

APPENDIX A

CEDS TASK FORCE DEVELOPMENT PROCESS

The following appendix contains the process that was followed for the establishment of the Task Force Groups and the meeting process that was undertaken with steps to complete the necessary group meetings to gather, disseminate and analyze the information contained within the CEDS.

1. Prepared for CEDS by completing the following:
 - a. Reviewed the Economic Development Administration (EDA) CEDS Guidelines and supporting materials.
 - b. Attended live and recorded educational webinars on the CEDS prepared by the EDA and National Association of Development Organizations (NADO)
 - c. Completed 2020 MEDC Innovation Grant Items:
 - i. Prepare Action Plan for Redevelopment Ready Communities (RRC) Program
 - ii. Updated the 2014 Corridor Inventory for thirty-one commercial corridors in Networks Northwest region
 - iii. Updated marketing materials for each of the eleven most populated urban areas in region
 - iv. Creation of marketing packages for the ten Opportunity Zones in the region
 - v. Created a comprehensive region-wide inventory and initial readiness assessments of all sites greater than ten acres with water, sewer, broadband, and zoning infrastructure
 - vi. Prepare a talent strategy for the region
 - vii. Prepare a housing strategy for the region
 - viii. Completed Networks Northwest 2020 CEDS.
 - ix. Updated Economic Development Eco-System Map that will be part of a new website directed toward real estate investors and developers
 - d. Reviewed numerous samples of CEDS from similar organizations

2. Networks Northwest solicited, through a request for proposal (RFP), to select qualified organizations to oversee the formation and oversight of new Economic Development Task Force Groups to be created in each of the ten counties within the Networks Northwest region. These groups will provide information from their local communities that will assist with development of the updated CEDS. Required tasks and outcomes include:
 - a. Formation of an Economic Development Task Force in each authorized County
 - b. Oversight of county Task Force Meetings
 - c. Relaying information from businesses, residents, visitors, local units of government, other facets of the community
 - d. Nomination of a Task Force Committee Member to serve on a Regional Task Force
 - e. Review and critique draft survey pertaining to a CEDS update
 - f. Assist with marketing of survey to businesses, employees, residents and local officials
 - g. Maintain Communication between Regional and Local Task Force Groups
 - h. Dissemination of information, data and materials from Networks Northwest.

3. The RFP was issued December 29, 2020 and the due date for proposals was January 22, 2021.

4. The selection of contractors was January 26, 2021 and contracts were executed on January 29, 2021. The project started on February 1, 2021 with a completion date of July 1, 2021.

5. Through the RFP process four organizations were selected as Task Force Partners to oversee counties as follow:
 - a. Alliance for Economic Success (AES)overseeing Wexford and Missaukee counties

- b. Manistee Chamber of Commerce overseeing Manistee county
 - c. Northern Lakes Economic Alliance NLEA overseeing Antrim, Charlevoix and Emmet counties
 - d. Traverse Connect overseeing Benzie, Grand Traverse, Kalkaska and Leelanau counties.
6. Task Force meeting process:
- a. An agenda is created for each meeting
 - b. Meeting agendas are targeted to match CEDS components
 - c. Notes were taken at each session for distribution to regional task force members and county level task force members
 - d. Task Force partners convened county level task force members to review task force meeting notes and materials and provide insights or feedback to regional task force members
 - e. All meetings held via Zoom
7. Task force meeting
- a. The Task Force Partners met via zoom on February 25, 2021 for an organizational meeting. Topics included:
 - i. Purpose for Task Force
 - ii. Task Force Work Group Hierarchy
 - iii. Task Force Organizational Chart
 - iv. The role of the Regional Planning Agency – Networks Northwest
 - v. Recruiting Regional Task Force Members
 - vi. Recruiting County Task Force Members
 - vii. Topics for discussion at future Task Force meetings
 - b. At the Orientation and Summary Background meeting from April 8, 2021 the task force discussed the following:
 - i. The notes from the Meeting on Feb 25, 2021
 - ii. An overview of CEDS process
 - iii. A discussion of Summary Background Information
 - c. The meetings on May 5, 2021 and May 6, 2021 concentrated on the SWOT analysis
 - i. The group reviewed the notes from the Meeting on April 8, 2021
 - ii. Breakout groups were then created consisting of four to six task force member to help stimulate discussion and creativity during the meetings
 - I. The task force discussed strengths at the first session on May 5, 2021
 - II. The second SWOT Analysis session of the day focused on weaknesses and threats
 - iii. The May 6 SWOT Analysis session focused on opportunities
 - iv. Networks Northwest staff then consolidated the SWOT analysis materials and distributed the analysis to Regional and County Task Forces for review on May 12, 2021
 - d. The topic for the next meeting on May 18, 2021 was strategic direction and action planning where:
 - i. The task force discussed numerous goals and objectives that were presented.
 - ii. It was decided to prioritize the goals and objectives presented. Each task force member was asked to select their top five goals and then to

- prioritize the objectives associated the goal. The final task was to provide a general time line for each goal; short term or long term goals.
- iii. The deadline for completing the task is Friday, May 28, 2021.
 - e. Prioritize the strategic goals and rank the objectives
 - i. The Task Force Members each prioritized their top goals and then ranked the accompanying objectives. Staff then placed the prioritized information within the CEDS.
 - f. Evaluation Framework
 - i. The evaluation framework was established with known quantifiable methods that would look to understand whether goals and objectives are being met through continued communication with EDO's and stakeholders. Necessary revisions will occur to goals and objectives when these communications occur.