



2010-2013 Strategic Plan

HISTORY

In March 2006, the Manistee Economic Council and Chamber Alliance (MECCA), at the initiative of its Economic Development Advisory Committee (EDAC), completed an independent assessment of the Manistee Economic Development Office (EDO).

That assessment recommended that a three-year strategy for the EDO be developed to re-engineer the organization.

Renee' Ihlenfeldt and Tim Ervin were independent contractors to the EDAC and they developed the initial EDO October 2006 strategy based upon an assessment of national best practices conducted for the EDO by Public Sector Consultants, a series of focus group discussions with stakeholders, and consultation with organizations such as Michigan Economic Development Corporation (MEDC), Michigan Economic Development Association (MEDA), and the Northwest Michigan Council of Governments (NMCOG).

Concurrent with this assessment enVision Manistee County was concluding its 16-month process to develop visions, priorities and strategies for the county's future. This product became the first visioning effort of its kind encompassing the entire county with input from 700 citizens participating in six quality life work groups: Economy and Employment, Youth and Education, Government and Infrastructure, Health and Human Services, Art and Culture, Natural Resources and Recreation. The final report in May 2006 identified community priorities through over 100 action items to improve the quality of life in Manistee County some of which have been incorporated into this strategy and have been added in subsequent years.

At the conclusion of the development of this EDO project, it was determined that this new strategy would result in a significantly different organization. Therefore, the EDAC embarked on a re-branding effort. The results of that effort lead to the EDO being renamed the Alliance for Economic Success.

ECONOMIC DEVELOPMENT DEFINED

For the purposes of the economic development strategy for the Alliance for Economic Success, its Board of Directors has defined economic development as:

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

ECONOMIC DEVELOPMENT VISION

Our vision for the economic well-being and quality of life for Manistee County should reflect the ideal state and can be summed up in one word:

“Prosperity”

This single word establishes a vision that can be translated in a variety of ways by organizations, government, agencies, families, and individuals.

MISSIONS

As the economic development organization for Manistee County, the Alliance for Economic Success has four missions to achieve the vision of “Prosperity”. Each mission has strategies and corresponding actions. It is anticipated in future years that county-wide participation through strategic planning processes will create the strategies and actions of the Alliance for Economic Success. Until then, the enVision Manistee County report, the City of Manistee Strategic Plan, the “Community of Choice” Logic Model, and other planning efforts will provide the priorities for each of the Missions. Our Missions are:

- Economic Development Cornerstones
- Core Functions
- Resource Development
- Organization Evaluation

As we work to fulfill these Missions, we will further be supporting the enVision statement of the Economy and Employment work group of enVision Manistee County, which reflects their vision of the ideal state of the economy and employment in 2015:

“In the year 2015, Manistee County has good cooperation at all levels of the community, a highly educated/skilled workforce, a diverse and growing economy and a reputation as a business-friendly community that recognizes the importance of sustaining and expanding its economic base. The County also has a common vision that can be adapted to changing conditions, a balance quality of life, and a reputation for natural beauty and a strong commitment to environmental stewardship.”

1. MISSION: ECONOMIC DEVELOPMENT CORNERSTONES

To identify, facilitate and assist in the development and implementation of strategies to strengthen the cornerstones of economic development and job creation for Manistee County.

1.1. Strategy: Infrastructure Development

Goal: Secure resources to support and encourage the development of infrastructure that is important to the economic well-being and quality of life of the County.

- 1.1.1 **Objective:** Partner with Federal elected officials to see that the County's Capital funding requirements are contained in planned federal appropriations legislation, including requests to dredge and maintain the County's three harbors and channels. (March 2010 - March 2013)
- 1.1.2 **Objective:** Support and assist the Human Services Collaborative Body, Manistee Housing Commission and others in developing funding needed for an updated county-wide housing needs analysis and forward-looking housing strategy. (March 2010 - March 2013)
- 1.1.3 **Objective:** Collaborate with County and other interests to support last mile high speed internet access to all communities in the County and Counties in Northwest Michigan. (March 2010 - March 2013)
- 1.1.4 **Objective:** Assist in the development or facilitation of programs and services which are important to the economic development infrastructure of Manistee County. Examples include, but are not limited to:
- Development of county-wide recycling promotion and education and a recycling strategy. (March 2010 - March 2011)
 - Development of the organizational structure and capacity to implement the new County recreation plan. (October 2010 - June 2012)
 - Development of a sustainable program that enables local governments to maximize energy efficiency in operations and implement energy savings programs. (March 2010 - March 2011)
 - Development of a model program for communities in Manistee County to remediate blighted structures. (June 2010 - June 2012)

1.2. Strategy: Economic and Community Development

Goal: To encourage, support and, where necessary, facilitate discussions, plans, ordinances and other developments that foster forward-looking plans and

implementation strategies to support the prosperity of our communities. The ultimate goal of this process is a county-wide economic development plan, developed with, by and for communities throughout the County.

1.2.1. Objective: Develop a best practice model for community development that allows AES to facilitate processes that allow collaboration among the county, city, townships, and villages to discover commonalities for collaboration, consolidation, and planning to develop a unified direction and approach to governance and programming. See Attachment “A” - Logic Model. (March 2010 - December 2011)

1.3. Strategy: Partnerships and Outreach

Goal: To encourage, develop and participate in partnerships to create and leverage economies of scale and to build unity around vision, strategies and actions to support the economic well-being and quality of life in the County. In keeping with this goal the AES will strive to develop and sustain communication tools that support the missions of the organization.

1.3.1. Objective: Use the diverse AES Board as a guiding body to build inter- and intra-county partnerships to support the missions of the AES, including steps to sustain Board membership in keeping with the by-laws and policies and procedures of the AES. (March 2010 - March 2013)

1.3.2. Objective: Participate with multi-county, regional and multi-state organizations and initiatives to identify collaborative opportunities that support the vision and missions of the AES. Examples of collaboration include but are not limited to:

- Business Enhancement Team (BET)
- Mason County Growth Alliance
- Benzie Economic Development Corporation
- Port City Collaborative
- WSCC Economic Development Committee
- Manistee, Mason and Benzie County Entrepreneur System Collaborative (March 2010 - March 2013)

1.3.3. Objective: Enhance communication by updating the AES website and using several methods of communication including the AES e-news, articles in the local newspaper, presentations to City and County governments as well as civic groups, to communicate progress, programs and plans that are relevant to the AES and significant to other organizations and the County as a whole. (April 2010 - March 2013)

2. MISSION: CORE FUNCTIONS

To measurably impact the economic well-being and quality of life of Manistee County through programs involving the retention, expansion and attraction of business and jobs.

2.1. Strategy: Brand and brand identity

Goal: To develop an effective brand and brand identity for the County that will support attainment of diverse economic development goals and objectives and unify the County around common themes and messages.

- 2.1.1. **Objective:** Complete Phase II of the USDA-funded initiative to develop, test and implement a brand and brand identity for Manistee County, in collaboration with stakeholders within and outside of the County. This will support existing businesses and serve as a thematic tool to attract new businesses and jobs. (March 2010 - September 2010)
- 2.1.2. **Objective:** Facilitate the development of a county-wide four-season tourism strategy for increasing, attracting, and expanding tourism related businesses and jobs. (August 2010 - March 2012; Timeline Grant Dependent)
- 2.1.3. **Objective:** Continue to partner with the Manistee County Community Foundation with the “Explore the Shores” initiative, making Manistee County the Premier Destination for Universal Access to Water Resources. (March 2010 - March 2013)

2.2. Strategy: Entrepreneurial development

Goal: To develop a multi-county system that will demonstrably support the success of entrepreneurs by leveraging and focusing existing resources and developing new services and resources based upon identified gaps.

- 2.2.1. **Objective:** Complete the USDA-funded initiative to design and test a “system” to support the success of entrepreneurial businesses in Manistee, Mason and Benzie Counties, including development of marketing and outreach programs and materials once the design of the system is completed. (March 2010 - December 2010)
- 2.2.2. **Objective:** Pursue the USDA Intermediary Relending Program and other funding sources to create and implement a small business loan program to promote and sustain small business development. (March 2010 - March 2011)
- 2.2.3. **Objective:** Partner with Manistee-Benzie Community Mental Health (MBCMh) to provide Micro-Business entrepreneurial programming for

persons with disabilities to increase awareness and understanding of micro-business and self-employment options, as well as resources and supports available specifically to the consumers of MBCMH. (April 2010 - December 2010; continuance funding dependent)

2.2.4. Objective: Partner with SBTDC and Northwest Michigan Works! to offer the national YouthBuild program in Manistee County, providing entrepreneurial training to high-school drop-out youth ages 18-24, to acquire a foundational understanding of how to start and operate a business. (June 2010 - June 2011)

2.3. Strategy: Small Business Training and Development Center Services

Goal: To extend SBTDC services to all existing or prospective businesses, providing people and organizations with the tools, resources, and direction to support their prosperity.

2.3.1. Objective: Continue and expand services through the AES/SBTDC program. This includes a wide variety of needs-based services to support retention, expansion and attraction of businesses. (March 2010 - December 2013)

2.4. Strategy: Business Retention

Goal: To continue to implement a team approach to responding to the needs of existing businesses to address and resolve their issues and problems and offer all programs and services possible to ensure their sustainability and growth.

2.4.1. Objective: Continue the ongoing program of business retention calls and follow up involving personnel from AES, the Michigan Economic Development Corporation, Michigan WORKS, and others, as appropriate. This retention program is focused on “Most Valuable Companies” and “Most Grow-able Companies,” as well as businesses that may be susceptible to down-sizing or ceasing business operations. (March 2010 - December 2013)

2.5. Strategy: Business Attraction

Goal: To continue, accelerate and expand a strategic team to attracting new businesses to Manistee County that leverages trends and opportunities, infrastructure development, master plans, brand marketing, entrepreneurial systems, SBTDC programs and other resources.

2.5.1. Objective: Follow up on the new business development leads to be provided by Whittaker Associates for areas surrounding Manistee Lake. Collaborate with all interests to leverage resources and develop the most

strategic marketing initiatives, tailored to the specific needs and opportunities for new business development. (May 2010 - October 2010)

- 2.5.2. **Objective:** Develop a Business Recruitment and Marketing plan for recruitment of business and industry for relocation in Manistee County. (May 2010 - October 2010)

3. MISSION: RESOURCE DEVELOPMENT

To support the development of financial and human resources and products, services, businesses, organizations and developments that meaningfully impact or influence the economic well-being and quality of life in Manistee County.

3.1. Strategy: Capacity building

Goal: To assist businesses, communities, and nonprofits in building and supporting their human and organizational capital to sustain ongoing program improvement and resource development.

- 3.1.1. **Objective:** Collaborate with partners such as North Sky nonprofit, the Human Services Collaborative Board, and others to provide leadership training for local boards, commissions, and nonprofits. (March 2010 - March 2013)
- 3.1.2. **Objective:** Facilitate capacity building for organizational improvement among government agencies using a community driven process for strategic planning. (March 2010 - March 2013)

3.2. Strategy: Grant support assistance

Goal: To assist businesses, communities, and nonprofits in identifying, seeking and overseeing grants to ensure that community resources are efficiently leveraged to bring the optimum outside resources to Manistee County to fill funding gaps.

- 3.2.1. **Objective:** Develop a grant-hub model to address community needs and enhance quality of life. (March 2010 - September 2010)
- 3.2.2. **Objective:** As needed, provide fiscal agent services as a 501(c) (3) nonprofit organization to oversee and administer grants. (March 2010 - March 2013)
- 3.2.3. **Objective:** Provide experiential learning and related grant writing services to secure funding to help implement the AES Strategic Plan, in partnership

with local governments, nonprofits, or private businesses. (March 2010 - March 2013)

3.3 Strategy: Employee Development

Goal: To ensure that the development of the AES and its employees reflects best practice and the need for AES to anticipate and lead in economic development efforts to reflect evolving conditions.

3.3.1. Objective: Encourage and financially support continuing education through Seminars and training with economic development partners including Michigan Economic Development Association (MEDA), Michigan Economic Development Council (MEDC), and the International Economic Development Council (IEDC) to ensure employee development and employee and organizational assessments using best practices. (March 2010 - March 2013)

3.3.2. Objective: Participate in conferences identifying economic development trends regionally and nationally. (March 2010 -2013)

3.3.3. Objective: Evaluate other economic development organizations throughout the state and nationally through one-on-one discussions, available studies, and research to continually assess best practice for the organization. (March 2010 - March 2013)

4. MISSION: ORGANIZATION EVALUATION

To develop metrics and measures to evaluate organization performance and impact in regard to the economic well-being and quality of life in Manistee County.

4.1. Strategy: Measures of Success

Goal: To refine and use measures to track the success of the AES and County in attaining economic development goals.

4.1.1. Objective: To finalize and begin to analyze the initial set of measures in 2010 to better understand the community's economic baseline and to use this information to set and track economic goals and objectives. (May 2010 - September 2010)

