



## Seven Sources - Community Capital

**December 2016 – December 2018**

## **MISSION**

**Purpose: What we Do.**

*We provide business, community and resource development services to prepare and implement strategies that generate positive economic and community development results.*

*This is done through a “bottoms up” approach driven by local issues, opportunities and priorities.*

## **VISION**

**Picture of the Future.**

*Our vision is sustainable, prosperous communities supported by:*

*forward looking strategies that unify all interests,*

*resources that achieve community goals,*

*employers, employment opportunities and a skilled workforce that are diverse, dynamic and evolving to respond to market demands.*

# AES Strategic Goals by Mission

Our goals center on local priorities and building community capital to create sustainable, prosperous communities in collaboration with partners.

## **Mission: Community Development**

**Goal:** To support community and organizational readiness for economic development by facilitating the completion and updates of plans and strategies, including master plans, recreation plans, corridor plans and organizational strategies.

**Goal:** Through neutral facilitation, assist residents, organizations, and units of government work through difficult issues in order to help them identify issues and opportunities, and make high quality decisions that leave lasting positive results.

## **Mission: Resource Development**

**Goal:** To identify, seek, secure and manage financial resources that correspond to community plans and priorities, including the needs of businesses.

**Goal:** To support workforce development by developing financial resources and facilitating development of collaboratives for strengthening skill-based programming.

## **Job and Business Development**

**Goal:** To provide one-stop service to all businesses to help them attain their operational and financial objectives, including leveraging financial and other incentives.

**Goal:** To seek business attraction and expansion based on research and data such as the recently completed Manufacturing Strategy and the Farm and Food Assessment.

# AES & Partners: Creating Community Capital

## Creating Capital for Economic and Community Development

The AES relies upon several factors to achieve its goals, including:

- Community readiness, evidenced in plans, strategies and priorities that reflect community unity.
- Availability of financial, technical and human resources to achieve priorities.
- Partnerships with communities and public and private agencies to ensure collective action to achieve shared priorities.
- Outreach to all sectors to support, encourage and assist in building all forms of community capital.

Accordingly, communities, partners and the AES must partner to develop seven forms of community capital to create sustainable, prosperous communities:

- Financial
- Built
- Natural
- Human
- Social
- Cultural
- Political

To achieve sustained economic prosperity, it is important that all forms of community capital be present and in the appropriate balance to ensure economic and community development occurs in an organized and effective manner. The following table summarizes the types and sources of community capital and the partners who, along with AES, are instrumental to seeing that community capital is created.

## Community Capital, AES and Partners

Partners for building a common agenda.

Type Of Capital	Definition	Examples	AES Partners
<b>Financial</b>	Investment capital to build Wealth, support development	Loan programs, grants, revolving loans funds, financial organizations community foundations.	Venture North USDA Rural Development US Small Business Assoc. MEDC Financial/Credit Institutions Impact Investors Private Equity Community Foundations
<b>Built</b>	Infrastructure	Broadband, sewer, transportation housing, utilities, health care	USDA Rural Development MSDA

		facilities, streetscapes, etc.	<p>HUD</p> <p>MEDC</p> <p>EDA</p> <p>MDOT</p> <p>Consumers Energy</p> <p>DTE</p> <p>Marquette Rail</p>
<b>Natural</b>	Natural/environmental resources and access to them.	Parks, lakes, rivers, forests farmland, others	<p>MDNR</p> <p>USDA Rural Development</p> <p>Rotary Charities</p> <p>G. Traverse Reg. Land Cons.</p> <p>US Forest Service</p> <p>Great Lakes Fisheries Trust</p> <p>US Fish &amp; Wildlife Svc.</p> <p>Conservation Districts</p>
<b>Human</b>	Attributes of individuals that provide them with ability to earn a living, strengthen community. Requires access to education and leadership development.	Formal and informal education, workforce training, leadership programs lifelong learning	<p>Launch Manistee</p> <p>ISD's</p> <p>School Districts</p> <p>Networks Northwest</p> <p>NMC</p> <p>WSCC</p> <p>Baker College</p>
<b>Social</b>	Connections among people & organizations that make things happen. Promote unity & action.	Activities that build trust; citizen involvement in community discussions, building common goals/understanding.	<p>Watershed groups</p> <p>Civic Groups</p> <p>Local governments</p> <p>Chamber</p>
<b>Cultural</b>	Values, norms, beliefs and Traditions, emanating from Family, school, community	Historic associations, museums, art, music, multi-lingual populations	<p>Schools</p> <p>Art organizations</p> <p>LRBOI</p> <p>Faith-Based</p> <p>Historical Groups</p> <p>Families</p>
<b>Political</b>	Ability to influence/enforce regulations and standards. Participation/facilitation on difficult issues.	Elected and appointed officials Citizen participation, Congressional representatives, voting rates in Communities.	<p>Elected officials.</p> <p>Chamber</p> <p>Local governments</p> <p>LRBOI</p> <p>State Const. Codes</p> <p>Building Inspectors</p>

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**SOURCE:** Seven Sources of Community Capital. Promoting Community Vitality and Sustainability.

# Performance Measures

## A Shared Agenda for Building Community Capital

The seven sources of community capital provide a common agenda for the AES and partners to measure progress. In 2017, AES will facilitate creation of measures in the areas we serve to establish a foundation for collective action among partners.

### Financial

- Financing through private and public sources is available to fund the provision, construction and implementation of developments, programs, projects and assets.
- Financial capital is available from diverse sources: community banks; credit unions, loan funds, venture capital funds and microenterprise funds, philanthropy and self-funding.
- Financial capital is available for housing, community facilities, small business loans and community services to support all communities, including those distressed.
- Grant funding is available for the priority needs of the county where loan financing is not a solution.

### Built

- We have housing stock that is in good condition and is affordable to all sectors of the population.
- We have housing stock suitable for new and prospective residents.
- Last mile broadband to support economic and community development and education.
- Natural gas for economic development and affordable energy costs
- 3-phase power availability for agriculture and industry
- Water supply and treatment facilities that protect human health and safety, enable managed and planned growth.
- Roads and bridges that are safe, reliable and hazard free.
- Non-motorized transportation networks that connect county communities and assets.

### Natural

- Natural environments are protected, preserved or used and not neglected or depleted to support a healthy, functioning ecosystem.
- Diverse recreational opportunities that are accessible for people of all ages, needs and abilities.

### Human

- Educated and skilled workers are available for existing and future jobs.
- Healthy communities with access to health services
- Leadership teams are formed around important community projects and used to build human capacity.
- We are able to document and credential a diverse and sizable pool of workers.
- Human capacity is expanding as new emerging leaders take on active roles.

### Social

- Leadership Teams of diverse representation are guiding all major AES Strategic Initiatives
- Information is actively shared using multi-media to foster citizen awareness and participation

### Cultural

- Resources are available to help develop and use cultural resources based on local priorities.
- Incorporate cultural assets in development opportunities.

## Political

- Communities are completing master plans, recreation plans, strategies and ordinances that support the long-term well-being of the communities through processes of full engagement and, where desired, developing share services arrangements.
- Processes and tools for development are continually assessed and, where needed, refined and streamlined.

# AES STRATEGIC INITIATIVES 2017

In keeping with our missions, goals and performance standards these are overarching strategic initiatives within the areas we serve

*Note: As this strategy was being developed AES is in the final stages of an agreement to provide services to Wexford County. That strategy will be integrated when it is completed. It should also be noted that the following is not a detailed work plan for 2007. It is an identification of strategically important initiatives that drive the AES agenda.*

## • Community Development

**Goal:** To support community and organizational readiness for economic development by facilitating the completion and updates of plans and strategies, including master plans, recreation plans, corridor plans and organizational strategies.

- **Development Ready.** Complete the US 31 “Development Ready” Corridor Plan for all of Manistee and Benzie Counties
- **Development Ready Approval Processes.** Work with communities to assess readiness and options for consolidating, streamlining and ensuring accountability and enforcement for development approval processes with consideration of the MEDC Redevelopment Ready Communities Certification framework.
- **Rail Infrastructure.** Facilitate and support collaboration and fund development for relocating rail infrastructure to open 7 miles of waterfront, eliminate blight and eliminate hazardous rail road crossings in Manistee County.
- **Strategic Planning.** Facilitate completion of the Benzie County Board of Commissioner’s Strategic Plan and the City of Manistee’s Strategic Plan update. Brief the Manistee County Board of Commissioners on the status of their Strategic Plan. Assist the Manistee Blacker Airport and Manistee County Library in updating their strategic plan including adding measures and timelines for implementation.
- **Recreation Plan.** Ensure that recreation plans are updated and State-approved so as to not impede grant applications, particularly for Explore the Shores and trail projects.
- **M-22.** Complete and begin implementation of Pure Michigan Byway program in partnership with the Lakes to Land Regional Initiative.
- **Wexford County.** Complete assessment of plans, strategies, priorities and community readiness to support community and economic development initiatives in Wexford County.
- **Filer Township.** Consolidate Filer Township’s strategic plans into one guiding development strategy for the Township and assist in implementation.

- **Bear Lake Township.** Continue to work with community leaders to implement the Bear Lake Downtown Framework Plan.

**Goal:** Through the use of neutral facilitation, assist residents, organizations, and units of government work through difficult issues in order to help them identify issues and opportunities, and make high quality decisions that leave lasting positive results.

- **Lakes to Land Regional Initiative:** Continue to support the L2L group identify purpose and scope of work in order to continue their mission of identifying and implementing regional priorities.
- **Trail Committee:** Continue to provide staff support to the Trail Committee, including sub-committees, whose mission is to create a regional trail system that links to existing regional trail systems.
- **Recreation Plan Implementation:** Facilitate County wide discussions about the best method(s) to implement the County Recreation Plan i.e. organizational development.
- **Blight:** Work with the County Treasurer to create a County wide Land Bank to help address neighborhood disinvestment and blight.
- **Housing:** In 2017 make considerable strides in addressing regional housing issues by working with County Health Service Collaborative Body (and their sub-committees), State agencies (MSHDA), Networks Northwest, and other resources like the University of Michigan: Michigan Engaging Communities through the Classroom Initiative.

## ● Resource Development

**Goal:** To identify, seek, secure and manage financial resources that correspond to community plans and priorities, including the needs of businesses.

- **Housing.** Develop partnerships and financial resources to develop workforce (market rate) housing as well as housing for senior populations in Manistee and Benzie Counties
- **Explore the Shores.** Develop funding for targeted Explore the Shores site to develop recreational destinations in: Filer Township; City of Manistee; Village of Bear Lake; Maple Grove Township; Springdale Township; Frankfort; Elberta and Homestead Township.
- **Recreation Plan/Tails.** Develop funding for first trail located in the Copemish/Cleon area.
- **Recreation Authority.** In keeping with the County Summit, pursue resources to support facilitation of a process to consider options, implications and develop a favored scenario for a Manistee County Recreation Authority.
- **Financial Capital.** Develop financing opportunities to support the continued growth of partner Venture North to provide an important, flexible form of capital for businesses and job creation.
- **Infrastructure.** Assist municipalities in developing financing for development of municipal wastewater treatment to support planned development and watershed protection, including potential creation of a sewer authority.
- **E-Commerce.** Secure funding for the City of Frankfort’s “best practice” web site. Substantially improve the AES web site.



- **Federal Economic Development Administration.** Work with the EDA to explore funding prospects for the CIP's of municipal units within the AES region.
- **Funder Workshops.** Host funder workshops within the region for USDA Rural Development; Venture North; and others, as appropriate.
- **AES Funding.** Develop a systematic fund development program for the Board to raise funds to support organizational sustainability and response to evolving priorities.

**Goal:** To support workforce development by developing financial resources and facilitating development of collaboratives for strengthening skill-based programming.

- **Housing.** Develop partnerships and financial resources to develop workforce (market rate) housing as well as housing for senior populations in Manistee and Benzie Counties.
- **Skilled Trades.** To work with relevant interests to establish the feasibility of rebuilding/renewing skilled trades programming in Benzie County.
- **Launch Manistee/Launch Benzie.** To seek financial support for Launch Manistee and assess the feasibility of creating "Launch Benzie" using the AES as a backbone.

## ● **Business and Job Development**

**Goal:** To provide one-stop service to all businesses to help them attain their operational and financial objectives

- **Agency Partnerships.** Leveraging partnerships with business support agencies to provide efficient and maximum benefit to the business owner (ex: SBDC, Venture North, MEDC, Michigan Works!, educational institutions).
- **Capital Support.** Educating and connecting businesses with local, state and federal loan and grant programs, tax incentives and sources of capital.
- **Business Visits.** Learning about area businesses and building relationships to understand business needs, challenges and successes to better align AES business services.
- **Entrepreneurial Services.** Work with entrepreneurs to commercialize ideas and products.

**Goal:** To support business attraction and expansion

- **Material Reuse.** To identify and seek support for viable potential businesses identified as a result of the multi-county resource recovery project.
- **Market Opportunity Identification.** Utilize a data and research driven approach to identify areas of business growth or attraction based on assets, market trends, leakages and supply chain gaps (ex: Manufacturing Strategy, Food and Farm Assessment, SET Initiative).
- **Property Database.** Develop and maintain a database of vacant and underutilized commercial properties to market for business expansion and attraction.

- **Administration**

**Goal:** Ensure that the governance and administrative needs of the organization are met to enable attainment of missions and goals.

- **Staff/Admin Resources.** Ensure that the AES has sufficient staff, technology and general administrative support, including the AES role as a fiduciary for grants.
- **Policies and Procedures.** Complete policies and procedures require to ensure: compliance with state and federal nonprofit laws and regulations and AES bylaws; timely completion of budgets and expenditure detail; and timely completion of project and program reporting/accountability
- **Social Media/Internet.** Substantially upgrade the AES web site so that it is of maximum value to stakeholders.
- **Board and Staff Development.** Identify priorities for development, in keeping with mission and strategic initiatives. Develop processes and priorities for board engagement.