion:** Market Value of Products
- 7.5%:** Increase in the number of jobs in the region (2020-2022)

North Central Data Dashboard

This Data Dashboard is a tool designed to help the residents of North Central Pennsylvania learn about the regional progress towards priorities identified in the CEDS and Resiliency Plan.

This page, viewable by individual county or an in-county region, highlights the five Guiding Principles of the CEDS plan and a high-level snapshot of the key population data points.

Guiding Principles

- Expand and strengthen employment and education opportunities that provide viable family wage jobs.
- Preserve and invest in the region's natural and cultural assets to strengthen economic potential.
- Create and/or improve publicly accessible spaces to critical infrastructure in North Central Pennsylvania.
- Provide sufficient availability of right-sized, high-quality housing throughout each county within the North Central Pennsylvania region.

Regional Overview

- 216K Regional Population
- \$56.0K Average of Median Household Income
- 45.7K Adults 21+ with a Post Secondary Degree

County Age Demographic Breakdown

Total Population by County

CENTRAL FLORIDA FOUNDATION

EAST CENTRAL FLORIDA'S DASHBOARD

TRACKING COMMUNITY RESILIENCE THROUGH PEOPLE, PLACES AND PROSPERITY

CLIFFS NOTES on U.S. \$4.95

The CEDS

Cliffs NOTES

YOUR KEY TO THE CLASSICS

We are (Still) in a Golden Age for the CEDS

CEDS Content Guidelines

US Economic Development Administration - 030916

Comprehensive Economic Development Strategy (CEDS) Content Guidelines:

Recommendations for Creating an Impactful CEDS

Contents

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• Strategic Direction: Vision Statement and Goals/Objectives	11
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- 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
- Focused on 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?

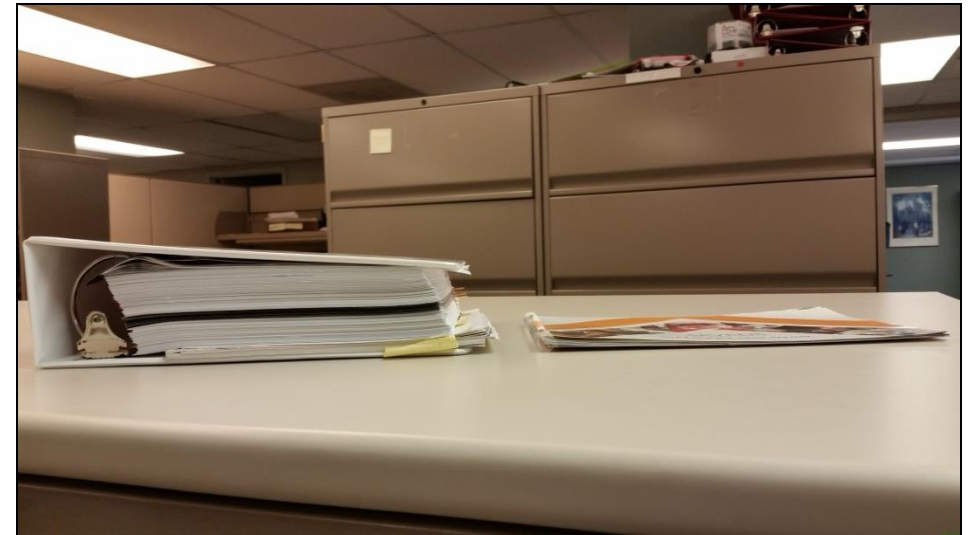
Formatting Recommendations

1. *Keep your audience in mind*

- Target page length
- Executive summary
- Use appendices

2. *Communicate creatively*

- Appealing look-and-feel
- Alternate formats



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-pollination)
5. Infusing economic resilience into the CEDS – broad definition



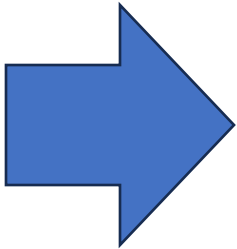
CEDS Content Guidelines Updates

- Updated sections of the CEDS Content Guidelines; published in 2023:
 - **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



How does TBED fit?

- EDA's Technology-Based Economic Development (TBED) investment priority (<https://www.eda.gov/funding/investment-priorities>)
- EDA-supported TBED Community of Practice
- Including TBED in the CEDS:
 - As part of your SWOT, determine if your **assets align** (e.g., entrepreneurial culture; access to capital; research base for new ideas; technically-skilled workforce)
 - Investigate TBED-**related data sources** (e.g., SSTI's Technology Investment Tool: <https://ssti.org/key-technology-area-investment-data-tool>)
 - Consider including TBED as **a key goal, objective or action** – to better leverage existing assets and/or build those that are needed
 - Explore how TBED partners can be part of the **planning process** (e.g., CEDS Strategy Committee)



Key CEDS Resources

1. **CEDS Content Guidelines** (<https://eda.gov/ceds/>)
2. **CEDS Resource Library** (<https://www.statsamerica.org/ceds>)
3. **State and Local Economic Development Strategies (SLEDS) database**
(<https://www.stateeconomicdevelopment.org/state-local-alignment/data-products/>)
4. **National Economic Resilience Data Explorer (NERDE)**
(<https://www.anl.gov/national-economic-resilience-data-explorer-nerde>)
5. **Economic Development Capacity Index (EDCI)**
(<https://www.anl.gov/dis/economic-development-capacity-index>)
6. **NGIN's Inclusive Recovery Toolkit** (<https://www.recovery.newgrowth.org/>)
7. **NADO's CEDS Central** (<https://www.cedscentral.com/>)





EDD CoP

Economic Development District
Community of Practice



More info at: www.nado.org/EDDCoP



Taking the CEDS to the Next Level

Inspired by the U.S. Economic Development Administration's (EDA) [CEDS Content Guidelines](#), many **Economic Development Districts (EDDs)** and other regional organizations have taken their CEDS to the next level, making these plans and processes more impactful and powerful than ever before. Through the Guidelines, EDA has empowered regions to plan, develop, and implement the CEDS in ways that reflect local and regional goals and priorities.

While all CEDS must contain **certain required sections**, EDDs, tribes, and other organizations have wide latitude in how to engage in the planning process and what the final document looks like. Below are links to and descriptions of CEDS and CEDS-related initiatives that show the full potential of what the CEDS can be. These examples and best practices - highlighting key success factors and design elements - demonstrate the possibilities that exist for organizations as they create their CEDS, all with the ultimate goal of making regions more competitive, resilient, and equitable.

Photo credit: Pixabay contributor [Sagui Andrea](#)

Equity & Inclusion

In April 2021, equity was included for the first time as one of **EDA's investment priorities** (a list of key focus areas that provide the framework to guide the agency's approach to funding projects). The following are examples of CEDS that place a strong emphasis on equity and inclusive economic development. These plans recognize that a region can only be truly resilient and prosperous when underserved voices are heard and inclusive approaches are embraced in all stages of the process.

For additional information on how to incorporate equity and inclusion into the CEDS and other regional planning efforts, explore the [Inclusive Recovery Toolkit](#) from the [New Growth Innovation Network](#).

- [Berkshire Regional Planning Commission \(Berkshire County, MA\)](#)
BRPC's CEDS for 2021-2027 includes multiple accompanying initiatives translated into Spanish, including an expanded Executive Summary, a summary video with Spanish subtitles, and an online overview utilizing ArcGIS StoryMaps. The CEDS also emphasizes the importance of equitable and affordable access to education, healthcare, and housing on foundational to a healthy economy.
- [Southeastern Wisconsin Regional Planning Commission \(Southeastern WI\)](#)
SEWRPC's CEDS recognizes the importance and urgency of confronting the region's equity issues throughout the document. It also includes an "Equity Analysis of Action Plan" that applies an equity lens to all of the CEDS strategies in an effort to evaluate the extent they would benefit people of color and low income residents.
- [Mid-Columbia Economic Development District \(The Dalles, OR\)](#)
MCEEDD supported the CEDS process as "an opportunity to create a plan where there are gaps in economic opportunity, barriers to accessing the benefits that may very big population on commuting and wage to support improving outcomes." MCEEDD held seven public sessions - all virtual - as part of the process to update its five-year CEDS and also partnered with a local community-based organization to host focus groups with the region's Native American and Latino/Latina communities. [A summary of the CEDS in Spanish](#) was also created and is hosted on the CEDS website.
- [Greater Peoria Economic Development Council \(Peoria, IL\)](#)
"The Big Table Greater Peoria" is the outreach and engagement process that led to the creation of the CEDS. Diversity, equity, and inclusion are infused throughout the goal areas to address systemic barriers to wealth creation and quality of life in the region.
- [Metropolitan Area Planning Council \(Madison, MA\)](#)
MAPC's CEDS centers the themes of equity and resilience by defining terms, explaining their importance, and framing goals around these issues. The process and plan has three major themes: racial equity, economic resilience, and climate resilience.
- [Region Five Development Commission \(Staples, MN\)](#)
R5DC brands its CEDS as a "GUIDE" - a Comprehensive Regional Economic Development Strategy (CREDES) that incorporate the themes of resiliency, inclusion, and best management practices. The document states that through the CEDS process and implementation efforts, R5DC and its partners "will continue to work towards empowerment of communities through equitable decision-making, fostering authentic relationships and community connections, including different perspectives, and improving accessibility and inclusive participation that leads to a greater sense of belonging across the region."

The State of the EDDs & CEDS Content Guidelines Updates (June 2023)

The State of the EDDs & CEDS Content Guidelines Updates

June 2023

Watch on

In the spring of 2023, the U.S. Economic Development Administration (EDA) designed 400+ **Economic Development District (EDD)** and other relevant updates to its **Comprehensive Economic Development Strategy (CEDS) Content Guidelines**. The website linking provides a reflection on the state of the national network of EDDs and information about the updated CEDS Content Guidelines that highlight equity, climate resilience, and workforce development. Presentation slides are [available here](#) (PDF).

CEDS 101: What You Need to Know Right Now About the CEDS (March 2021)

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

March 9, 2021
CEDS, Recovery, and Resilience Webinar Series

Watch on

During this webinar, staff from the U.S. Economic Development Administration, NADO Research Foundation, and Southeastern Collective (SEC) covered CEDS fundamentals, best practices, and local trends. The session is intended primarily for new staff working on the CEDS, though it may also be of interest as a refresher for CEDS veterans. Presentation slides are [available here](#) (PDF).

HOW TO BUILD THE CEDS STRATEGY COMMITTEE

Watch on

POSITIONING YOUR REGION FOR SUCCESS: INCORPORATING WORKFORCE DEVELOPMENT AND UPSKILLING INTO THE CEDS

Watch on

NADO RESILIENCE WORKSHOP PLANNING GUIDE

Download from recommendations and strategies created by successful EDDs, the following resources will walk you through the steps to set up your own workshop and provide tips and tricks for creating reliable connections for your region.

Watch on

HAZARD MITIGATION & CEDS INTEGRATION

TIP SHEET

Watch on

Multiple Forms of Wealth

A region's wealth is made up of stocks of eight capitals, measuring the quantity and quality of the components of those capitals in the region. These are: human capital and health, intellectual knowledge, creativity and innovation, social trust and relationships, cultural traditions, ways of doing, natural (natural resources), built (physical and infrastructure), political (voice and power), and financial (monetary resources).

Local Ownership and Control

Local ownership and control is about "keeping wealth local." Wealth creation is local because it's a regional activity. Wealth creation is local because it's a regional activity. Wealth creation is local because it's a regional activity.

Improved Livelihoods for Everyone

Wealth creation is ultimately about improving livelihoods for those on the economic and social margins of a good economic strategy. As they move toward the center of the economic mainstream, everyone does better. People, places, or firms achieving better livelihoods when they increase upward mobility, increase resilience and increase future prospects.

Value Chain Development

A wealth creation value chain is a network of people, businesses, institutions, and non-profits who collaborate to meet market demand for specific products or services - each advancing individual self-interest while together creating greater local wealth and shared economic gains. The value chain is a network of people, businesses, institutions, and non-profits who collaborate to meet market demand for specific products or services - each advancing individual self-interest while together creating greater local wealth and shared economic gains.

Watch on

HAZARD MITIGATION & CEDS INTEGRATION

TIP SHEET

Watch on

MAKING IT COUNT: ACHIEVING, MEASURING, AND REPORTING RESULTS WITH DATA

TIP SHEET

Watch on

HAZARD MITIGATION & CEDS INTEGRATION

TIP SHEET

Watch on

Wealth Creation

Wealth creation is an approach to economic development that connects a region's assets to wealth creation in ways that build overall wealth for local people, places and firms. It brings together a range of public, private and non-profit sector partners who have skills, interest in the economic and an openness to discovering those or common interests.

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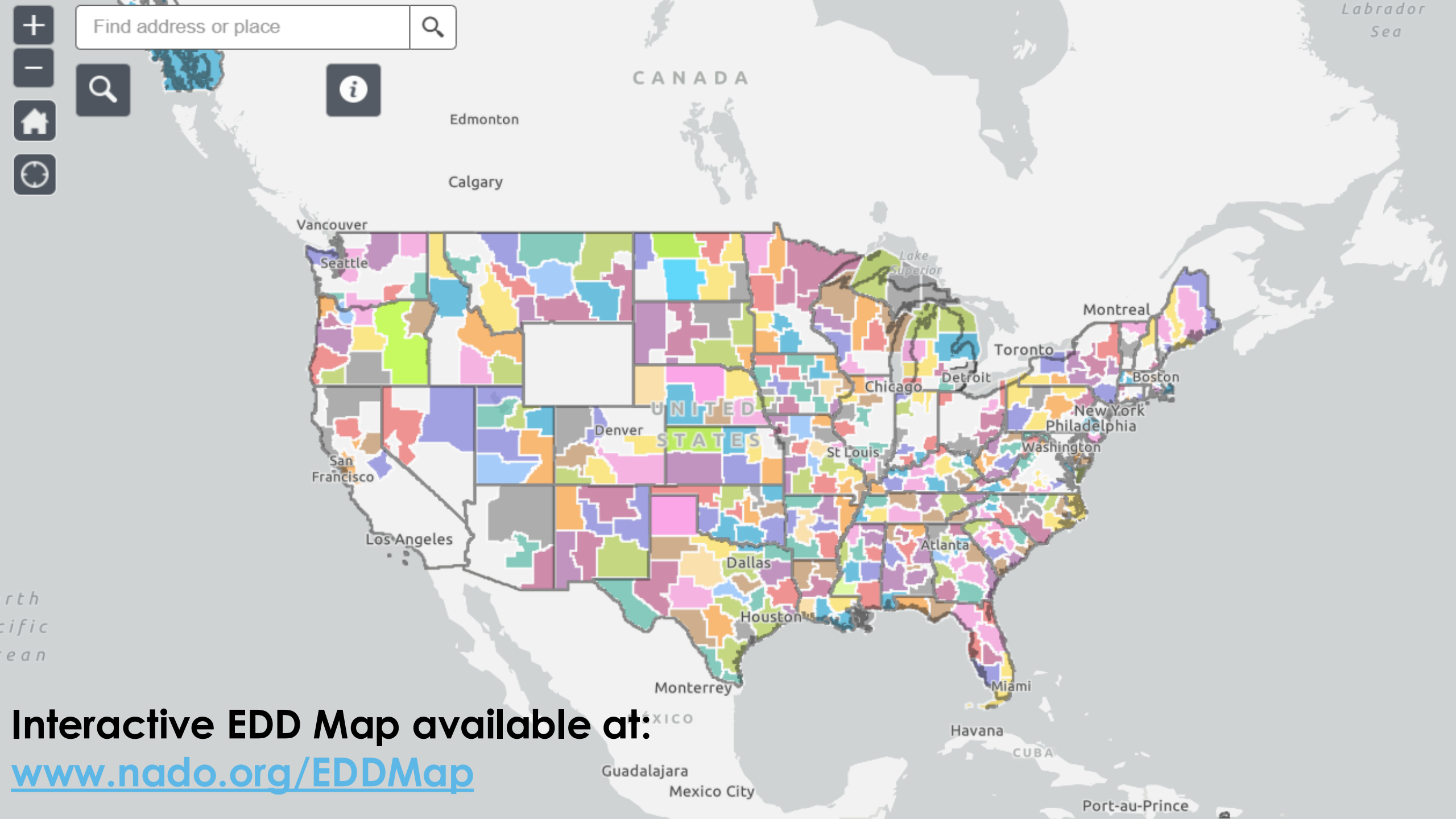
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For more information about wealth creation, visit [www.nado.org](#) or contact Melissa Long, Regional Development Director, at melissa@nado.org.
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Find address or place



Interactive EDD Map available at:

www.nado.org/EDDMap



The Most **Impactful** CEDS Are:

Creative
Engaging
Driven by Data
Storytellers



Stay in Touch!



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