



CEDS- Comprehensive Economic
Development Strategies to BREDs-
Border Regional Economic
Development Strategies

Planning Program

Locally-owned strategic planning is critical to facilitating regional economic development efforts. Effective planning creates a road map which practitioners and policymakers can use to help identify and take the actionable steps necessary to realize their desired economic vision.

- EDA's Partnership Planning program helps regional planning organizations (Economic Development Districts (EDDs), Indian Tribes, and other eligible areas) with their long-term planning efforts, outreach to communities and development of Comprehensive Economic Development Strategies (CEDS).
- A Comprehensive Economic Development Strategy (CEDS) is a strategy-driven plan for regional economic development. A CEDS is the result of a "regionally-owned" planning process designed to build capacity and guide the economic prosperity and resiliency of an area or region. It provides a coordinating mechanism for individuals, organizations, local governments, and private industry to engage about the economic direction of their region.
- EDA supports a national network of over 380 regional economic development organizations know as Economic Development Districts (EDDs). EDDs are multi-jurisdictional entities, commonly composed of multiple counties and in certain cases even cross-state borders, that leverage the involvement of the public, private, and non-profit sectors to establish a CEDS for regional collaboration.

Economic Development District (EDD) Designations

- An applicant seeking designation as an EDD should begin the process by engaging in a dialogue with the appropriate EDA state point-of-contact who can help the applicant prepare the appropriate materials and justifications.
- To request designation as an EDD, an applicant must have an EDA-approved CEDS and at least one geographical area within the designated service boundaries must meet EDA's regional distress criteria (set out in 13 C.F.R. § 301.3(a)).
- The applicant should be able to effectively demonstrate the economic justification for the formation of the EDD (i.e., common/shared economic opportunities and challenges). Need to include commitments from the majority of jurisdictions within proposed EDD boundary and concurrence of State within which the proposed EDD resides. Applicant must also provide various action request/support letters and proposed EDD composition information (e.g., Articles of Incorporation) – see EDA state POC for more details.
- An applicant must demonstrate that the planned EDD's governing body broadly represents the principal economic interests of the region unless otherwise prohibited by applicable state or local law (see 13 C.F.R. § 300.3 (Note: specific membership requirements/percentages will no longer be required as part of the upcoming revision to EDA's regulations)).

- CEDS are designed to bring together the public and private sectors in the creation of an economic development roadmap to diversify and strengthen Regional economies.
- The CEDS must be the result of a continuous economic development process with active participation of private sector representatives, public officials and private citizens and include:
 - Analyzing local economies
 - Defining economic development goals
 - Determining Project opportunities
 - Formulating and implementing an economic development program that includes systematic efforts to reduce unemployment and increase incomes

The CEDS process is a continuous process that involves exploring fundamental questions:



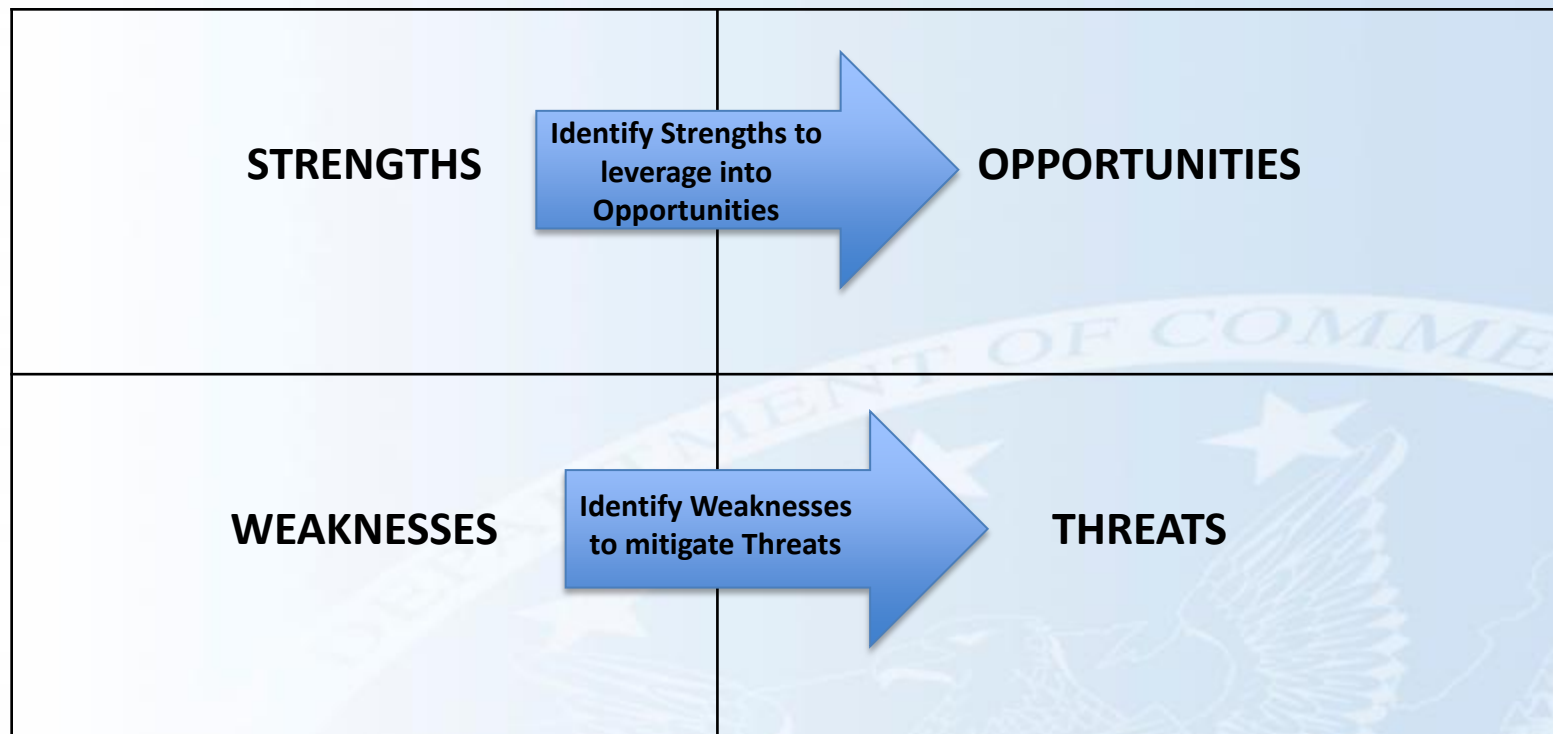
Background Section: A Regional profile that paints a realistic picture of the current conditions of the Region.

- Geography
- Transportation access
- Land Use
- Environment
- Population
- Economy
- Workforce development
- Resources
- Other pertinent information

Assessment:

- An in-depth analysis of economic and community development issues including:
 - Discussion of relevant material from other planning efforts or workforce investment strategies.
 - Identification of past, present, and projected future economic development investments in the Region.
- Identification of economic clusters within the Region, focusing on those that are growing or in decline.
- Analysis outlining the region's strengths, weaknesses, opportunities, and threats for economic prosperity (SWOT).

S.W.O.T.



Vision:

- **Vision Statement:** Is a long-term view concentrating on the future and describes “Where do we want to go as a Region?”
- **Goals and Objectives:** A section setting forth goals and objectives necessary to solve the economic problems or to capitalize on the resources of the region.
 - Goals are a broad outcomes or general intentions that build upon the vision and are usually intangible or immeasurable.
 - Objectives are specific actions supporting the obtainment of goals and are usually tangible, measurable, and specific.
- **Suggested Projects:** A section listing all suggested projects and the projected numbers of jobs to be created as a result thereof.

Implementation Plan:

- **Vital Projects:** A section identifying and prioritizing projects, programs and activities that address the Region's greatest needs or best enhance the Region's competitiveness, including sources of funding and the lead organizations responsible for the execution of the project.
- **Plan of Action:** A section discussing the implementation of goals and objectives of the CEDS in a manner that:
 - Promoting economic development and opportunity
 - Fostering effective transportation access
 - Enhancing and protecting the environment
 - Maximizing effective development and use of the workforce consistent with any applicable State or local workforce investment strategy
 - Promoting the use of technology in economic development, including access to high-speed communication
 - Balancing resources through sound management of physical development
 - Obtaining and utilizing adequate funds and other resources

Implementation Plan:

- **Performance Measures:** A section listing performance measures to be used in the evaluation of the EDD's development and implementation of the CEDS. At a minimum, performance measures must include:
 - Number of jobs created after implementation
 - Number and types of investments undertaken in the Region
 - Number of jobs retained in the Region
 - Amount of private sector investment in the Region after implementation of the CEDS
 - Changes in the economic environment for the Region

Methodology:

- A list of the CEDS Strategy Committee members identifying their affiliation to demonstrate compliance with 13 CFR 303.6(1)(a).
 - Must represent the main economic interests of the Region.
 - Must include private sector as a majority of its membership.
 - Ensure that the committee includes public officials, community leaders, representatives of workforce development boards, institutions of higher education, minority and labor groups and private individuals.
- A section outlining the methodology for cooperating and integrating the CEDS with a State's economic development priorities.
- A section discussion of community and private sector participation in the CEDS effort.
- A section discussing how the CEDS was made available for public comment for a period of at least 30 days and how public comments were incorporated into the final version of the CEDS.
- A resolution from the Governing Board documenting the formal adoption of the CEDS.

CEDS Annual Performance Report:

- Annual CEDS Performance Report.
- Provides an update evaluating “How are we doing as a Region in getting there?”
- The Performance Report is not intended to be a reprint of the entire CEDS document with a new date on the cover.
- The Report should include 4 components:
 - Adjustment to the Strategy
 - Report on Economic Development Activities
 - Evaluation of Progress on Implementation Plan and Goals
 - Schedule of Goals for next year
- Any updated CEDS Annual Performance Report that includes a change in the goals and objectives of the CEDS, will require a 30 day public comment period.

CEDS Annual Performance Report:

- **Adjustment to the Strategy.** The CEDS is meant to be a flexible document and may be adjusted to respond to changing economic conditions. The first section of the CEDS Performance Report must describe any necessary adjustments in the strategy that the EDD and the region have made or are in the process of implementing. Additionally, this section must document changes in the composition of the CEDS committee and staff or capacity of the District Organization to support the development or implementation of the CEDS.
- **Report on Economic Development Activities.** In this section, the District Organization should provide a brief narrative describing the activities that were undertaken to help support the development or implementation of the CEDS.

CEDS Annual Performance Report:

- **Evaluation of Progress on Action Plan and Goals.** In this section, the District Organization should analyze its progress toward achieving the specific goals based on the Action Plan and Performance Measures contained within the CEDS, as well as goals set out in previous CEDS Performance Reports. If specific goals for the year were not met, the report should discuss what factors contributed to the goals not being met, and how the District Organization plans to address these factors so that goals will be met in the future.
- **Schedule of the Goals for the Next Year.** The final section of this report should set achievable goals for the CEDS development or implementation for the upcoming year. The program of activities, both construction and non-construction, should be described in a format that mirrors the Action Plan in the CEDS document. This should include a schedule which is as detailed as possible to set the baseline for evaluating the CEDS performance in the next year.

- In the border region, U.S. and Mexican communities have unique advantages in context of their assets, capabilities, and culture.
- These cross-border regions should work jointly to understand their local assets and market themselves as comprehensive economic regions that can serve the Mexican, American, and Global Markets.
- A U.S. - Mexico Border Regions Economic Development Strategy (BREDS) is an economic road map that intends to diversify and strengthen the local economy.
- The BREDS analyzes the region's economic conditions and serves as a guide for establishing goals and objectives, developing and implementing a plan of action, and identifying investment priorities.

Using a CEDs Model the BREDS aims to:

- Identify appropriate EDDs, sectors, states, and bi-national regions for collaboration;
- Promote sustainable economic development and opportunity;
- Maximize effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promote the use of technology in economic development, including access to high-speed telecommunications and effective transportation access;
- Balance resources through sound management of infrastructure development; and
- Obtain and utilize adequate funds and other resources.

From a high level perspective a white paper should focus on “best practices” in BREDS/CEDS creation including:

- Overview of U.S./Mexico policy on the development of innovation ecosystems through public –private collaboration
- Understanding local assets and developing strategic plans
- Policy translated to action: Federal support for capacity building through public and public-private projects
 - Infrastructure – policy for grant and financing support
 - Technical Assistance – policy/grant and financing support
 - Loans; loan guarantees; venture capital and innovation start up grants (SBIR and STTR)
 - Programs that leverage SBIR/STTR – Proof of Commercial Relevance and Accelerator programs
 - Tools for Incubator Management; Venture Development Organizations; and, Understanding Clusters
- New measures in capacity building and their relationship to economic growth outcomes

- Create a US-Mexico CEDS Steering committee that is able to drive local policy markers to a bi-national approach
- Host a CEDS border summit as a first step to linking communities that will showcase best practices, projects, and begin the CEDS process with targeted communities.
- Identify clusters that are on the border as well as in other parts of both our countries that we can “link” together.
- Identify available project and resources (can be linked up with other HLED initiatives) that a cross-border that are able to apply for EDA and other grants.
- **Others?**

