

Appendix A

Other Illinois Strategic Planning Processes

Competitive Communities Initiative (CCI)

MAPPING the Future of Your Community

Comprehensive Economic Development Strategy (CEDS)

Competitive Communities Initiative

The purpose of Competitive Communities Initiative (CCI) is to assist communities as they plan for the future by helping them identify and focus appropriate human and financial resources in a coordinated fashion. CCI was founded on the belief that local citizens must create their own destiny and assume responsibility for ensuring community survival and prosperity. The end goal of the CCI process is to help communities to help themselves.

CCI specialists from the Department of Commerce and Economic Opportunity are assigned to facilitate the economic development process by the following steps:

- A. Building a community leadership structure reflecting all segments of the community or region who are committed to the improvement of the quality of life for all citizens.
- B. Training the team in leadership development to conduct a self-assessment and establish attainable goals and objectives.
- C. Providing strategic planning sessions in which participants identify issues and formulate strategies to address them.
- D. Providing sustained support and technical assistance to develop, evaluate, and implement a written action plan.
- E. Creating an expanded network of leaders who can work together to carry out team-oriented solutions to problems.
- F. Encouraging cooperation for enhanced economic development opportunities with community and business leadership.
- G. Expanding the community's knowledge of social and economic trends which will increase its capacity to compete in today's global economy.

The CCI program staff have identified six basic “Foundations for Growth” that when addressed by communities, will ensure a comprehensive self-assessment. These foundations are:

- A. A skilled and adaptive workforce.
- B. Access to technology and business modernization resources.
- C. Access to capital for business growth and expansion.
- D. Basic and advanced infrastructure.
- E. Pro-competitive business policies.
- F. Social infrastructure.

The final outcome of the CCI program is the locally developed community plan that outlines the steps needed to strengthen the community's foundations for growth.

MAPPING the Future of Your Community

MAPPING the Future of Your Community is a tool that local citizens can use to build consensus for envisioning and planning their community's future. This program brings together community leaders and other interested citizens in an effort to discover their vision and a plan of action for achieving it. The process involves four sessions in which community leaders create a workable action plan for local community and economic development. The MAPPING program is funded through the Illinois Department of Commerce and Economic Opportunity, and administered through the Illinois Institute for Rural Affairs (IIRA).

MAPPING is a strategic planning tool, which finds its roots in the vision statement. By working together with community leaders, the MAPPING process creates a vision statement that describes what the community hopes to become in the future. This vision is identified even if the resources to turn the dream into reality do not yet exist. By determining the vision, the four sessions of the process lead the participants toward a plan of action, and identifying specific projects and project teams to work toward the vision. Participants work together to identify specific outcomes and results for community consideration. The group participants decide which goals are most important to begin working on first.

The steps involved in the MAPPING process are as follows:

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| A. Meet with Local Steering Committee – the IIRA staff meet with local committee to discuss sponsorship, participation list, and logistics for visioning sessions. | E. Visioning Session 3 – How do we get there? Community leaders form interim project teams and pull together a framework for the community action plan. |
| B. MAPPING Orientation Session – IIRA staff acquaint the local steering committee with the process. | F. Action Planning Session – Making it happen. Participants organize for action, plan a town meeting, and consider options for long term sustainable development. |
| C. Visioning Session 1 – Where are we now? This session involves community leaders to look at current conditions and how to use strategic visioning for community and economic development. | G. Community-Led Town Meeting – Civic interaction and input for improving and mobilizing the community action plan. |
| D. Visioning Session 2 – Where do we want to be? Community leaders prioritize desired results and outcomes, building from past successes and creating a community vision that reflects long-range goals and objectives. | |

Comprehensive Economic Development Strategy

A Comprehensive Economic Development Strategy (CEDS) is required for participation in Economic Development Administration (EDA) programs. EDA may accept as a CEDS any locally, state, or regionally prepared plan, provided that it is current and its preparation and contents are consistent with the EDA CEDS guidelines. The CEDS analyzes local conditions, identifies problems and opportunities, defines the vision and goals of the community, designs the strategies to accomplish these goals, coordinates activities to implement these strategies, and evaluates and updates the process. The process must adopt a logical approach to long-range development while identifying and implementing short-term problem solutions to achieve early results and maintain momentum and public support. The CEDS should contain four main elements: analysis, vision, action plan and evaluation.

A CEDS should be prepared with the following sections included.

A. Organizing and staffing for economic development.

1. Development of a CEDS Strategy Committee, which is responsible for developing, updating, or replacing a strategy. This committee should represent all major interests of the community, including representatives from the following groups: public leadership; economic and business development organizations; employment and training sector; community organizations; women, minorities, aged and disabled; and other groups such as health, education, social services and other groups that might have an impact on the development of the region.
2. Working relationships must be established between the CEDS Strategy Committee and existing local, regional, and state institutions.
3. Staff support must be provided to the CEDS Strategy Committee to provide for the day-to-day functions of the process.
4. Committee work program should provide the agenda for the CEDS Strategy Committee. This work program describes each task to be performed, identifies the individual, organization or work group responsible for completing each task, and established timetables.

B. Analysis: Where are we?

The region needs to be analyzed to determine a clear understanding of the local economic situation. This analysis should include the following:

1. Background information, including: demographic and geographic data, information on current infrastructure, major sectors of the economy, factors that directly affect the local economy, and other areas that indirectly affect the local economy, including housing, health services, schools, cultural and recreational facilities, public safety, and others.
2. Issues to be covered include:
 - a. identification of the strengths and weaknesses of the regional economy, along with growth sectors and clusters.
 - b. external trends and forces affecting the local and regional economy, and a determination of how the region is positioned in the national and global economies.
 - c. identification of the regional partners for economic development.
 - d. determination of the groups, organizations, and individuals to serve as resources for economic development activities.

C. Vision: Where do we want to be?

The vision statement should answer the questions: where do we want to be in the next 10-20 years, and what are the goals to get there? The vision statement should be developed with public input, through sessions of workshops. Participants should include economic development partners and members of the public.

1. Vision statement, goals and objectives should respond to the analysis of the area's development potential and problems (strengths and weaknesses). Goals should reflect the desires of area residents and should be realistic and limited in number. These should also address short and long-term issues.
2. Setting priorities should be done as a basis for decisions on how and where to use available resources. Setting priorities should result in the ranking of goals. These goals then provide the basis for formulating the action plan and serve as milestones to evaluate the accomplishments of the CEDS process.

D. Action plan, or how do we get there?

The answer to this question is usually based on the identified long-term goals. The action plan describes activities, assigns responsibility, resources, timeframes and priorities for implementation. It is a multi-year strategy that includes activities and programs to take advantage of opportunities for the economic development of the area. The plan should also include some elements that can be achieved in a short or intermediate timeframe.

The action plan contains two components:

1. Prioritization of programs and activities should be based on the following questions:
 - a. What are the activities and what are their expected benefits?
 - b. Which activities address the areas or issues of greatest need and/or best enhance the region's competitive advantages?
 - c. Do these activities represent the best use of limited resources?
 - d. Will the activities have positive economic, environmental, and social impacts?
2. Implementation schedule should identify the most important program activities and propose a timeframe and implementation schedule for each, in multiple phases if needed. It should describe programs and activities and identify the range of public, private and nonprofit support for each.

E. Evaluation: How are we doing?

Evaluation should be an element of an ongoing planning process. Performance measures should be identified to evaluate the progress of activities in achieving the vision and goals.

F. Documentation

The CEDS document should serve as a record of all the steps of the process followed and the broad and diverse participation of the community in the development of the strategy.