



# CEDS: Understanding the Comprehensive Economic Development Strategy

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Presented by the Kennebec Valley Council of Governments  
Hosted by Will Harper, KVCOG



# ▶ Welcome

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# CEDS: A Regional ▶ Planning Tool

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# CEDS:

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



# Our Region's Current Plan

- ▶ Articulates a vision
- ▶ Creates Goals
- ▶ Lists strategies and Projects for implementation
- ▶ Sets guidepost and measures of success



Kennebec Valley Economic Development District  
Comprehensive Economic Development Strategy  
2017 - 2022



# Rewriting Process

- ▶ Review
- ▶ Assessment
- ▶ Research
- ▶ Community Engagement
- ▶ Goals and Opportunities
- ▶ Reporting

The capital	The definition
 <b>Individual</b>	The existing stock of skills, understanding, physical health and mental wellness in a region's people.
 <b>Intellectual</b>	The existing stock of knowledge, resourcefulness, creativity and innovation in a region's people, institutions, organizations and sectors.
 <b>Social</b>	The existing stock of trust, relationships and networks in a region's population.
 <b>Cultural</b>	The existing stock of traditions, customs, ways of doing, and world views in a region's population.
 <b>Natural</b>	The existing stock of natural resources—for example, water, land, air, plants and animals—in a region's places.
 <b>Built</b>	The existing stock of constructed infrastructure—for example, buildings, sewer systems, broadband, roads—in a region's places.
 <b>Political</b>	The existing stock of goodwill, influence and power that people, organizations and institutions in the region can exercise in decision-making.
 <b>Financial</b>	The existing stock of monetary resources available in the region for investment in the region.

# Rewriting Process

Review and Kickoff

May 18<sup>th</sup>, 2021

SWOT Meeting

June 17<sup>th</sup>, 2021

Research and Data Meeting

Late Summer

Projects Meeting

Fall

Drafting

Fall

Report Due

**March 31, 2022**





- ▶ What is our vision?  
How has this shifted?



# Our Region's CEDS Vision Statement

“The region’s Comprehensive Economic Development Strategy (CEDS) covering the five-year period from 2017 through 2021 incorporates the region’s vision for a robust economy. The CEDS adopts an asset-based strategy to promote economic growth, to expand prosperity, and to foster both a resilient and sustainable regional economy. It incorporates the goals and performance benchmarks established by the statewide CEDS process and KVCOG CEDS Committee. The strategy is matched to an evolving implementation framework that is results oriented, focused on aligning and leveraging regional assets/resources, and inclusive of public, private and non-profit sector leaders.

Reviewed and updated annually, the CEDS both tracks and anticipates the changes in the region’s economy. The CEDS integrates the familiar needs-based approach with the process of identifying and leveraging existing regional assets as the basis for future economic prosperity.

The list of strategies and projects outlined are by no means exhaustive. The list reflects the region’s current efforts and is continually updated as new projects emerge and existing projects are completed. The CEDS is meant to be a dynamic and emergent process. KVCOG sees the CEDS as a major component of its strategic plan and, through partnerships and collaborations, expects to achieve many of the following key goals and projects.”



# Androscoggin Valley Council of Governments CEDS Vision Statement

**“Our shared vision for the tri-county area is a place of quality and natural beauty that offers an excellent residential and business environment with a healthy and sustainable economy that meets the varied and changing needs of the region.”**



# Reviewing Historic Goals



## 2017 Goals:

- ▶ Population Growth
- ▶ Employment
- ▶ Per Capita Income
- ▶ Labor Force (Working Age Population)
- ▶ Education
- ▶ Private Employers



# Identifying Strengths, Challenges and Opportunities in our Region

The 2017 CEDS articulated Maine's overall aging population, the area's lack of growth in younger workers, declining workforce participation, and educational attainment as significant factors to address. The report also cited the regions unemployment rate, while lower than the national average, was slightly higher than the state.



# Identifying Strengths, Challenges and Opportunities in our Region

The Kennebec Region is:

A Quality of Place unparalleled in Maine and New England

Has Six public and private post-secondary education institutions, A growing technology cluster that is attracting new young talent, and An integrated health care delivery system

A growing spirit of regional cooperation

A robust and diversified 4 season tourism infrastructure

An expanding agriculture cluster that is attracting new, younger entrants

A geographic location that is a nexus for transportation that supports economic expansion



# Regional Goals, Explained

## Population Growth

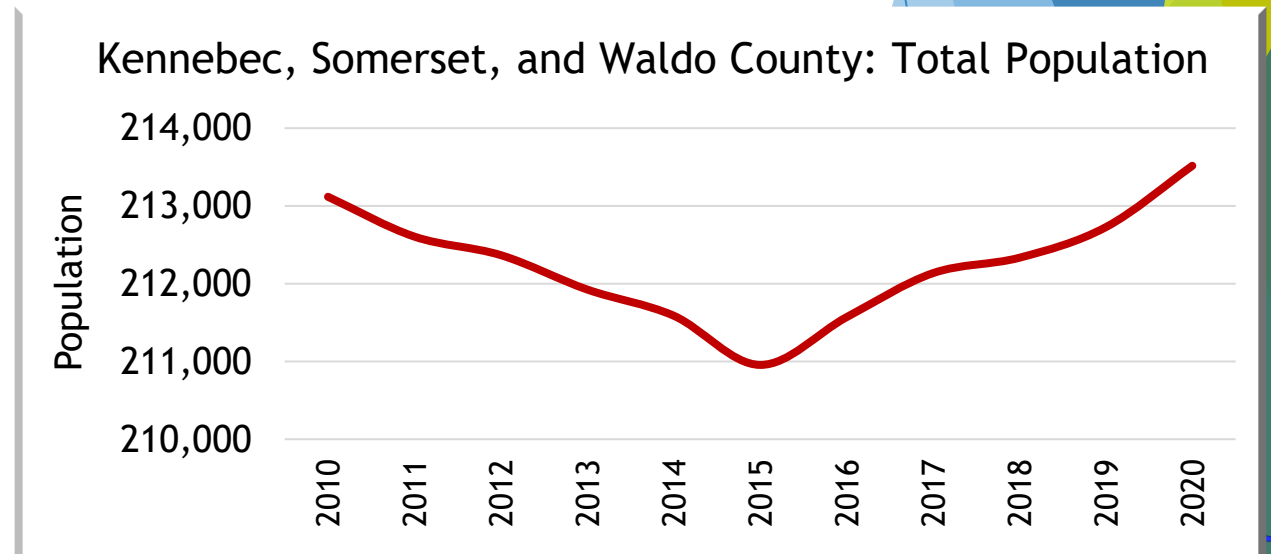
Dependent on Birthrate and Migration, which involves HOUSING and JOBS

2017 Goal: Growth of Population in Kennebec and Somerset counties by .04% per year (4% per decade); stabilization of population in the region's service centers

Benchmark: Population Exceeding 185,500 in Kennebec and Somerset Counties by 2022, an increase of 3,771

2020 Status: 173,590 (Kennebec & Somerset County)

Annual Population Estimates, July 1, 2020



# Regional Goals, Explained

## Employment

Participation rates are calculated with every person aged 16 and over is in the labor force. That includes persons that are functionally students, stay-at-home parents, retired and disabled. Though increases due to more working women from 1980-1990, decline since then - and for the next few decades - is attributable to the retirement of the baby boomers.

2017 Goal: Increase workforce by 2,000 more employed persons

Benchmark: Increase from 2016 average of 82,227 to over 84,000 workers

2017 Goal: Maintain labor force participation rates at 63 percent for Kennebec and Waldo Counties and 58 percent for Somerset County.

2020 Status:

83,400

(Kennebec & Somerset County)

	Population	Labor Force	Participation Rate	5-Year Change
Kennebec County	122,955	61,376	49.9%	-1.1%
Somerset County	50,635	22,024	43.5%	-7.4%
Waldo County	39,923	19,961	50.0%	-3.8%
Region	213,513	103,361	48.4%	-3.0%
<b>State</b>	<b>1,350,141</b>	<b>676,547</b>	<b>50.1%</b>	<b>-1.6%</b>

Source: Bureau of Labor Statistics, 2020



# Regional Goals, Explained

## Income

An increase in average wage to exceed inflation will mean an increase in real buying power. New mandated increases in minimum wage will immediately raise the low-wage cohort. However, the rate of inflation is expected to rise over the coming five years; wage increases usually lag inflation change.

2017 Goal: An increase in per capita income and average wages exceeding inflation.

Benchmark: 2015 Per Capita \$24,691;

2015 Median HH Income: \$47,814

2020 Status:

	Median Household Income (2019)	% Change 2000 to 2019	Per Capita Income (2019)	% Change 2000 to 2019
Kennebec County	\$ 55,358	49.1%	\$ 46,958	82.0%
Somerset County	\$ 45,333	41.6%	\$ 39,282	88.6%
Waldo County	\$ 51,073	45.6%	\$ 43,793	102.7%
State	\$ 58,824	56.5%	\$ 50,634	95.6%

# Regional Goals, Explained

## Working-age population

The Baby-Boom generation was the largest age cohort in our country until 2020 when Millennials - the baby boom “echo” - surpassed them as the largest cohort. Millennials are generally defined as those between 25 and 39 years old. Gen X separates Millennials and Baby Boomers.

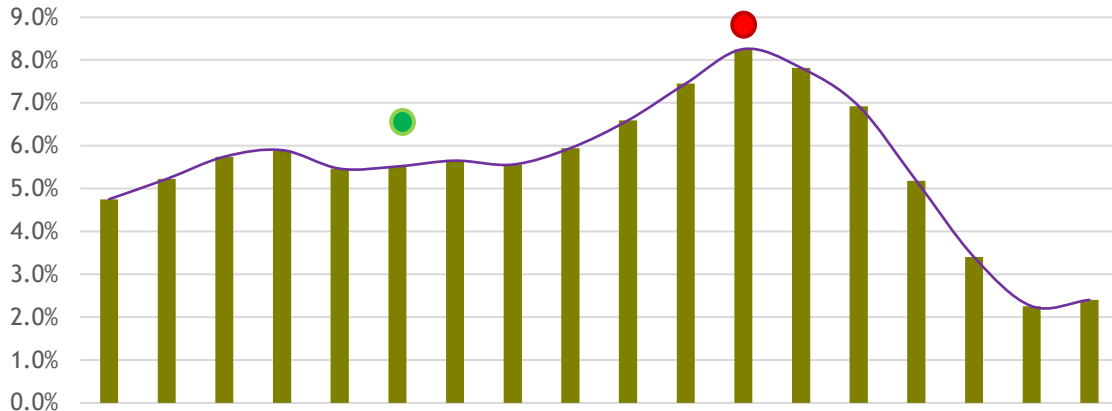
2017 Goal: Stabilize the decline in percentage of population ages 25-44

2019 Status: in 2014, those between 25-44 made up 22.9% of the population. By 2019, they made up 22.7%. (Nationally, those figures were 26.4% and 26.5%, respectively.)

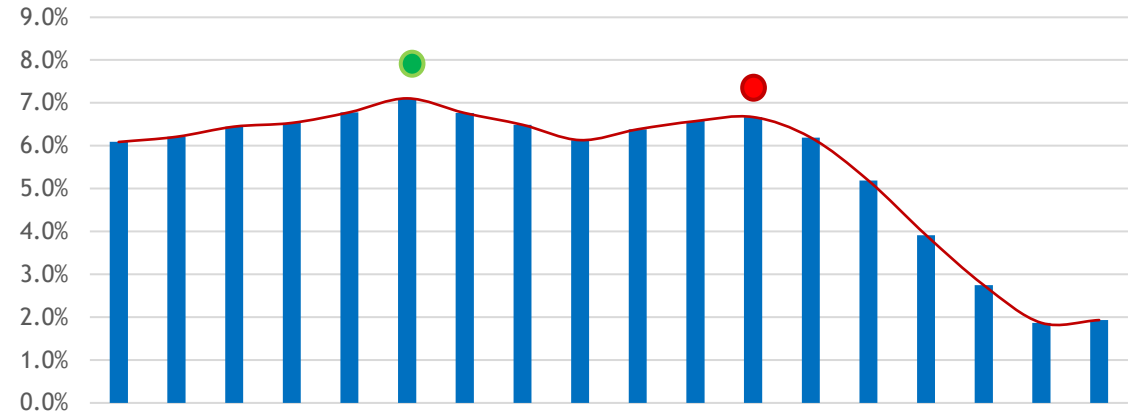


# Regional Goals, Explained

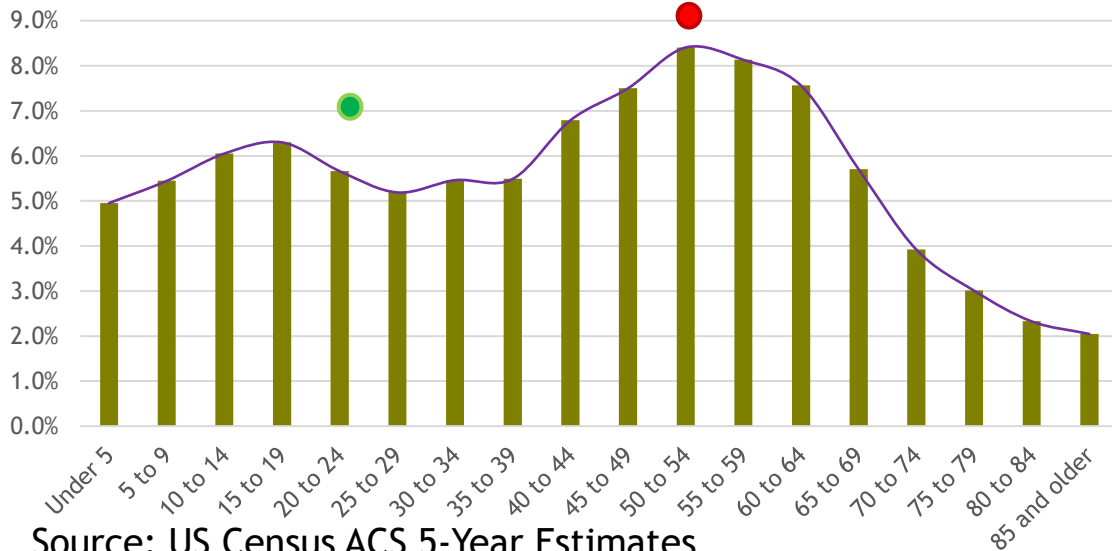
Regional Population Distribution - 2019 ACS 5-Yr



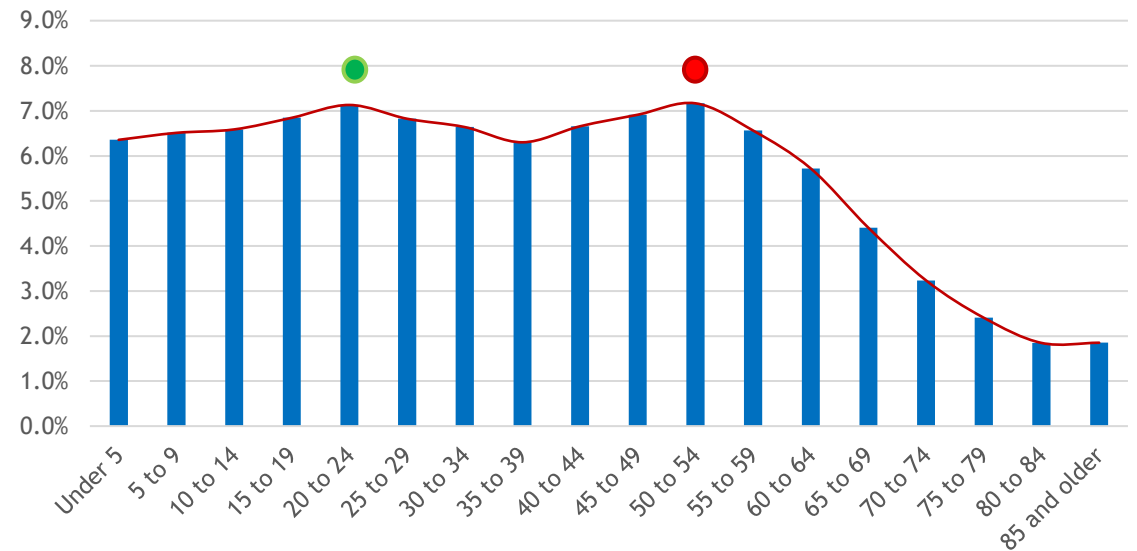
National Population Distribution - 2019 ACS 5-Yr



Regional Population Distribution - 2014 ACS 5-Yr



National Population Distribution - 2014 ACS 5-Yr



Source: US Census ACS 5-Year Estimates

# Regional Goals, Explained

## Education

A college education is correlated with an average 134% increases in annual earnings over someone with a high school degree, a 3.5x lower incidence of poverty, a 7-year increase in life-expectancy, a 1.9x rate of civic participation, and many other positive outcomes.

2022 Goal: Increase the number of college-educated adults in the two-county area to 31,500 by 2022.

Benchmark: 27,384 people in Kennebec and Somerset County with a Bachelor's degree or higher.

2019 Status: an estimated 30,808 people had earned a Bachelor's degree or higher.

	HS/GED or less	Some College	Associate's Degree	Bachelor's Degree	Graduate or Professional Degree
Kennebec County	40.2%	20.8%	10.9%	17.2%	10.9%
Somerset County	52.0%	19.4%	12.2%	11.7%	4.8%
Waldo County	40.0%	20.1%	8.5%	20.1%	11.3%
Region	43.0%	20.3%	10.8%	16.4%	9.5%
<b>State</b>	<b>38.9%</b>	<b>19.3%</b>	<b>10.1%</b>	<b>20.0%</b>	<b>11.8%</b>

Source: US Census 2019 ACS 5-Year Estimates





▶ Next: Assessment

# Economic Drivers of Success

## Key focus areas identified in the CEDS plan

- ▶ Asset Based Cluster development-focuses on industry-specific claims and strengths of the region
- ▶ Entrepreneurship and Innovation
- ▶ Education and Workforce
- ▶ Access to Capital
- ▶ Infrastructure and Environment, and
- ▶ Leadership



# Assessment: Committee Survey

We Need Answers!

Assess the current goals identified in the 2017 Plan.

- Have they been met? Should the goalpost be moved?
- Should the goal be eliminated?

Assess the identified Asset-Based Clusters.

- are these relevant?
- Is anything missing?

What do we need to know?

- Data Collection and Research!



# What next?

## ▶ CEDS Committee Survey:

### **CEDS Drivers of Success**

#### Describe yourself and your community

In this survey, we encourage you to answer questions as a representative and a stakeholder of your community. This community could be a single municipality or a region comprised of several different municipalities. Please be as general or as specific as is appropriate (i.e. Greater Augusta, the Town of Winslow, Northern Kennebec County, and so on.)

OK

1. How would you describe your profession?

- ▶ Distributed by Friday the 21<sup>st</sup>
- ▶ Survey completed by the June 4<sup>th</sup>
- ▶ SWOT Meeting on June 17<sup>th</sup> 8:30-10:00







## ▶ Q & A

Questions?

Feel free to put them in the chat or turn on your microphone/camera.