



PROSPERITY

The Vision for Manistee County

Small Town and Rural Development Conference

April 24-26, 2007

Crystal Mountain Resort

City of Manistee

PURPOSES

- What led to the change process?
- What was the process?
- What are results to date?
- What is the economic development plan for achieving “prosperity?”
- Discussion

WHAT LED TO THE CHANGE PROCESS?

- Loss of manufacturing jobs
- Demographic shift – aging & loss of youth
- Influx of seasonal residents/young retirees
- Old processes – out-moded
- Competitive shift – global
- Absence of unifying plan in a county with 25,000 people

SURVEY - 2005

- Future health of Manistee's economy is:
 - 33%: Average
 - 39%: Below Average
 - 17%: Poor
- Overall quality of K-12
 - 52%: above average or excellent
 - 42%: average or poor

SURVEY - 2005

- Manistee County provides sustainable employment offering living wage.
>67% disagreed
- Children have ample job opportunities.
> 60% disagreed
- Growth in the county is being managed.
> 56%: somewhat satisfactorily
> 35%: not satisfactorily

OTHER FACTORS

As of 2002 Census Period:

- Slower growth rate than rest of NW Mich.
- Payroll is 93% of NW Mich.; 72% of Mich.

Plus:

- 12.6% decrease – goods producing industries
- High percent of residents overburdened – housing costs

STUDENT SURVEY – 2005

- **Below Average:** Job opportunities after high school or college
- **Very Concerned:** Sense of belonging
- **Most Severe Problems:** Social violence, teen use of drugs and alcohol
- **Below Average or Poor:** Cultural opportunities for youth

THE CHANGE PROCESS... ENVISION MANISTEE COUNTY

- First-of-kind process to define visions, strategies and actions for the county.
- Coordinated by Manistee Co. Community Foundation w/Leadership Steering Committee, Volunteer Work Group Leaders, and over 700 participants
- 16-month process

ENVISION MANISTEE COUNTY

Established visions and strategies for...

- Youth and education
- Health and human services
- Economy and employment
- Government and infrastructure
- Art and culture
- Natural resources and recreation

ENVISION MANISTEE COUNTY

Priorities

- Refocus economic development strategy
- Support development of health care system
- Revitalize coordinating body for delivery of human services
- Develop county-wide recreation plan
- Develop strategic plan for Arts and Culture Alliance
- Involve youth in decision-making; focus on establishing more options for youth
- Protect and wisely manage land and water resources

ENVISION MANISTEE COUNTY

Implementation Assistance

- W.K. Kellogg Grant – Community Foundation
- Oleson Foundation Grant
- DEQ Coastal Management Grant
- MSU Small Town Design Initiative

MANISTEE COUNTY: ON THE MOVE

- Envision Implementation: Arts & Culture; Human Services; “2-1-1 System” Recreation Plan; Portage Lake Watershed Plan; county-wide septic ordinance...
- New Education/Training wing: Hospital and Community College
- Home to Michigan’s Energy Fair
- New City of Manistee Strategic Plan

***Vision: “A community of choice
on the northwest Michigan coastline...”***

MANISTEE COUNTY: ON THE MOVE

- New strategies for creating a “giving community” (time, talent, treasures)
- Implementation of Small Town Design Concepts (June 14 – 2 Act Play)
- Next cycle of grants for Envision priorities
- * Alliance for Economic Success: Prosperity is Our Business...

ALLIANCE FOR ECONOMIC SUCCESS: THE PROCESS

March 2006: Economic Development Office
organizational assessment

April – October 2006: Re-Engineering Plan

April 2007: Full Implementation

RE-ENGINEERING

- Best practices assessment (Public Sector Consultants)
- 43 stakeholder forums
- Strategic input
- Stakeholder review of plan

OPPORTUNITIES

- Tourism
- Natural resources
- Hospital/health care coverage
- Community College
- Deep water port
- New people, new ideas
- Historic, cultural, recreational amenities
- Small town feel
- More engaged community/positive outlook

ISSUES

- Teamwork & communications
- Business and job development
- Packaging of county
- Education not meeting business needs
- Land use planning
- Activities for youth
- Government coordination
- Resistance to change
- Lack of unity about growth goals

PRIORITIES

- Information clearinghouse/neutral convener
- Business retention, expansion, attraction
- Link training/education to business
- Promote/package
- Ombudsperson/advocate for business
- Facilitate progress among diverse groups
- Reflect economic development consistent with quality of life priorities
- Have flexible strategy
- Leverage grants
- Teach community to embrace visitors/new opportunities

GUIDING PRINCIPLES

- Focus on all economic sectors
- Recognize quality of life
- Serve as catalyst for “cornerstone” issues
- Engage community
- Target retention, expansion, attraction
- Provide adaptive leadership
- Collaborate/assist with capacity building
- Ensure sustainability

ECONOMIC DEVELOPMENT IN MANISTEE COUNTY

***“Improving the economic well-being and
quality of life of Manistee County”***

ALLIANCE FOR ECONOMIC SUCCESS

Prosperity is our business

Missions

1. **ECONOMIC DEVELOPMENT CORNERSTONES.** Strengthen the cornerstones of economic development and job creation in the county
2. **BUSINESS AND JOBS.** Be recognized leader in retention, expansion and attraction of businesses and jobs
3. **RESOURCES.** Support development of financial and human resources to meaningfully impact economic well-being and quality of life in the county

ALLIANCE FOR ECONOMIC SUCCESS

CORNERSTONES

Facilitating...

- Revitalizing human services collaborative body
- Linking businesses with schools and curriculum
- Coordinating infrastructure improvements (dredging!)
- Collaborative grant process with Community Foundation

Alliance for Economic Success

BUSINESSES AND JOBS

- New software – regional management tool
- New incentives – creating jobs; stimulating new businesses
- Needs-based training
- Helping people with disabilities develop micro-businesses
- Collaborative process to embrace new opportunities, like ethanol and others

ALLIANCE FOR ECONOMIC SUCCESS **RESOURCE DEVELOPMENT**

- Serving as a 501 (c)(3) hub for nonprofits
– raise funds; fiscal agent services
- Serving as a hub for county-wide fund development
- Providing facilitating/strategic planning assistance: City of Manistee and others
- Serving as a communications hub for county-wide interests

ORGANIZATIONAL FRAMEWORK

- Governing Board with members outside of county, contracting members, diverse leadership
- 501 (c) (3) Organization
- Two staff; other staff contracted/variable based on need
- Outcome based evaluation
- Best practices used for by-laws & procedures

KEYS TO PROSPERITY

- **Respond to causes not symptoms**
- **Communications and partnerships**
- **Unify around common goals**
- **Measure progress, redefine goals**
- **Leverage resources based on a unified plan**
- **Sustainability**

DISCUSSION AND QUESTIONS