

APPENDIX I

CEDS GOALS & OBJECTIVES RANKING SHEETS

The following appendix contains all of the goals and objectives that were developed through the planning process. The prepared sheets were provided to the Regional Task Force Members for privatization of their top 5 goals and the objectives were then ranked under those prioritized goals. The prioritized goals and ranked objectives were then placed in the primary CEDS document.

CEDS Goals & Objectives Prioritization Worksheet

Name: _____

Top 5 Goals for a Sustainable Economy

From the list of goals below, please place an “X” in the right column to indicate the **top 5 goals**. These are the goals that you view as most important or most urgent in supporting a sustainable regional economy. Once you’ve selected 5 goals from the list, proceed to the next page.

Goal 1: Develop and support programming that promotes affordable housing efforts at the state, regional and local levels.	
Goal 2: Collaborate with local units of government to implement policies and programs that support affordable housing development.	
Goal 3: Through programming, policy updates and partnerships, ensure adequate childcare to support the region’s workforce.	
Goal 4: Implement transportation infrastructure that is safe, efficient and considers a wide user group.	
Goal 5: Convene the Networks Northwest Economic Development Council with county representatives to discuss lessons learned from the COVID-19 pandemic and share the resulting findings with the regional community through various means.	
Goal 6: Support resource sharing and consolidation of municipal services to reduce government expenditures and inefficiencies.	
Goal 7: Plan for and implement land use patterns that are environmentally, economically and socially sustainable.	
Goal 8: Promote clustering of like industries to foster innovation and collaboration.	
Goal 9: Utilize a mix of funding mechanisms to support local initiatives.	
Goal 10: Support best practices and their implementation at various levels of government.	
Goal 11: Affirm the need for local officials, both elected and appointed, to be adequately trained in their roles in order to be an effective agent of local governance.	
Goal 12: Take advantage of the region’s Opportunity Zones to spur economic growth.	
Goal 13: Plan, implement and improve road networks throughout the region.	
Goal 14: Maintain and improve deep water ports to facilitate a strong maritime commerce economy.	
Goal 15: Promote rail as an effective mode of transportation and commerce.	
Goal 16: Evaluate and implement dam needs, including their maintenance, addition or removal to ensure their safety for the public.	
Goal 17: Deliver broadband services to more residences and business throughout the region.	
Goal 18: Provide educational and skills training opportunities that prepare individuals to successfully contribute to a diverse regional economy.	
Goal 19: Through effective planning and governance, adapt the region’s built environment and policies to mitigate the consequences of climate change.	
Goal 20: Attract, develop and retain a talented workforce in a diverse regional economy.	
Goal 21: Ensure that there are ample opportunities for individuals representing an array of backgrounds to participate in the regional workforce.	
Goal 22: Continue to grow the industries that make the local economy unique while also introducing industries that would diversify the region’s economic makeup.	

[1]

Objectives Prioritization

For the 5 goals you selected on the first page, please rank the objectives for each of your 5 top goals, with 1 being the highest priority. You only need to complete this for the 5 goals you selected, however, you are welcome to complete this prioritization exercise for as many goals as you like. In column 3, write “Short-Term” or “Long-Term” to indicate the appropriate timeline for that objective’s implementation. Short-term indicates a 1-5 year timeline, while Long-term indicates a timeline of 5+ years. Finally, in the last column, suggest a responsible party or parties that would likely work to implement each objective.

	Priority Ranking (1 is highest priority)	Short Term (1-5 years) OR Long Term (5+ years) Timeline to Implement Objective	Responsible Party(ies)
Goal 1: Develop and support programming that promotes affordable housing efforts at the state, regional and local levels.			
Continue to raise awareness of all housing issues through housing advocates like Networks Northwest, Housing North, and local housing solutions teams such as Charlevoix County’s Housing Ready Program and Little Traverse Bay Housing Partnership.			
Assist local communities in the region to thoroughly study their unique housing needs so that they can best implement solutions.			
Implement the Housing North “Housing Ready Checklist” in each community, which parallels the Redevelopment Ready Communities (RRC) program.			
Support and incentivize renewable energy and energy efficiency programs for all households, especially workforce, lower-income and senior housing to help reduce long-term costs of housing and ensure a healthy safe home.			
Work on the state level to expand housing programs and develop new and innovative tax structures to encourage year-round housing development. Ensure Michigan communities have local control over their housing regulations including commercial use of former residences as short-term rentals.			
Encourage more communities to establish their own local area housing solutions teams of stakeholders who are decision makers who can take action on housing goals. Local housing solutions teams can more accurately assess the specific local housing needs and better take action to solve those issues.			
Update state legislation and grant programs to meet the unique housing needs in Michigan’s rural communities. These are typically smaller projects that may need utility expansion and have a higher per-unit cost but lower median incomes and a lower walk score.			
Expand Neighborhood Enterprise Zone and Opportunity Zone tools for use in more communities.			
Advocate for more funding mechanisms for rural communities beyond the Redevelopment Ready Communities program.			
Create more emergency shelter solutions.			
Goal 2: Collaborate with local units of government to implement policies and programs that support affordable housing development.			
Work with communities to ensure local zoning ordinances support housing development. These may include:			
Allowing for slightly higher density and infill housing;			
Streamlining the permitting process;			
Allowing for more housing types that include “missing middle” housing (multi-unit houses such as duplexes, triplexes and fourplexes, townhomes, mixed-use, and accessory dwelling units);			
Creating incentives for multi-unit housing projects that relax requirements for setbacks, minimum dwelling size, lot size, parking, and building height requirements if additional housing units are created for year-round use; and			
Allowing more senior and supportive housing opportunities within each zoning district.			
Support ordinances, policies and their enforcement to ensure housing is safe and adequate.			
Encourage more counties to activate a county land bank and create housing projects using those available tools. Incentivize Land Bank Authority use of Tax Increment Financing (TIF) to create housing.			
Provide more tools for local communities to create housing incentives using tax incentives as well as grant programs to create more housing opportunities.			
Work with local jurisdictions to amend zoning, policies and other practices. This may include the development of regional best practices, case studies and			

[2]

	Priority Ranking (1 is highest priority)	Short Term (1-5 years) OR Long Term (5+ years) Timeline to Implement Objective	Responsible Party(ies)
recommendations for local units of government.			
Goal 3: Through programming, policy updates and partnerships, ensure adequate childcare to support the region's workforce.			
Set the child care subsidy rate based on the actual costs of child care and not based on a percentage (75%) of the market rate as reported by child care providers			
Pay child care providers based on attendance (clarify - needs more flexibility for parents' expenses).			
Increase the use of contracts and grants by child care providers – Reward quality child care providers with grants and contracts.			
Invest in the workforce similar to bonuses paid out during the Covid-19 pandemic. Set up wage boards to establish fair wage rates similar to compensation studies conducted in the private sector.			
Support development of shared services to ensure quality care, high standards, access to other sources of funding and to take advantage of the combined purchasing power.			
Engage stakeholders to develop a vision for universal child care under the notion that child care is a public good and warrants public investment. This should be followed by a business model or action plan.			
Assess the feasibility of making childcare a deductible expense to subsidize employees' childcare.			
Implement and improve before and after school child care programs.			
Goal 4: Implement transportation infrastructure that is safe, efficient and considers a wide user group.			
Inventory the region's infrastructure systems so that maintenance is more efficient and timely.			
Renovate transportation systems using best practices, innovative materials, designs and approaches to roadway systems.			
Adapt roadway systems to meet the needs of new and innovative types of vehicles such as hydrogen vehicles and electric vehicles, delivery drones, autonomous vehicles, vehicle sharing and vehicles utilizing artificial intelligence.			
Adapt app-based services to the rural settings in Northwest Michigan that provide new options for community members with limited transportation options available.			
Advocate for increased state funding to support preventive maintenance of roads, trails, bridges and dams.			
Design roadways that embrace "Complete Streets" best practices for pedestrian and non-motorized travel.			
Connect communities throughout the region with non-motorized trail connections.			
Promote development patterns that reduce the need for a personal vehicle to access points of interest and resources.			
Work with counties and local units of government to ensure that when infrastructure is developed or redeveloped that it anticipates advances in transportation technology (e.g. autonomous vehicles).			
Implement trails, bike paths, sidewalks and other transportation avenues for non-vehicular traffic that consider mobility in a context of transportation and recreation.			
Connect cultural sites, parks, residences and commercial areas through non-motorized paths.			
Goal 5: Convene the Networks Northwest Economic Development Council with county representatives to discuss lessons learned from the COVID-19 pandemic and share the resulting findings with the regional community through various means.			
Develop benchmarks for business resilience based on lessons learned.			
Gather and interpret data regarding the impact COVID-19 had on the region's housing market including short term rentals, home purchases and other data that are more specific than a standard census study.			

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Goal 6: Support resource sharing and consolidation of municipal services to reduce government expenditures and inefficiencies.			
Prompt local units of government to, where feasible, collaborate on the following policies and services:			
Plan cooperatively and seek to establish joint planning commissions.			
Align policy and regulation at abutting local jurisdictional lines where the existing and proposed land use character is similar.			
Share infrastructure across jurisdictional lines in order to promote scaled and contained development.			
Promote the sharing of planning/zoning, public safety, parks and recreation, public works and other staff in communities of part-time professional need.			
Goal 7: Plan for and implement land use patterns that are environmentally, economically and socially sustainable.			
Support policy that promotes infill development and brownfield redevelopment.			
Utilize environmentally sensitive areas for passive recreation when possible.			
Focus planning policy on the proper interaction of areas for housing, workplace and necessary transportation infrastructure.			
Allow higher density housing in close proximity to employers and in urban cores.			
Promote multi-modal transportation that includes bike routes, trails and mass-transit options to provide interconnection and transportation options.			
Community planning should look to existing development patterns, infrastructure and the availability of space within urban and suburban cores and direct redevelopment and reuse in these locations, thereby supporting higher density.			
Land use policy should direct regulatory measures to support varied uses within the same building and zoning district.			
Land use policy should direct the interaction of the built environment to the user, not direct the full separation of uses within the built environment. Land use policy should look to “form” over “function”.			
Support compact dense development over costly urban sprawl.			
Goal 8: Promote clustering of like industries to foster innovation and collaboration.			
Promote density for industrial sectors in appropriate areas of infrastructure (water, sewer, broadband and transportation).			
Promote industrial sector density in areas adjacent or intermixed with residential workforce housing options.			
Goal 9: Utilize a mix of funding mechanisms to support local initiatives.			
Support funding to local Economic Development Organizations for support of local projects and processes.			
Provide recognition that many local units of government are overburdened and underfunded for maintaining of full-time professional staff.			
Through collaborative partnerships, develop regionally supported projects through shared fundraising initiatives.			
Provide incentives for infill development where existing infrastructure exists. Tax abatements and TIF programs should be explored to focus development in these locations.			
Goal 10: Support best practices and their implementation at various levels of government.			
Develop and share models and best practices for master plan policy and zoning ordinance regulation with counties and local municipalities.			
Open dialogue and discussion with the State of Michigan RRC Program leadership in order to adjust the program to fit the needs of rural communities.			
Support inclusion of local units of government in MEDC’s RRC program.			
Encourage consistent communication across different levels of government and different governmental departments.			
Provide sample walk-through development process sheets to guide applicants.			
Identify direct issues and redundancies between government levels and departments, and support policy shift to make correction.			
Work towards achieving a balance of regulation and development that supports business and workers, while protecting property, lifestyle and the natural			

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environment. This should be met through policy developed within community Master Plans.			
Focus community leadership on “implementation strategies” of community plans and documents.			
Assign responsible parties and time-lines for direct implementation of specific goals.			
Goal 11: Affirm the need for local officials, both elected and appointed, to be adequately trained in their roles in order to be an effective agent of local governance.			
Provide professional board training for elected and appointed officials.			
Ensure Board by-laws promote professional training.			
Ensure Board by-laws necessitate professional conduct of members.			
Ensure Board by-laws promote ethical and moral standards for board members.			
Prompt planning commissioners to participate in MSU Extension’s Citizen Planner training or other, similar training programs.			
Goal 12: Take advantage of the region’s Opportunity Zones to spur economic growth.			
Promote opportunity zones through the ThriveNorth website.			
Ensure community leaders are aware of the opportunity zones within their communities.			
Make community leadership aware of the incentives provided to and by opportunity zones.			
Develop and circulate technical guidance to aid local units in developing opportunity funds.			
Goal 13: Plan, implement and improve road networks throughout the region.			
Support infrastructure improvement funding for road network enhancements.			
Include road network transportation planning policy within Master Plans that coordinates with Federal, State and local transportation oversight agencies as well as the business community and residents.			
Support replacement of culverts and bridges that have met their lifespan.			
Institute traffic calming measures on targeted roadways, commercial corridors and downtown main streets.			
Coordinate with Road Commissions to implement transportation flow improvements that may include changes in signal timing or the addition of round-a-bouts, turn lanes and passing lanes.			
Goal 14: Maintain and improve deep water ports to facilitate a strong maritime commerce economy.			
Support continued federal funding for maintenance of deep water ports.			
Include deep water port transportation planning policy within Master Plans that coordinates with Federal, State and local transportation oversight agencies as well as the business community and residents.			
Maintain direct communication with industrial users of deep water ports. Discuss future infrastructure needs and the potential for expansion.			
Support expansion and growth of industries that utilizes deep water ports.			
Goal 15: Promote rail as an effective mode of transportation and commerce.			
Support continued funding of rail-road infrastructure.			
Include railroad transportation planning policy within Master Plans that coordinates with Federal, State and local transportation oversight agencies as well as the business community and residents.			
Support the expansion of freight rail where appropriate.			
Support the expansion of passenger rail with appropriate connections to the Traverse City, Petoskey and Cadillac regions in Northwest Lower Michigan and urban areas of Southern Michigan.			

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Support efficient realignment of rail corridors to benefit efficiency and industrial users.			
Goal 16: Evaluate and implement dam needs, including their maintenance, addition or removal to ensure their safety for the public.			
Prioritize the need for ongoing management of dams as a contribution to public safety.			
Dams with a necessary public need should be properly maintained and licensed.			
Dams without a necessary public need should be reviewed for usefulness, and removed if feasible from a safety and monetary standpoint.			
Goal 17: Deliver broadband services to more residences and business throughout the region.			
Follow best management practices and examples set by other rural sectors within the United States that have successfully increased broadband coverage.			
Benchmark local communities that have shown success in broadband within the region.			
Support broadband initiatives and workgroups across the region and provide opportunities for those groups to network.			
Connect Federal, State and non-profit broadband funding opportunities to local governments and officials.			
Increase competition in the sector by developing a stimulus for telecommunications companies that are currently unable to compete in the marketplace.			
Support the emerging conceptualization of broadband as a public good.			
Manage improvements in technology, especially AI, to avoid further gaps in technological access and its benefits.			
Hold regular meetings with business leaders to understand remote worker needs and potential improvements.			
Support public Wi-Fi programs in urban cores.			
Annually update the 10-acre development potential site inventory which identifies parcels that have utilities including broadband and other infrastructure necessary to support business and industry.			
Direct users to areas of existing broadband.			
Goal 18: Provide educational and skills training opportunities that prepare individuals to successfully contribute to a diverse regional economy.			
Provide more career outlook information to K-12 students prior to graduation to encourage job seeking and training opportunities in industries needing talented workers.			
Continue to build upon trades programs at schools.			
Encourage collaborative partnerships between business leaders and schools, especially for skilled trades.			
Assess the feasibility of locating a satellite university campus in the region - need to talk to community colleges on what's there, what needs to improve - research, grant funding, entrepreneurship opportunities, different/increased partnerships.			
Periodically review and adapt school curriculums to match industry trends, both regional and global.			
Continue to encourage partnerships between the region's community colleges, technical schools and high schools.			
Support a range of education options including, but not limited to, public schools, private schools, arts programming, training for skilled trades, apprenticeships, co-op opportunities and other non-traditional programming.			
Grow the prevalence of remote learning options to impart greater access to education and skills training.			
Link community members wanting to finish their high school degree to high school equivalency test preparation (GED) resources.			
Goal 19: Through effective planning and governance, adapt the region's built environment and policies to mitigate the consequences of climate change.			
Assess the region's storm water retention and sewer infrastructure and its ability to withstand increased storminess and flood risk.			
Support zoning practices along the Lake Michigan shoreline that increase the prevalence of pervious surfaces.			
Coordinate with state, county and local units of government to identify alternatives to shoreline hardening along the Lake Michigan coast.			
Work with local units of government wanting to implement sustainable features to the built environment including, but not limited to, green infrastructure,			

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solar and wind.			
Plan for Lake Michigan's decadal fluctuations to avoid development in flood-prone areas. These fluctuations are expected to be more drastic and frequent as a result of climate change.			
Continue to communicate the need for effective planning and zoning practices at the local, county and regional level as a means to anticipate the potential population growth in the region as a result of climate change.			
Encourage infill development as an alternative to development in Greenfields.			
Continue to support the various entities involved in environmental stewardship.			
Developing siting best practices - solar, wind facilities; assist with the collaboration needed between municipalities (city and township, for example).			
Goal 20: Attract, develop and retain a talented workforce in a diverse regional economy.			
Connect community members with information regarding job training and skill development opportunities.			
Create a centralized hub of information and resources for community members wanting to transition into a different career.			
Collaborate with businesses in the region to develop employee incentive programs that may include childcare assistance, subsidized housing or skills training to improve talent retention.			
Provide support to community members wanting to attain a National Career Readiness Certificate or similar trainings that promote employable skillsets.			
Target skill training programs towards growing industries, or those in the region struggling to hire employees.			
Goal 21: Ensure that there are ample opportunities for individuals representing an array of backgrounds to participate in the regional workforce.			
Assist those who have recently left a correctional facility with the transition back into the workforce.			
Provide job resources to individuals who speak English as a second language.			
Assist military veterans in the shift to the civilian workforce.			
Make community members aware of the region's postsecondary preparation resources.			
Support the region's aging demographic and their desire to remain in the workforce as part-time employees.			
Promote virtual work in the region.			
Goal 22: Continue to grow the industries that make the local economy unique while also introducing industries that would diversify the region's economic makeup.			
Develop assistance programs for local businesses to compete with national chains.			
Coordinate with local units of government to identify opportunities to streamline regulatory processes and increase flexibility.			
Offer no-strings-attached incentives to embolden businesses to relocate to the region.			
Continue to attract businesses that are easy to relocate, have a low impact on the built environment and pay quality wages.			
Target job growth in certain industry sectors to meet local demands. An example of this would be growth in the construction industry to help meet the current housing demand.			
Expand collaboration amongst local business owners.			
Expand the region's economic base by developing businesses that match the region's character or provide value added goods or services. Examples may include, but are not limited to, farm-to-table restaurants and outdoor recreation manufacturing.			
Target cluster development around the region's strongest industries.			
Act to remove existing constraints to the tech industry's growth in the region (broadband, skilled workforce, affordable housing).			
Benchmark rural communities similar to the region that have adapted well to the shift towards technology and its implications for various industries.			

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Utilize business incubators as a way to support innovation in the local economy.			
Support industries as the global marketplace shifts to Industry 4.0. This may consist of studies and collaborative workgroups to understand how Industry 4.0 will affect supply chains, the workplace and consumer needs.			

[8]