



## **The CEDS: Looking Back, Looking Forward**

*SWREDA Conference  
December 6, 2019*

U.S. Department of Commerce  
Economic Development Administration

**COMPREHENSIVE ECONOMIC DEVELOPMENT STRATEGIES  
CEDS  
SUMMARY OF REQUIREMENTS**

*Note: This document provides a synopsis of the requirements for comprehensive economic development strategies. For further information, interested parties are directed to section 302 of the Public Works and Economic Development Act of 1966 (12 U.S.C. § 3752) and EDA's regulations at 12 C.F.R. part 301. This document is intended to serve as a convenient source for requirements relating to the CEDS. Nothing in this document is intended to supersede or otherwise modify EDA's statute, regulations, policies or procedures.*

**Introduction:** A comprehensive economic development strategy (CEDS) is designed to bring together the public and private sectors in the creation of an economic roadmap to diversify and strengthen regional economies. The CEDS should analyze the regional economy and serve as a guide for establishing regional goals and objectives, developing and implementing a regional plan of action, and identifying investment priorities and funding sources. A CEDS integrates a region's human and physical capital planning in the service of economic development. Integrated economic development planning provides the flexibility to adapt to global economic conditions and fully utilize the region's unique advantages to maximize economic opportunity for its residents by attracting the private investment that creates jobs for the region's residents. A CEDS must be the result of a continuing economic development planning process developed with broad-based and diverse public and private sector participation, and must set forth the goals and objectives necessary to solve the economic development problems of the region and clearly define the metrics of success. Finally, a CEDS provides a useful benchmark by which a regional economy can evaluate opportunities with other regions in the national economy.

**Who should develop a CEDS?** A Planning Organization seeking to formulate and implement a regional economic development program will benefit from developing a CEDS. Successful economic development efforts are based on CEDS that provide an economic roadmap to diversify and strengthen regional economies. The Public Works and Economic Development Act of 1966, as amended (PWEDA), requires a CEDS in order to apply for investment assistance under EDA's Public Works or Economic Adjustment Assistance Programs. At EDA's discretion, EDA may accept CEDS that it has funded or CEDS prepared independently of EDA investment assistance or oversight.

The following sections set out below on "Planning Organizations" and "Strategy Committees" cover the requirements for EDA-funded CEDS, while the remainder of this document pertains to technical requirements for CEDS. It should be noted that in determining the acceptability of a CEDS prepared independently of EDA investment assistance or oversight for projects under 12 C.F.R. parts 305 or 307, EDA may in its discretion determine that the CEDS is acceptable without every requirement set out in 12 C.F.R. § 302.7. In doing so, EDA shall consider the circumstances surrounding the application for investment assistance, existing emergencies or natural disasters, and the fulfillment of the requirements of Section 302 of PWEDA.

**A. EDA-funded CEDS**

Pursuant to 12 C.F.R. § 302.8, if EDA awards investment assistance to a Planning Organization to develop, revise, or update a CEDS, the Planning Organization must follow the procedures set forth in paragraphs A.1 and A.2.

**1. Planning Organization:** A Planning Organization (as defined in 12 C.F.R. § 303.2), typically an Economic Development District (EDD) or Indian Tribe, may be eligible for EDA planning investment assistance. The purpose of such assistance is to develop a CEDS for a specific EDA-approved region. The Planning Organization is responsible for:

- Appointing a Strategy Committee (CEDS Committee);
- Developing and submitting to EDA a CEDS that complies with 12 C.F.R. § 301.7;
- Making a new or revised CEDS available for review and comment by the public for a period of at least thirty (30) days prior to submission of the CEDS to EDA;
- Obtaining approval of the CEDS from EDA;
- After obtaining approval of the CEDS, submitting to EDA an updated CEDS performance report annually. The performance report, in addition to reporting progress on CEDS implementation, should also discuss community and private sector participation in the CEDS effort. Any performance report that results in a change in the technical components of the EDA-approved CEDS must be available for review and comment by the public for a period of at least thirty (30) days prior to submission of the performance report to EDA;
- Submitting a copy of the CEDS to any Regional Commissioners if any part of the EDA-approved EDD region is covered by that Commissioner;
- Submitting a new CEDS to EDA at least every five (5) years, unless EDA or the Planning Organization determines that a new CEDS is required earlier due to changed circumstances.

**2. Strategy Committee:** The Strategy Committee is the entity identified by the Planning Organization as responsible for developing, revising, or updating the CEDS. The Strategy Committee **must represent the wide economic interests** of the region, and **must include Private Sector Representatives** (defined in 12 C.F.R. § 300.1, with respect to any for-profit enterprise, as any senior management official or executive holding a key decision-making position, or that persons designated as a majority of its membership). In addition, the Planning Organization should ensure that the Strategy Committee also includes:

- Public officials;
- Community leaders;
- Representatives of workforce development boards;
- Representatives of institutions of higher education;
- Minority and labor groups; and
- Private individuals.

Strategy Committees representing Indian Tribes or States may vary.



U.S. Economic Development Administration - 010515

# Comprehensive Economic Development Strategy (CEDS) Content Guidelines:

## Recommendations for Creating an Impactful CEDS

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• 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
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• Pre-Disaster Recovery Planning	20
• Measuring Resilience	21
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CED



**CEDS circa 2001 (left)**

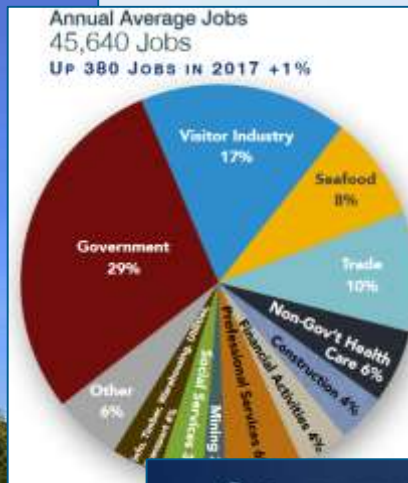
# Southeast Alaska 2020 Economic Plan

Southeast Conference's Comprehensive Economic Development Strategy 2016-2020



Updated September 2018

Prepared by  
Rain Coast Data



## SOUTHEAST MARITIME: 6,275 Jobs

Private and US Coast Guard Maritime Employment & Workforce Earnings





**River Valley  
Regional Commission (GA)**

**BUCKEYE HILLS regional council**

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Next Update  
The 2019 CEDS Annual Report is due **April 30, 2019**  
to the Chicago Regional Office of EDA

Home Background SWOT Strategic Direction Action Plan Disaster Resilience Indicators  
Evaluation Framework About

**CEDS Evaluation Framework**

Indicators of Regional Progress

	Achieved	On-Target	Missed	In Progress
Decrease Regional Unemployment by 2% by 2020.				
Increase Regional Employment 2% by 2020.				
Increase Regional Broadband Adoption 2% Annually by 2020.				
10% of the Region has Bachelor Degree by 2020.				

**Action Plan Evaluation**

Workforce

	Achieved	On-Target	Missed	In Progress
Complete 5 Educational Outreach Activities in 5 Years.				

**Check the Progress of the Regional Scorecard**

An evaluation framework has been created to help stakeholders evaluate the progress being made toward regional goals.

**Buckeye Hills  
Regional Council (OH)**

**Southeastern MT Development Corp**

Custer County Powder River County Rosebud County Treasure County

**Comprehensive Economic Development Strategy**

2016 - 2020 Update

**Southeastern Montana**

The 2016-2020 Comprehensive Economic Development Strategy (CEDS) is a revision to the original 2004 report and a planning guide for Southeastern Montana.

It also enables the Southeastern Montana Development Corporation to continue as a designated Economic Development District.

**Southeastern Montana Development Corporation**  
8200 Main St. PO Box 1935  
Colstrip, MT 59523

**"GROWING MONTANA ~ ONE JOB AT A TIME"**

**COOL STRIP MONTANA**  
*Tomorrow's Towns ... Today!*

**COLSTRIP ECONOMIC DIVERSIFICATION STRATEGY**

**GOAL 1** Coal, Energy, and Renewable Technology

**GOAL 2** High Tech Industry and Entrepreneurship

**GOAL 3** Manufacturing

**GOAL 4** High Skilled Labor

**GOAL 5** Agriculture and Outdoor Recreation/Tourism

**GOAL 6** Quality of Life

- **Opportunity Zones** are designated low-income census tracts where tax incentives are available to encourage those with capital gains to invest in low-income and undercapitalized communities.
- **Twelve percent** of US census tracts are Opportunity Zones (8,700+ tracts). Governors (primarily) nominated the zones, which were officially designated by the US Department of the Treasury.
- Opportunity Zones are **a natural fit for EDA**
  - ✓ Mission alignment
  - ✓ Investment Priority
  - ✓ Eligibility under Special Need
  - ✓ New section in the CEDS Content Guidelines

Assistant Secretary John Fleming

## Why focus on the CEDS?

1. “Investment Ready”
2. Regional Perspective
3. Right Platform

U.S. Economic Development Administration – E330718

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

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### Content/Structure Recommendations:

**CEDS Section**

- Part of/within
- Likely higher-level
- Lighter emphasis
- CEDS-driven
- Linkages to the CEDS

-OR-

**Regional Prospectus**

- Appended/attached
- More "in-depth"
- Heavier emphasis
- Marketing tool
- Linkages to the CEDS

### Key Elements:

1. Inventory/map the Opportunity Zones in the region
2. Identify key partners/collaborations
3. Recognize linkages with the data, goals/objectives, and priority projects within the CEDS



- Incentives
- Marketing
- Measures



- **Tools & Resources?**
- **Information?**
- **Guidance?**

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CEDS circa 2001 (left)