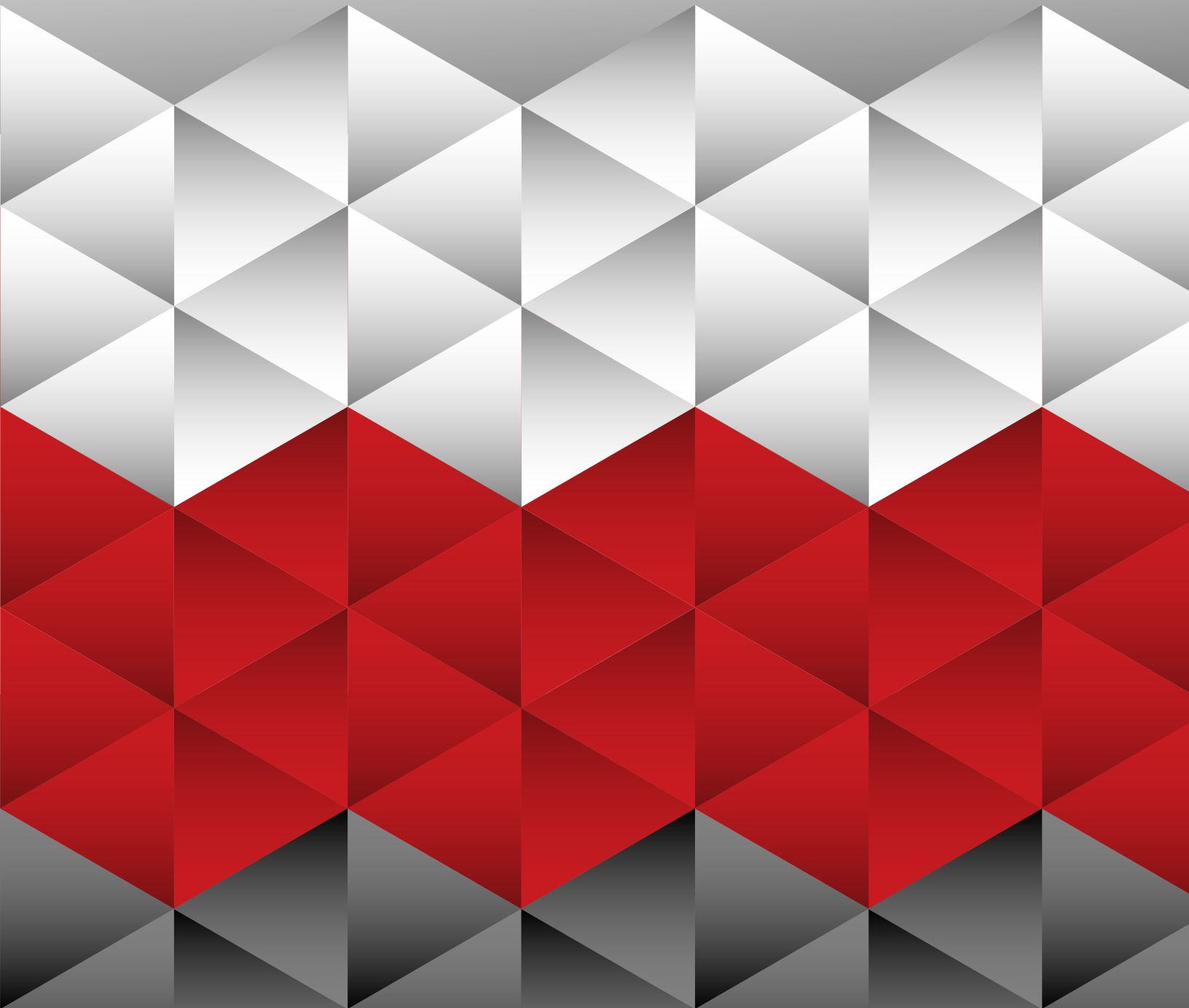




# Toolkit for Writing a Tribal Comprehensive Economic Development Strategy (CEDS)







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# INTRODUCTION

The goal of this workbook is to support Tribal Nation economic development professionals in developing a comprehensive economic development strategy (CEDS) plan for Tribal communities they serve. There are many resource guides that expound on topics covered in this workbook in more detail, however discussions in this workbook are to include an Indigenous perspective to the CEDS process as much as possible. Activities are sprinkled throughout the document to bring the topics to life and encourage familiarity with the CEDS writing process. This document is not intended to fit a one-size-fits all approach to the development of Tribal CEDS documents, as they are in their nature specific and unique of a Tribal Nation and its community.

## What is a CEDS?

A comprehensive economic development strategy (CEDS) for your Tribal community establishes and documents the economic plans and priorities that will serve as a key roadmap for Tribal Nation leaders. Your CEDS identifies your regional strengths and will allow the community to better align development strategies over the next 5 years. A CEDS will also allow your community to tap into federal funds and, therefore, should follow guidance and requirements of the [US Economic Development Administration](#) (EDA).

Most importantly, your CEDS provides continuity and ensures sound decision making for your community. The development process will document a detailed analysis of the local economy that considers historical and recent trends within the Tribal Nation, economic development strategies and goals, and highlights project opportunities and potential funding streams. It also documents how the community will establish programs to reduce unemployment, retain and grow local businesses and attract new businesses and industries to the region. Furthermore, the CEDS should talk about governance and who will do what in implementing your plan.

## Scope of Work & Methodology

To aid in the requirements of developing a CEDS, communities often hire an experienced economic development consultant. If there is local capacity, the CEDS can be prepared internally, but many communities find it helpful to have a neutral third party

facilitate community engagement. Gathering a project team, the consultant can assist in performing outreach, data collection and analysis, scheduling and facilitating community stakeholder meetings, and other tasks including writing the final plan. Analysis of the data collected drives the substance of the report. The CEDS should consider other relevant community plans, like a long-term strategic plan or community “master plan,” and incorporate input from the community. It should include the following key content:

- **Summary Background:** A summary background of the economic conditions of the Tribal Nation and region;
- **SWOT Analysis:** An in-depth analysis of regional strengths, weaknesses, opportunities and threats;
- **Resilience:** The CEDS must incorporate the concept of economic resilience (i.e., the ability to avoid, withstand, and recover from economic shifts, natural disasters, the impacts of climate change, etc.);
- **Strategic Direction/Action Plan:** The strategic direction and action plan should build on findings from the SWOT analysis and incorporate/integrate elements from other plans (e.g., land use and transportation, workforce development) where appropriate. The action plan should also identify the stakeholder(s) responsible for implementation, timetables, and opportunities for the integrated use of Tribal, state, and federal funds; and
- **Evaluation Framework:** Performance measures that Tribal Nation leaders can use to evaluate the implementation of the CEDS and impact on the regional economy.

How will your CEDS be developed? Typically, the CEDS process includes a deep look at statistics of your community, trends in the regional economy, and local businesses and industries. Two sources of this data include your local EDA University Center and community generated data.

- **EDA University Center:** Colleges and universities have extensive resources and the [EDA University Center Economic Development Program](#) is designed to connect those resources with local governments and nonprofits.

- Community generated data: Other sources of data and statistics for developing the CEDS are key community leaders, business organizations, and the community at large. This can be done through interviews, talk story or focus group sessions in small groups, public meetings, and surveys.

You might consider external organizations to source data but also consider program sources within the Tribal Nation. Data on the local workforce could be sourced from the education department programs. The Tribal housing program or Tribal employment rights office (TERO) might have local employment statistics. Consider the CEDS development process as an opportunity to collaborate with Tribal programs and offices that might not normally interact with economic development initiatives. Collaborating with as many of these programs as possible will reduce costs and time to produce a more thorough final CEDS document.

**Activity 1:** What information/data does your community already collect and have available? What programs could you collaborate with?

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## 1. EXECUTIVE SUMMARY

Recommended length: no more than 2 pages

The CEDS executive summary will include the high-level highlights of key findings, opportunities and strategic initiatives detailed in the plan. The executive summary can also include a brief description of the community, including where the community is located along with its history, population, and key characteristics. Also consider an introduction of the Tribal governance structure and how economic development decisions are made.

Your CEDS executive summary can also include a brief statement from the Tribal Nation authority that has oversight over the project to introduce the CEDS to the public. Be sure to include acknowledgements of individuals and resource partners that contributed to the CEDS development process. Thank any sponsors, such as EDA, that provided funding for the CEDS plan.



*Tribal Nation leaders speak on an economic development panel during USET's 2019 Annual Meeting and 50th Anniversary Celebration in Choctaw, Mississippi.*

**Activity 2:** Who would you acknowledge in the Executive Summary (e.g., the Tribal Council, Tribal economic development authority, CEDS committee)?

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## 2. SUMMARY BACKGROUND

Recommended length: no page limit

The summary background section should include a historical overview of what has happened in the local economy over the past 5, 10 or 20 years (depending upon availability of data). If possible, use graphs to help illustrate any trends and visualize clusters. The following are topics and discussion questions that can be examined in the summary background section.

**2.1 State of the Tribal Nation economy.** What are the strong existing and growth sectors within the Tribal Nation? Which areas are most distressed? What is driving job creation or loss and what is the state of the economy in general? Recognizing that no community exists in a vacuum, there are regional influences in the surrounding community. What assets or constraints in the regional economy affect the Tribal Nation? See the [Regional Innovation Accelerator Network \(RIAN\)](#) for more information on identifying and measuring asset categories (i.e., tangible, intangible, and business climate assets). For example, strong sectors that drive job creation might be Tribal Nation government/administration and tourism.

**2.2 Regional clusters.** Which clusters, industries and occupations within the cluster are growing and declining within the Tribal Nation and why? Clusters are a geographic concentration of firms, workers and industries that do business with each other and have common needs for talent, technology, and infrastructure. See the [US Cluster Mapping](#) tool for more information on clusters and the promotion of clusters. For example, artists and tradecraft industry might be a large cluster of local small business in many Tribal communities.

**2.3 External trends and forces.** How is the Tribal Nation positioned to succeed within the regional economy? What sources of exports, as well as foreign direct investment, can bring new wealth to the Tribal Nation and the community? What industry sectors and clusters have growth potential through international trade and investment, and trade with other Tribal Nations (i.e., inter-Nation trade). What are the Tribal Nation's target markets based on these industries? What are the strategic needs or gaps to fully implement an export promotion and investment attraction program (e.g.,

foreign outreach events, marketing materials, and research; and regional transportation infrastructure or regulatory issues)? For example, are you located close to a [Foreign Trade Zone](#)?

**2.4 Workforce considerations.** Are the region's community colleges, workforce boards, economic development agencies, and industry groups aligned and working together? Is the Tribal Nation's workforce strategy aligned (and not in conflict) with the workforce strategy of local elected officials, the Workforce Investment Board, and education providers? Is there active engagement by leading businesses, industry associations in such activities as developing training curriculum, or providing work-based learning opportunities? Are training programs informed by employers' skill needs, labor market and career information, and do the programs clearly understand outcomes with demonstrable job and career results? Are there occupations or workforce skills that are critically important to the Tribal Nation's economic growth strategy and, if so, how can they be leveraged as competitive assets? What short- and long-term human resource challenges exist for the local economy along the Tribal Nation's proposed development path? The [Indian Employment, Training and Related Services Demonstration Act](#), or Public Law 102-477, may be used to create economic development opportunities.

**2.5 Spatial efficiencies/sustainability.** How can land use, housing, economic development, transportation, and infrastructure planning be better integrated to support Tribal Nation prosperity? Are there opportunities to redevelop brownfields and vacant industrial space? Can the Tribal Nation's workforce easily access the jobs and housing options in the area? ([The Partnership for Sustainable Communities](#) has more information on the important linkages between land use, housing, transportation, and the environment in promoting economic competitiveness; and Smart Growth America has a [report](#) on the economic benefits of livability. Also, the EPA's [Smart Location Database](#) is a useful tool comprised of interactive maps and data for measuring spatial efficiency).

**2.6 Broadband needs.** Do communities, institutions and businesses agree as to the broadband and telecommunications needs of the Tribal Nation? Has the Tribal Nation discussed ways to leverage strong broadband infrastructure to support business retention and expansion, as well as its applicability to health, education, public safety, energy and civic life? The National Telecommunications and Information Administration’s (NTIA) has [resources](#) on broadband mapping, planning, adoption and implementation (see the Federal Communications Commission’s [broadband map](#) for information about current availability; also, check with the state economic development office to find out if your state has data on underlying infrastructure or more granular broadband availability/use data). The Bureau of Indian Affairs has more information on [expanding broadband in Indian Country](#).

**2.7 Energy needs.** Are the energy needs of the Tribal Nation—and the importance of reliable energy security—understood? Have the methods of production, transmission, and distribution been analyzed in relation to Tribal Nation economic development efforts (e.g., utility siting)? In particular, have opportunities for distributed and advanced energy been considered and addressed? Have utility companies been consulted and included in discussions about economic resilience and overall regional development? Have future energy needs been considered and planned for in light of changes in demand and climate? The US Department of Energy released a report on the [Economic Impact of Recovery Act Investments in the Smart Grid](#).

**2.8 Natural hazards.** Does Tribal Nation hazard mitigation planning take into account future, as well as current, risk from events such as droughts, floods, storm surges, and wildfires? Does the Tribal Nation’s climate adaptation and hazard mitigation planning integrate land use and workforce planning to ensure a resilient and prosperous region under the effects of climate change? How might climate change impact flood risk, water supply, wildfire risk, sea levels and storm surges, extreme heat, extreme precipitation, and other extreme weather events into the future? Information and resources on [Tribal climate change adaptation](#) can be on the USET website.

**2.9 Equitable development.** Is there active engagement from the Tribal Nation’s vulnerable and/or underserved populations (e.g., low-income families, elders)? Have those populations been provided appropriate access to and inclusion in the planning process and has their input into the final product been actively encouraged? Has the Tribal Nation used technology-based tools to widen the distribution of information and increase the potential of feedback from residents? Has the Tribal Nation used culturally centered practices to ensure outreach and feedback?

**2.10 Resources for economic development.** How are economic development activities managed within the Tribal Nation government and who is responsible for the preparation and implementation of this CEDS? For example, some may have a dedicated economic development office, while others may delegate some work to the Tribal Nation enterprise authority.

What relevant groups, organizations or individuals located within the region play a role in economic development? Who—including federal agencies—is obligated to provide support through trust and treaty obligations and who can provide support and funding to build capacity for economic development activities? How can the CEDS leverage federal, state, and private sector funding resources in pursuit of its economic development objectives?

**2.11 Partners for economic development.** Who are the influential actors in the region? These may include organizations, businesses, or individuals that represent important issues, including those that may be less familiar to the economic development organization such as social service delivery, natural resource organizations, financial institutions, and education services.

**Activity 3:** Who are some of the economic development partners and resources you would identify in your CEDS document?

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### 3. SWOT ANALYSIS

Recommended length: 1-4 page summary with a 1-page graphic summary

SWOT stands for strengths, weaknesses, opportunities, and threats. A SWOT analysis is a framework used to evaluate competitive position and help in strategic planning. A SWOT analysis is designed to facilitate a realistic, fact-based, data-driven look at the strengths and weaknesses of the Tribal Nation community. This section of the CEDS should consider the following:

**3.1** A discussion of where the Tribal Nation is now in terms of strengths, weaknesses, opportunities, and threats.

**3.2** A discussion of critical success factors that make the area unique and give it competitive advantages. What are the natural or built assets that make the Tribal Nation special or competitive in the national and global economies?

**3.3** What are the weaknesses that are keeping the Tribal Nation from realizing its full potential?

**3.4** What opportunities does the Tribal Nation possess that could be better leveraged to build the capacity for growth, including competitive cultural, economic, technological, intellectual, and physical assets? How could the engagement of business, government leaders and other stakeholders help to maximize the potential of the region?

**3.5** What are those items which, if not addressed, propose the greatest threats to bringing down the local economy and social situation?

**3.6** Identify which items you have the ability to control and those that are outside of local control.

**3.7** Summarize the SWOT in a graphic. A sample SWOT graphic is on the next page.

**Activity 4:** Start a SWOT analysis on your community.

**Strengths:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Weaknesses:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Opportunities:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

**Threats:**

- \_\_\_\_\_
- \_\_\_\_\_
- \_\_\_\_\_

# Sample SWOT Analysis

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## Strengths

- Natural and cultural resources
- Global allure
- Tourism know-how
- Tropical agriculture and aquaculture
- Unique location
- Unique range of micro-climates

- Education system and workforce development pipeline
- Financing and technical support for start-ups and small businesses
- Infrastructure stressed and in need of repair and upgrades
- Over-dependence on tourism
- High import, energy costs
- Distance to overseas markets
- Shortage of jobs where people live
- Government requirements and/or lack of capacity

## Weaknesses

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O

## Opportunities

- New resources to modernize infrastructure
- Diversification of economic base
- Repair and update technology, financial, and technical resources
- Build up economic recovery/development ecosystem
- Build up creative industries
- Attract and develop higher paying industries

- Climate change and potential for future disasters
- Competition from other tourism destinations
- Lower-cost agricultural production outside of Hawai'i
- Perceptions of the island as anti-business
- Increase in invasive species and pests

## Threats

T

## 4. ECONOMIC RESILIENCE

Recommended length: 1-3 pages

As mentioned earlier, you will review your community's weaknesses and threats to its continued success.

Examining your community's economic resilience goes one step farther in determining its long-term success. In a CEDS, economic resilience focuses on the community's ability to quickly recover from a disruption. There are three primary considerations you should keep in mind:

- the ability to recover quickly from a shock,
- the ability to withstand a shock, and
- the ability to avoid the shock altogether.

Consider the following discussion questions when addressing the economic resilience in your community's CEDS document.

**4.1** Discuss the definition and vision for resilience according to your Tribal Nation community. For example, what does resilience look like after a significant hurricane? What does resilience look like after a cyber attack?

**4.2** As the climate and world change, what could put the Tribal Nation at risk and what are some specific actions that can be taken to mitigate those risks? What factors and/or elements are in place (or need to be put in place) to ensure the long-term success, viability, and durability of the Tribal Nation economy?

**4.3** What are the resiliency measurements that Tribal leaders will continue to monitor? For example, do you have ample resources with backup capacity for public safety, health, shelters, adequate storm drainage, energy, transportation, communications, etc.? Does your Tribal Nation understand how to leverage regional, state and federal resources if needed to help in the event of a disaster? The Federal Emergency Management Administration (FEMA) has more information on [emergency management and Tribal Nation disaster declarations](#).

**Activity 5:** What are some metrics you can consider for measuring the resiliency of your community?

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## 5. STRATEGIC DIRECTION

Recommend length: 1-6 pages

In the strategic direction section of the CEDS document, consider the priorities of the Tribal Nation. What strategies were used to address the most pressing items in the SWOT and concerns about resiliency? Also consider addressing the following topics and discussion questions in this section:

**5.1 Vision Statement.** The vision statement should answer the question “Where do we want to be in the next 10 to 20 years?” This can sometimes be overlooked as a frivolous novelty or part of the marketing to “sell” the plan. However, developing a vision statement can identify new stakeholders that can thoughtfully contribute and give direction to those involved in the development of the CEDS. After stakeholders agree on a vision statement, consider making prints of it to display throughout your office as a reminder to your team and stakeholders what you are working towards.

**5.2 Goals and Objectives.** Goals are broad outcomes or general intentions that build upon the vision and are often intangible. An objective is something that one’s efforts or actions are intended to attain or accomplish. While a goal is aspirational, an objective actively supports attaining an associated goal. Goals also tend to be for longer terms while objectives are for the mid- to short-term.

Goals and objectives provide benchmarks by which Tribal leaders, economic development stakeholders, and the community can measure performance. Some factors to consider in developing goals and objections for a CEDS include:

- The effect that achieving each goal will have on the development potential or problem.
- Actions related to the goals and objectives that are already underway or planned.
- The relationship of this goal and objective to the accomplishment of the other goals and objectives.

### Sample Vision and Goal/Objective:

Vision: Increase Tribal Nation prosperity by being a globally competitive, business-friendly region, comprised

of healthy communities that sustain a high quality of life.

Goal 1: Enhance emerging health care cluster

Objective 1: Expand rural health care workforce development by increasing the percentage of people age 25+ with a completed postsecondary degree by 10% over the next five years.

Consider the making your goals “SMART.” A SMART goal means your goal is specific (simple, sensible, significant), measurable (meaningful, motivating), achievable (agreed, attainable), relevant (reasonable, realistic and resourced, results-based), time-bound (time-based, time limited, time/cost limited, timely, time-sensitive). SMART is an effective tool that can provide clarity, focus and motivation in meeting your team’s and the community’s goals.

**Activity 6:** What is a goal that might be included in your community’s CEDS document that you can make SMART?

**Goal:** \_\_\_\_\_

**Make it SPECIFIC:** \_\_\_\_\_

**Make it MEASURABLE:** \_\_\_\_\_

**Make it ACHIEVABLE:** \_\_\_\_\_

**Make it RELEVANT:** \_\_\_\_\_

**Make it TIME-BOUND:** \_\_\_\_\_

## 6. EVALUATION FRAMEWORK

Recommended length: 1-3 pages

Any strategic planning should have a mind for evaluation. An evaluation framework serves as a mechanism to gauge progress on the successful implementation of the overall CEDS. The evaluation framework is an important element of the ongoing planning process and should answer the questions “How are we doing?” and “What can we do better?” The evaluation framework should consider the following:

**6.1** Within the opportunities that were identified, how were the projects ranked and selected? What will you measure over time?

**6.2** Performance measures should be identified to evaluate the progress of activities in achieving the vision, goals and objectives. The Tribal Nation should consider traditional (e.g., jobs created and/or retained, private investment) and non-traditional (e.g., wealth creation such as GDP per capita, household income, per capita income, wages, net worth) performance measures for evaluating regional impact.

Although important, job creation and retention are just two elements in determining whether a region is building the appropriate capacity to help the private sector flourish and the Tribal Nation—as a whole—prosper. Job creation is the result of successful economic development investments and should be linked with broadband availability and adoption, quality of place, established entrepreneur networks, supply of skilled workers, increases in workers’ earnings and wages, a climate of innovation, and/or other strategic investments.

The measures that are ultimately selected should be based upon what is important to the Tribal Nation, what conditions the Tribal Nation needs to reverse or create, and what regional assets can be leveraged. In effect, the measures should reinforce the relevant data and background information collected, SWOT analysis undertaken, and the strategic direction developed to help identify the critical internal and external factors that speak to the region’s assets, limitations, and overall ability to build capacity.

**6.3** Each project or initiative should be given a score to allow for a ranking and more objective decision making. Some criteria may also be given higher weight than others by design. See Appendix 2 for a sample evaluation metrics scoring system that can be adjusted to fit the needs of the Tribal Nation community

**Activity 7:** What are some community-specific evaluation metrics you could consider for your CEDS?

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## 7. ACTION PLAN

Recommended length: 10-20 pages

The action plan answers the question “How do we get there?” and is based primarily on the prioritized goals and objectives of the strategic direction. The action plan, however, should NOT simply be a list of projects. A detailed, well-considered action plan increases the overall value of the CEDS and makes it more relevant and useful. While the action plan should provide a guide to prioritizing resources and efforts, it should not be used to limit the identification and implementation of other activities that support the strategic direction that was established as part of the development of the vision, goals and objectives within the CEDS.

General questions that should be answered in a CEDS action plan include:

- What are the specific projects and initiatives that were selected and how do they address the strategies?
- Who will execute them and how will they be funded?
- What is the estimated timetable for each?

Consider the following template for projects as they appear in your community’s CEDS action plan.

**Activity 8:** Complete an action plan for your community.

**Project:** \_\_\_\_\_

**Location:** \_\_\_\_\_

**Project Lead:** \_\_\_\_\_

**Summary:** \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

**Cost:** \_\_\_\_\_

**Nexus to Economy:** \_\_\_\_\_

**Timing:** \_\_\_\_\_

Project # XX	Business Incubator and Resilience Center
Location and Project Lead	XXXX, XXXXX
Summary	The Tribal Nation will work with entrepreneurial and higher education academic institutions to develop a business incubator and resilience hub that will catalyze start-up businesses; provide workforce and resilience counseling, training and workshops, and other forms of technical assistance.
Cost	\$1,000,000 - \$2,000,000
Nexus to Economy	Entrepreneurial assistance; private sector revitalization and growth; community revitalization, small business capacity building and resilience
Timing	XX months, to begin within 1 year

## 8. APPENDIX

Recommended length: 10-20 pages

### Demographic data, charts and tables

Within the appendix section of the CEDS document, feel free to use a variety of charts and tables, depending upon how the data can best be displayed for the content and understanding of the story of the economy by the reader. For example, you might use a different type of chart if there are comparisons to be made in terms of trends, comparison of industries, etc. Bar charts might be used to show relative importance of different industries, while line graphs may show trends in data over time. Pie charts are useful for showing breakdowns of a whole community. Some demographic data you might want to consider including are age, educational attainment, incomes, and the breakdown of jobs in the local economy. Industry shift-share analysis (what is growing and declining) might also be useful comparisons.

### Bibliography

What documents and online resources did you use to prepare this document? Typically the bibliography will include other plans and publications that analyze one or more aspects of your community or the region at large. Provide the reference and a link so that the reader can find more information if they are interested.



*USET Economic Development and Entrepreneurship Committee representatives participate in a Tribal enterprise training during the 2018 USET SPF Impact Week Meeting in Washington, DC.*

## POST-CEDS DEVELOPMENT

Like many strategic planning documents, your CEDS document should be presented and adopted by your Tribal governance structure. This ensures that the action plans and objectives are incorporated in future community building activities. Any resolutions adopted by the Tribal Nation governance structure regarding the CEDS should be included in the final version of the CEDS document.

Once the document has been adopted by the Tribal Nation governance authority, consider sharing the document with stakeholder groups and partnering groups in the region. Also consider sharing the document on your Tribal Nation website. Sharing the final CEDS document and action plan will help keep accountable the programs and individuals identified responsible for implementing projects in the CEDS document. Remember, a CEDS document identifies opportunities and how the community will establish programs to support healthy, vibrant Tribal economies and communities.

The EDA will generally not require an approval of your community's final CEDS document. If you have been awarded a planning grant by your regional EDA office that includes CEDS development, then you might need to submit a final version of the community's CEDS document to meet your grant deliverable. As long as the requirements are met according to these and other guidelines, the community's CEDS document will be complete.

The CEDS document becomes vitally important, though, for funding requests to EDA programs that support community and infrastructure activities, including emergency supplemental funding that might be appropriate after a natural disaster. In these situations, the EDA will review the request as it aligns with the community's adopted CEDS document.

There might also be a need for the EDA to review a community's alternative plan to a CEDS as an interim CEDS. There are many other forms of strategic planning documents outside the CEDS process. EDA may accept any regionally prepared plan, including plans prepared under federally or state supported programs, as an interim CEDS or a "CEDS-like" plan. However, consider the following for those plans:

- The plan should be current (developed or updated within the past 5 years and shows relevancy through actions such as public posting and/or active use).
- The contents should address the items listed in this document and according to EDA's regulations (13 C.F.R. § 303.7), containing at least a summary background, analysis, strategic direction/action plan, and an evaluation framework.
- The plan should clearly define the area that the plan will serve and provide evidence of a robust participatory process (broad-based and inclusive community engagement).

Other strategic plans tend to lack one or more of the elements noted above. Plans sometimes also do not include a robust action/implementation plan (with well-defined priorities), or the plans may not have a sufficient evaluation framework (with clearly defined measures).

If you have any questions or concerns about developing a CEDS or a "CEDS-like" plan for your Tribal Nation, reach out to your [EDA Regional Office](#).



## APPENDIX 1: STEPS FOR A CEDS STRATEGY

Sample Steps for Preparing a Tribal Nation Comprehensive Economic Development Strategy (CEDS):

**Step 1:** Establish and maintain an Economic Development Strategy Committee (Strategy Committee) to oversee the CEDS process. It is recommended that members of the Strategy Committee be listed in the CEDS.

**Step 2:** Define the Strategy Committee's role and relationships.

**Step 3:** Leverage staff resources.

**Step 4:** Adopt a program of work.

**Step 5:** Seek stakeholder input. Craft the initial CEDS document and solicit and address public comments (per 13 C.F.R. § 303.6).

**Step 6:** Finalize CEDS document.

**Step 7:** Submit a CEDS Annual Performance Report.

**Step 8:** Revise/update the CEDS (at least every 5 years).

## APPENDIX 2: SAMPLE EVALUATION METRICS

### Employment Impact

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Project Criteria: Project will generate direct employment in the construction industry.

Score Guidelines

- 5: Creates more than 100 person years of local employment
- 4: Creates 60-100 person years of local employment
- 3: Creates 30-59 person years of local employment
- 2: Creates less than 30 person years of local employment
- 1: No local employment impact

Project Criteria: Project will generate increase in long-term employment.

Score Guidelines

- 5: Creates more than 100 new long-term positions
- 4: Creates 60-100 new long-term positions
- 3: Creates 30-59 new long-term positions
- 2: Creates less than 30 new long-term positions
- 1: No employment impact

### Maximizing Leverage of Private Sector Investment

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Project Criteria: Private sector investment as percentage of project cost.

Score Guidelines

- 5: Fully funded by private sector
- 4: More than 50% privately funded
- 3: Private sector interest expressed in funding participation
- 2: Potential for private sector investment
- 1: Fully funded by public sector

### Financial Sustainability

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Project Criteria: Degree of long-term (post-construction) public sector funding required.

Score Guidelines

- 5: Project is net revenue generator
- 4: Reduced or no public sector support required
- 3: No impact on direct public sector support required
- 2: Slight increase in direct public sector support required (less than \$100k)
- 1: Significant increase in direct public sector support required

### Build the Skills and Capacity of Local Workforce

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Project Criteria: Project will lead to improved job skills and higher-paying jobs for residents.

Score Guidelines

- 5: Project provides significant direct impact
- 4: Project provides moderate direct impact
- 3: Project provides slight direct impact
- 2: Project does not have direct impact
- 1: Project may have a direct negative impact

### Sustainable Growth

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Project Criteria: Project minimizes potential impacts to shorelines, reefs, wetlands, critical habitats and other environmentally sensitive areas.

Score Guidelines

- 5: Project will redevelop an existing commercial or industrial property
- 4: Project is located more than 1,000 feet from any environmentally sensitive area
- 3: Project is located at least 500 but less than 1,000 feet from any environmentally sensitive area
- 2: Project is located at least 250 but less than 500 feet from any environmentally sensitive area
- 1: Project is within 250 feet of an environmentally sensitive area

### Environmental Footprint

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Project Criteria: Carbon emissions, other impacts

Score Guidelines

- 5: Less than 1 year
- 4: 1-2 years
- 3: 2-3 years
- 2: 3-4 years
- 1: 4 or more years

## Implementation Timeline

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Project Criteria: Time required to implement project.  
(Implementation defined as project being operational.)

Score Guidelines

- 5: Less than 1 year
- 4: 1-2 years
- 3: 2-3 years
- 2: 3-4 years
- 1: 4 or more years

## Tourism Impact

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Project Criteria: Project will support the revitalization or improvement of the location's tourism revenue.

Score Guidelines

- 5: Provides significant tourism needs as identified by local sources
- 4: Provides moderate tourism needs as identified by local sources
- 3: Provides minimal tourism needs as identified by local sources
- 2: Does not provide tourism needs as identified by local sources
- 1: Negative impact on tourism as identified by local sources

## Existing Business Impact

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Project Criteria: Project will provide ancillary benefit/encouragement to existing industries.

Score Guidelines

- 5: Meets significant needs
- 4: Meets moderate needs as identified by industries
- 3: Meets minimal needs
- 2: Does not meet needs identified
- 1: Reduces the chance other industries will thrive

## Tribal Community Priority

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Project Criteria: Project priority according to the local community.

Score Guidelines

- 5: Number 1 priority
- 4: Number 2 priority
- 3: Number 3 priority or lower
- 2: Not identified as priority
- 1: Significant local opposition

## APPENDIX 3: EXAMPLES OF TRIBAL CEDS DOCUMENTS

A few examples of recent Tribal CEDS:

- [Central Council of the Tlingit & Haida Indians of Alaska](#)
- [Confederated Tribes of the Umatilla Indian Reservation](#)
- [Blackfeet Tribe of Blackfeet Indian Reservation](#)
- [Eastern Band of Cherokee Indians](#)
- [Hopi Tribe](#)
- [Hoopa Valley Tribe](#)
- [Lower Elwha Klallam Tribe](#)
- [Mississippi Band of Choctaw Indians](#)
- [Navajo Nation](#)
- [Port Gallam Tribe S’Kallal Tribe](#)
- [Standing Rock Sioux Tribe](#)
- [Yukon-Kuskokwim Region](#)
- [Yurok Tribe](#)
- [United South and Eastern Tribes \(USET\)](#)
- [Affiliated Tribes of Northwest Indians Economic Development Corporation \(ATNI-EDC\)](#)



