



Quarterly Meeting

Thursday, May 14, 2020

9:00 – 11:00 am

Join Zoom Meeting

<https://us02web.zoom.us/j/88537163459>

Phone: 1-669-900-6833

Meeting ID: 885-3716-3459

Password: 649083

AGENDA

- | | | | |
|----|-------|---|--|
| 1) | 9:00 | Call to Order & Agenda Review | Staff,
Nick Meltzer |
| 2) | 9:05 | Welcome and Introductions
<i>While Phil Warnock is on personal leave, Nick Meltzer,
OCWCOG Transportation Programs Manager, will help staff the
CWEDD</i> | Staff |
| 3) | 9:15 | CWEDD Board Membership and Election of Officers
(Attachment A-A1) | Staff |
| | | ACTION: Election of Officers | |
| 4) | 9:25 | Minutes of February 13, 2020 Workshop (Attachment B) | Chair |
| | | ACTION: Approval of Minutes | |
| 5) | 9:30 | Resilience Project Update
<i>Update from IPRE Team on progress thus far, changes due to
COVID-19, and future project plans.</i> | Aniko Drlik-
Muehleck, IPRE |
| 6) | 10:00 | 2021-2025 CEDS Update & Next Steps (Attachment C)
<i>Discussion of options to update the CEDS this calendar year</i> | Staff |
| | | ACTION: Direction to Staff on Next Steps | |
| 7) | 10:45 | Other Business | Chair |
| 8) | 11:00 | Adjournment | Chair |

2020 CWEDD Board Membership

OCWCOG Members	Public / Private Sector	Agency	Email	Notes
Pat Malone	Commissioner	Benton County	patrick.malone@co.benton.or.us	<u>Exec Committee</u>
Biff Traber	Mayor	City of Corvallis	biff.traber@corvallisoregon.gov	<u>Exec Committee</u>
Claire Hall	County Commissioner	Lincoln County	cehall@co.lincoln.or.us	<u>Exec Committee</u>
Jim Lepin	Mayor	City of Millersburg	jlepin@cityofmillersburg.org	<u>Exec Committee</u>
VACANT				<u>Exec Committee</u>
Sharon Konopa	Mayor	City of Albany	sharonkonopa@juno.com	<u>Exec Committee</u>
Tracy Bailey	Board Chair	Economic Development Alliance of Lincoln County	tracyb@ctsi.nsn.us	<u>County Member</u>
Chris Workman	City Manager	City of Philomath	chris.workman@ci.philomath.or.us	<u>County Member</u>
Kelly Hart	Community Dev. Director	City of Lebanon	khart@ci.lebanon.os.us	<u>County Member</u>
John Pascone	President	Albany-Millersburg Economic Development Corporation	pasconj@peak.org	<u>County Member</u>
Pam Barlow-Lind	Tribal Planner	Confederated Tribes of Siletz Indians	pamela@ctsi.nsn.us	<u>County Member</u>
Kate Porsche	Economic Development	City of Corvallis	kate.porsche@corvallisoregon.gov	<u>County Member</u>
Lane Members		Agency	Email	Notes
Chris Pryor	Council Member	City of Eugene	Chris.E.Pryor@ci.eugene.or.us	<u>Exec Committee</u>
Greg James	Board Member	Willamalane Parks and Recreation District	gregajames@icloud.com	<u>Exec Committee</u>
Heather Buch	Commissioner	Lane County	heather.buch@co.lane.or.us	<u>Exec Committee</u>
Mary Walston	Board Member	Eugene 4j School District	mwalston@4j.lane.edu	<u>Exec Committee</u>
Sonya Carlson	Board Member	EWEB	Sonya.Carlson@EWEB.ORG	<u>Exec Committee</u>
Tom Cotter	Council Member	City of Veneta	tcotter@ci.veneta.or.us	<u>Exec Committee</u>
Greg Irvin	Council Member	Cottage Grove	greg@ervinit.com	County Member
Matt Michael	City Manager	Veneta	mmichael@ci.veneta.or.us	County Member
LCOG Staff			Email	Notes
Brenda Wilson	Executive Director	Lane Council of Governments	bwilson@lcog.org	<u>Staff</u>
Dan Betschart	Loan Officer	Lane Council of Governments	dbetschart@lcog.org	<u>Staff</u>
OCWCOG Staff			Email	Notes
Phil Warnock	Director	Oregon Cascades West Council of Governments	pwarnock@ocwcog.org	<u>Staff</u>
Emma Chavez	Executive Administrative Assitant	Oregon Cascades West Council of Governments	echavez@ocwcog.org	<u>Staff</u>

CWEDD Board Chairmanship History

**No noted Chair and Vice Chair prior to 2016.*

2016 Chair – Mayor Sharon Konopa Vice Chair – Susy Lacer <i>Date of election: January 7, 2016</i>	2017 Chair – Mayor Sharon Konopa Vice Chair – Susy Lacer
2018 Chair – Dann Cutter Vice Chair – Rob Scoggin <i>Date of election: June 14, 2018</i>	2019 Chair – Dann Cutter Vice Chair – Rob Scoggin
2020 Chair – Vice Chair – <i>Date of election: May 14, 2020</i>	2021 Chair – Vice Chair –

II. OFFICERS

- (A) The officers of the District Board shall consist of a Chair and Vice-Chair elected from among the representatives and by the duly appointed representatives on the District Board for **one-year terms after March 1st**. Officers may be re-elected for up to **three consecutive terms**.
- (B) A vacancy in the office of Chair of the District shall be filled by the Vice-Chair for the unexpired term. In such an event, a new Vice-Chair shall be elected, at the next regular or special meeting of the District Board and they shall serve the balance of their term of that office.
- (C) Duties of the Chair: The Chair shall have general supervisory and direction powers of the District, shall preside at all District meetings, and shall be a non-voting ex-officio member of all committees of the District. The Chair is the sole official spokesperson of the governing body on all matters of policy and position, unless this responsibility is delegated in writing or electronically, to another member of the governing body, or a member of a board or committee appointed by the governing body.
- (D) Duties of the Vice-Chair: In the absence of the Chair, the Vice-Chair shall execute all the powers of the Chair.

The Chair and Vice-Chair shall not be residents of the same Council of Governments Region.

III. ELECTION OF OFFICERS

- (A) An annual organizational meeting shall be held by the District Board **no later than June 30th** of each year during which officers for the coming year will be elected at that meeting
- (B) Nominations may be made from the floor and candidates receiving a simple majority vote of those members present at the annual organizational meeting shall be declared elected.

**Cascades West Economic Development District Board
Resilience Advisory Group Meeting
February 12, 2020
9:00 am – 12:00 pm
Visual Arts Center, Newport, OR**

DRAFT NOTES

Members Present: Pat Malone, Jim Lepin, Sarah Means, Aaron Bretz, Biff Traber, Kate Porsche, Greg Ervin, Chris Workman, Dann Cutter, and Heather Busch

Staff Present: Mike Corwin, Phil Warnock, Emma Chavez, Dan Betschart, Brenda Wilson, and IPREA Team

1. Project Background

Aniko Drlik-Muehleck called the meeting to order at 9:05 am. She advised that while the CWEDD works on updating its 2021-2025 CEDS, members will be discussing how to integrate resilience. She stated that at the end of this meeting, the Board should have a set of actions to move forward with.

OCWCOG staff, Phil Warnock reported that during the last CEDS update, the Economic Development Administration requested that resilience be integrated into the work. As a result, Appendix J; CEDS Resilience was developed. This time, the resilience work should be integrated within the document, rather than an appendix.

UO staff Josh Bruce noted that after the completion of the last CEDS, the Board supported an application for a FEMA Hazard Mitigation Grant. The application was approved and UO received planning funds and a student team worked on resilient economies case studies. He noted that funds are still available and UO has received approval at a no-cost exception, to continue the resilience work. Bruce went on to advise that the student team has been doing direct outreach to district staff.

Drlik-Muehleck advised that members will need to think about what the risks in the economy are that jurisdictions need to be aware of.

Warnock stated that when members discuss economic resilience, it is important to think of it in terms of what resilience means in an opportunity stand point that is not disaster related, and to discover leveraging tools that tie into the CEDS.

Bruce noted that members should also think about how to fund pre-event projects, and advised that there will be \$350 million nationwide available for this effort, and it is expected to go up to \$500 million.

2. Defining Resilience

UO staff team moved on to provide a presentation. Members were then requested to form work groups and work on the following:

1. 2015 CEDS review of pillars.

2. Think about previous discussions and prioritize.
3. Grading what prioritize to create matrix of action items.

SUMMARY OF ACTIVITY:

2/13/20 CWEDD Resilience Priorities Workshop Notes

Key Overall Takeaways / Lessons Learned from Both Groups:

- Actions currently happening within local bubbles
- Increase communication, coordination across the region
-Amongst econ development groups and with other groups within the sector
- Inviting / encouraging elected officials and policymakers to adopt an econ resilience lens (long term vision)
- Develop clear value proposition (for example financial incentives, business continuity plans, district provides a template)
- Data driven Statistics

Pillar 1: A Prepared District

Group 1

- **Clarify Roles:** Map out roles and responsibilities of District staff, District Board members, and local-level partners
- **Delegating Communications:** Identify community leaders, elected officials, and others in position of influence to communicate messages to local players about economic resilience
- **Asset Mapping:** Establish a business registration directory as a step to asset mapping, then map their needs, existing services, and perform a gap analysis
- **Identifying Workforce Trends:** Research and communicate emerging opportunities so that economic developers in the District understand where workforce demands are or will be headed
- **Bench-marking Progress:** Establish a bench-marking process at the statewide level (OEDA)
- **Use of Data:** Using data-driven statistics to support the work and establish legitimacy

Group 2

- **Convening:** District convenes regional and local economic development organizations to help ensure regional coordination/communication
- **Data Collection & Modeling:** District develops a data collection mechanism and data modeling tools that will allow the District to help predict possible impacts from economic development policies, infrastructure changes, land use changes, and disruptions for natural hazards

Pillar 2: A Prepared Region

Group 1

- **Existing CEDS Update:** Develop a communications and marketing plan of CEDS ideas
- **Working Group:** Form a business and disaster recovery working group
- **Information Sharing with Elected Officials:** Express to policy makers the potential losses to the tax base and explain the economic benefits resilience practices bring
- **Transfer of Data:** After the District has developed a data collection and modeling mechanism, develop a way to disseminate this information

Group 2

- **Engaging with Businesses:** District develops a repository of resilience resources and best practices information (that can be shared with businesses through local-level economic development groups)
- **Encourage Businesses to Take Initiative:** Through convenings of regional and local economic development organizations, District collects success stories of businesses increasing their resilience (that can be shared with businesses through local-level economic development groups)

Pillar 3: An Adaptive Region

Group 1

- **Infrastructure redundancy:** Identify critical energy sources and basic necessities in order to create redundancy
- **Invest in supporting infrastructure:** Research and identify funding opportunities for infrastructure
- **Asset mapping for redundancy:** Identify who has what assets in the region and how to access the assets
- **Research around opportunities & barriers:** District researches barriers to entry for new industries and emerging economic opportunities

Pillar 4: An Equitable Economy

Group 1

- **Promote a strong workforce:** Increase access to existing workforce development resources
- **Identify strengths & weaknesses:** Understand similarities and differences of communities through strategic outreach to determine what resources each geography can offer or needs
- **Identify and reduce barriers:** Understand how to lower barriers to accessing housing, education, and transportation
- **Increase access** to economic opportunities for minority groups through a gap analysis

Next Steps:

- Workshop attendees need to rate each of the above actions on how much impact they would have on increasing resilience and easy or difficult they would be to implement
 - IPRE will send out an email with the actions to the group



Community and Economic Development

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MEMORANDUM

Date: May 8, 2020
To: CWEDD Board
From: Nick Meltzer, OCWCOG Transportation Programs Manager
Re: Comprehensive Economic Development Strategy (CEDS) Update

This memorandum contains a discussion of proposed approaches to update the Cascades West Comprehensive Economic Development Strategy (CEDS), which requires updating and approval in 2020. While the CWEDD board is typically staffed by Phil Warnock, Oregon Cascades West Council of Governments Community and Economic Development Director, he is currently on personal leave. Thus this memo is provided for your use by Nick Meltzer, OCWCOG's Transportation Programs Manager. As such, what he lacks in historical knowledge will be compensated with his reliance on CWEDD Board Members.

Existing Strategy

The existing CEDS was last updated in 2015 by the Community Service Center (now the Institute for Policy Research and Engagement, IRPE) at the University of Oregon. The full document is available here: <http://www.ocwcog.org/wp-content/uploads/2017/09/2015-2021-CEDS-Final-Entire-Documents.pdf>

Copied below is the existing Economic Vision and Goals:

The district's preferred future includes a growing and diversified economy with range of employment opportunities that provide stable family wage jobs, lifelong learning and training opportunities, sustainable natural resources, integrated infrastructure, and coordination among economic development efforts throughout the region.

- 1. Create partnerships needed for REGIONAL COLLABORATION*
- 2. Advance economic activities that INCREASE access to and provide a range of EMPLOYMENT OPPORTUNITIES*
- 3. BUILD on region's ENTREPRENEURIAL CULTURE and assets through collaborative means*
- 4. Identify and leverage internal and external funding sources to FUND projects that increase the resilience (diversity and redundancy) of INFRASTRUCTURE systems throughout the district*
- 5. Partner to CONNECT WORKFORCE training, education, and entrance opportunities WITH workforce DEMAND*
- 6. ENHANCE VISIBILITY OF community assets and accessibility of basic services in RURAL AREAS*

This vision and goals resulted in 10 objectives tied to approximately 30 action items (Attachment A) to be carried out over the previous five years, which is tied to performance measures as required by the US Economic Development Administration (EDA).

Strategy Update Approach

Staff are seeking direction from the CWEDD Board on the best approach to updating the CEDS. A Strategy Committee is in place to assist the CWEDD Board in this effort, and has been approved by OCWCOG's Board of Directors per the bylaws. However, the Strategy Committee has yet to meet. Staff propose the CWEDD Board discuss the following questions as an update strategy is formulated:

- How applicable to current conditions is the existing CEDS?
- Do the vision and goals still hold true?
- How much progress is there on the action items?
- What has changed that is missing from the CEDS?

Based on the answers to these questions, there are a couple of approaches the CWEDD Board could decide to take. The existing CEDS build on extensive engagement with stakeholders across the region. Recognizing this, an update should occur this calendar year, and the current public health crisis, repeating this level of engagement for a brand new CEDS would be challenging at the least, although it is an option. If the current vision and goals still hold true, then a "progress report" of existing action items could be compiled and additional action items added. In light of current events and the Economic Resiliency project IPRE is working on, if many of the action items remain relevant, focus could be put on an "Implementation and Resiliency" addendum to the CEDS, while keeping much of the existing information the same.

Request from CWEDD Board

Staff believes if minimal updates are required to the CEDS, this work would be best done by an external expert and managed by OCWCOG staff. Using this approach, the document could likely be updated by the end of 2020. However, we seek direction from the CWEDD Board. As such, we hope to answer these questions at the meeting:

- What level of update does the CWEDD Board think is appropriate?
- Who should conduct this work?
- How can we best support the CWEDD is accomplishing this?

Based on the conversation, OCWCOG staff will develop an appropriate plan and move forward with execution.

Attachment A: 2015-2020 CEDS Action Items

Attachment B: CEDS Requirements from EDA

Figure 3.2: CEDS Action and Implementation Schedule

Goal	Actions (abbreviated for table)	Y1	Y2	Y3	Y4	Y5
Regional Collaboration	1.1.1.1: CWEDD website (1)	█				
	1.1.1.2: Regional economic development organization chart (1)	█	█			
	1.2.1.1: Form Working Groups for CEDS implementation (1)	█				
	1.2.1.2: Leadership training opportunities (O)			█	█	█
Economic Development	2.1.1.1: Regional marketing research report (1)		█			
	2.1.1.2: Capitalize on efforts that promote key industries (LD)		█	█		
	2.1.1.3: Quality of place review committee (O)			█	█	█
	2.1.2.1: Inclusion of regional branding language (1)		█			
	2.2.1.1: Database of business services in District (1)		█			
	2.2.1.2: Establish network of navigators for entrepreneurs (O)		█	█	█	█
	2.2.1.3: Increase education on international trade (LD)			█	█	
	2.2.2.1: Focus development strategies on key clusters (O)		█	█	█	█
Entrepreneurship & Innovation	3.1.1.1: Annual regional innovation networking forum (A)		█	█	█	
	3.1.2.1: Hold annual meeting with educational institutions (O)		█	█	█	
	3.1.2.2: Increase entrepreneurial education in K-12 (O)			█	█	█
	3.1.2.3: Resource inventory for entrepreneurs (1)				█	
Technical Support	4.1.1.1: Current funding opportunities on CWEDD website (1)		█			
	4.1.2.1: Regional needs assessment (A)		█	█	█	█
	4.2.1.1: Inventory of grant and proposal resources (O)		█	█	█	█
	4.2.1.2: Database of past grant proposals and technical projects (LD)			█	█	
Workforce Development	5.1.1.1: Assess workforce development system (1)		█			
	5.1.1.2: Increase participation in apprenticeship programs (O)			█	█	█
	5.2.1.1: Identify high wage and growth sectors (LD)			█	█	
	5.2.2.1: Identify strategies for improving livability (LD)		█	█	█	
Rural Development	6.1.1.1: Support rural downtown revitalization projects (O)		█	█	█	█
	6.1.1.2: Develop and market value-added products (O)			█	█	█
	6.1.2.1: Communication strategy promoting rural innovation (O)		█			
	6.1.3.1: Identify projects of regional significance (O)		█	█	█	█
	6.1.3.2: Work with businesses on issues of worker succession (O)			█	█	█

Key: (1) one time project; (O) ongoing project; (A) annual project; (LD) limited duration project; **Bold** indicates High Priority Action
 Source: Community Planning Workshop

Figure 3.3: Complete CEDS Action Matrix

Goal	Objective	Strategy	Actions (abbreviated for table)	
Regional Collaboration	1.1: Implement CEDS	1.1.1: CEDS is principle document for regional collaboration and resilience	1.1.1.1: CWEDD website (1) 1.1.1.2: Regional economic development organization chart (1)	
	1.2: Develop a collaborative regional economic ecosystem	1.2.1: Promote CEDS through active communication	1.2.1.1: Form Working Groups for CEDS implementation (1) 1.2.1.2: Leadership training opportunities (O)	
Economic Development	2.1: Broadcast strengths & opportunities of region	2.1.1: Develop an internal and external branding and marketing plan	2.1.1.1: Regional marketing research report (1) 2.1.1.2: Capitalize on efforts that promote key industries (LD) 2.1.1.3: Quality of place review committee (O)	
		2.1.2: Align tourism promotion with regional marketing strategy	2.1.2.1: Inclusion of regional branding language (1)	
	2.2: Improve business environment	2.2.1: Support development of existing and new businesses	2.2.1.1: Database of business services in District (1) 2.2.1.2: Establish network of navigators for entrepreneurs (O) 2.2.1.3: Increase education on international trade (LD)	
		2.2.2: Adopt a business strategy for target clusters	2.2.2.1: Focus development strategies on key clusters (O)	
Entrepreneurship & Innovation	3.1: Support and strengthen existing network of regional accelerators	3.1.1: Coordinate the formalization of a regional innovation network	3.1.1.1: Annual regional innovation networking forum (A)	
		3.1.2: Connect innovation network to education institutions, business development centers, and existing businesses	3.1.2.1: Hold annual meeting with educational institutions (O) 3.1.2.2: Increase entrepreneurial education in K-12 (O) 3.1.2.3: Resource inventory for entrepreneurs (1)	
Technical Support	4.1: Increase the District's visibility and knowledge of funding opportunities	4.1.1: Promotion of services and funding accessed via CWEDD	4.1.1.1: Current funding opportunities on CWEDD website (1)	
		4.1.2: Identify and prioritize projects of regional significance	4.1.2.1: Regional needs assessment (A)	
Workforce Development	4.2: Increase support capacity of District	4.2.1: Improve planning and grant writing assistance	4.2.1.1: Inventory of grant and proposal resources (O) 4.2.1.2: Database of past grant proposals and technical projects (LD)	
		5.1: Increase size and quality of workforce by aligning efforts with regional needs	5.1.1: Coordinate efforts of Workforce Investment Boards 5.1.1.1: Assess workforce development system (1) 5.1.1.2: Increase participation in apprenticeship programs (O)	
Rural Development	5.2: Retain and attract talented professionals	5.2.1: Identify and promote high wage and growth sectors	5.2.1.1: Identify high wage and growth sectors (LD)	
		5.2.2: Identify and promote strategies that improve livability	5.2.2.1: Identify strategies for improving livability (LD)	
		6.1: Increase the economic vitality and resilience of rural areas	6.1.1: Promote and expand rural economic efforts by adopting a regional approach to rural development	6.1.1.1: Support rural downtown revitalization projects (O) 6.1.1.2: Develop and market value-added products (O) 6.1.2.1: Communication strategy promoting rural innovation (O)
			6.1.2: Connect rural entrepreneurs to innovation networks	6.1.3.1: Identify projects of regional significance (O)
6.1.3: Help rural communities by diversifying and distributing basic services across the District	6.1.3.2: Work with businesses on issues of worker succession (O)			

Key: (1) one time project; (O) ongoing project; (A) annual project; (LD) limited duration project; **Bold** indicates High Priority Action

Source: Community Planning Workshop



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 1965 (42 U.S.C. § 3162) and EDA's regulations at 13 C.F.R. part 303. The 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 1965, 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 13 C.F.R. parts 305 or 307, EDA may in its discretion determine that the CEDS is acceptable without it fulfilling every requirement set out in 13 C.F.R. § 303.7. In doing so, EDA shall consider the circumstances surrounding the application for investment assistance, including emergencies or natural disasters, and the fulfillment of the requirements of Section 302 of PWEDA.*

A. EDA-funded CEDS

Pursuant to 13 C.F.R. § 303.6, if EDA awards Investment Assistance to a Planning Organization to develop, revise, or replace 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 13 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 13 C.F.R. § 303.7;
- 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 Commission if any part of the EDA-approved EDD region is covered by that Commission;
- 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 replacing the CEDS. The Strategy Committee **must represent the main economic interests** of the region, and **must include Private Sector Representatives** (defined in 13 C.F.R. § 300.3, with respect to any for-profit enterprise, as any senior management official or executive holding a key decision making position, or that person's designee) **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.

Pursuant to 13 C.F.R. § 303.7, a Planning Organization must include the following information in a CEDS submitted to EDA.--

1. Background: The CEDS must contain a background of the economic development situation of the region that paints a realistic picture of the current condition of the region. This background must include a discussion of the economy, population, geography, workforce development and use, transportation access, resources, environment, and other pertinent information.

2. Analysis of Economic Development Problems and Opportunities: The CEDS must include an in-depth analysis of the economic development problems and opportunities that identifies strengths and weaknesses in the regional makeup of human and economic assets, and problems and opportunities posed by external and internal forces affecting the regional economy. This analysis must:

- Incorporate relevant material from other government-sponsored or supported plans and demonstrate consistency with applicable State and local workforce investment strategies.
- Identify past, present, and projected future economic development investments in the region.
- Identify and analyze **economic clusters** within the region.

3. CEDS Goals and Objectives -- Defining Regional Expectations: The CEDS must contain a section setting forth goals and objectives necessary to solve the economic problems, or capitalize on the resources, of the region. Any strategic project, program, or activity identified in the CEDS should work to fulfill these goals and objectives.

- Goals are broad, primary regional expectations.
- Objectives are more specific than goals, clearly measurable, and stated in realistic terms considering what can be accomplished over the five (5) year time frame of the CEDS.

4. Community and Private Sector Participation: The CEDS must include a section discussing the relationship between the community in general and the private sector in the development and implementation of the CEDS. Public and private sector partnerships are critical to the implementation of the CEDS.

5. Strategic Projects, Programs and Activities: The CEDS must contain a section which identifies regional projects, programs and activities designed to implement the Goals and Objectives of the CEDS. This section should identify and describe:

Suggested Projects-

- All suggested projects, programs and activities and the projected number of jobs to be created as a result.
- Lead organizations responsibilities for execution of the projects.

Vital Projects- A prioritization of vital projects, programs, and activities that address the region's greatest needs or that will best enhance the region's competitiveness, including sources of funding for past and potential future investments. These can be overarching "themes" for regional economic development success and is expected to include components. Funding sources should not be limited to EDA programs.

6. CEDS Plan of Action: The plan of action, as described in the CEDS, implements the goals and objectives of the CEDS in a manner that-

- Promotes economic development and opportunity;
- Fosters effective transportation access;
- Enhances and protects the environment;
- Maximizes effective development and use of the workforce consistent with any applicable State or local workforce investment strategy;
- Promotes the use of technology in economic development, including access to high-speed telecommunications;
- Balances resources through sound management of physical development; and
- Obtains and utilizes adequate funds and other resources.

The CEDS must also contain a section that discusses the methodology for cooperating and integrating the CEDS with a State's economic development priorities.

7. Performance Measures: The CEDS must contain a section that lists the performance measures used to evaluate the Planning Organization's successful development and implementation of the CEDS, including but not limited to the:

- Number of jobs created after implementation of the CEDS;
- 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; and
- Changes in the economic environment of the region.

These are not meant to be the only performance measures for the CEDS. Most Planning Organizations developing a CEDS will benefit from developing additional quantitative and qualitative measures that will allow them to evaluate progress toward achieving the goals identified as important in their regions.