

## **VIII. COMMUNITY AND PRIVATE SECTOR PARTICIPATION**

### **A. Expansion of Private Sector Representation**

CEDS guidelines place a strong emphasis on the importance of public and private sector participation to the implementation of the CEDS. While private sector participation has always played a key role in our planning process and project implementation, we make special effort in this update to meet the intent of the CEDS guidelines by making a significant number of new appointments of persons meeting the criteria for private sector representatives on the 2013 CEDS Strategy Committee.

We further broadened representation from other sectors to capture a greatly expanded cross-section of the community and other economic interests, while maintaining the private sector majority. Opportunities for members of both groups to participate in the CEDS activities is anticipated to carry forward in creating a greater level of cooperation in the project implementation phase as well.

### **B. Reliance on Partnerships**

Nearly all of the projects providing a direct performance result in terms of jobs created or retained and private sector investment involve both public and private sector roles. Our resources alone are generally too limited to carry out all of the elements needed to complete a project, and rely on a diverse range of the partnerships noted throughout the CEDS document with a summary listing in Chapter Z of the Background Information.

The value-added processing initiatives in Center, projects requiring assistance from our Business Loan Funds, the development of utility-scale solar electricity generation facilities, and re-opening of the mushroom farm, provide examples of public/private collaboration from ongoing programs and past projects.

For smaller business projects, bank loans and business funds for real estate improvements typically represent the private share, and the BLF covers gap financing for working capital and inventory for the public share.