



Creating a Local Strategic Growth Plan for the New Economy

2009 Citizen Planner Advanced Academy

Kellogg Center, E. Lansing – June 25, 2009

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Outline

- I. The New Economy
- II. The Role of the Master Plan
- III. Enter... *The Strategic Plan*
- IV. Facilitation Tools for Strategic Planning
- V. Case Studies and Examples
- VI. Recommended Reading



Acknowledgements

- Presentation author:
 - Brad Neumann, Land Policy Educator; MSU Land Use Team
- For review and helpful comments, Thanks to:
 - Lela Vandenberg, Community Leadership Development Specialist
 - Julie Pioch, Van Buren County Extension Director; State and Local Government Team

● ● ● | The New Economy

- In the New Economy, communities grow by leveraging their assets.
 - Largely land and talent-based
- Winners are those that leverage existing assets and build new unique and synergistic ones – things you can't take away from the community.

Comparing the Old and New Economy

Key Features of the <i>Old Economy</i>	Key Features of the <i>New Economy</i>
Inexpensive place to do business was key.	Being rich in talent and ideas is key.
Attracting companies was key.	Attracting educated people is key.
A high-quality physical environment was a luxury , which stood in the way of attracting cost-conscious businesses.	Physical and cultural amenities are key in attracting knowledge workers.
Success = fixed competitive advantage in some resource or skill. The labor force was skills dependent.	Success = organizations and individuals with the ability to learn and adapt .
Economic development was government-led . Large government meant good services.	Bold partnerships with business, government and nonprofit sector lead change.

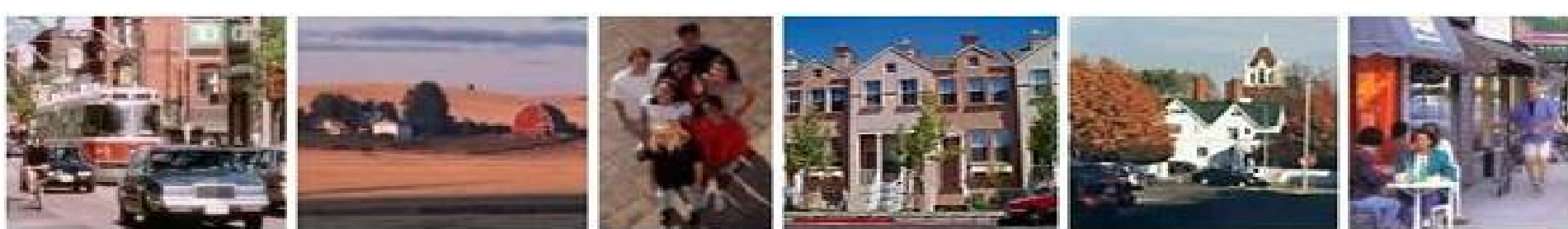
Comparing the Old and New Economy

Key Features of the <i>Old Economy</i>	Key Features of the <i>New Economy</i>
Industrial sector (manufacturing) focus.	Sector diversity is desired, and clustering of related sectors is targeted .
Fossil fuel dependent manufacturing.	Communications dependent, but energy smart.
People followed jobs.	Talented, well-educated people choose location first , then look for or create a job.
Location mattered (esp. relative to transportation and raw materials).	Quality places with a high quality of life matter more.
Dirty, ugly, and a poor quality environment were common outcomes that did not prevent growth.	Clean, green environment and proximity to open space and quality recreational opportunities are critical.
Connection to global opportunities not essential.	Connection to emerging global opportunities is critical.



The New Economy

- High quality, high amenity living environments are key to attracting knowledge workers.
- Things like: entertainment, cultural attractions, green space, pedestrian orientation, transit, bike paths, mixed-use development, broadband, etc.





Other Assets that Attract

- Technology & Innovation
- Universities
- First-class medical facilities
- Industry clusters
- Green infrastructure (Parks, trails)
- Entertainment
- Creativity
- Culture & Diversity
- Immigration
- Entrepreneurial spirit
- High wage jobs
- Historic places, activities
- Coastline
- Waterfront redevelopment
- Central City
- Vibrant downtown
- Mixed-use design
- Attractive design
- Diverse neighborhoods
- Diverse housing type, price
- Density
- Multi-modal transportation
- Others?



Provides a list of New Economy assets to leverage.

- LaMore, R.L., et al. July 2004. *Michigan Knowledge Economy Index: A County-Level Assessment of Michigan's Knowledge Economy*. MSU Center for Community and Economic Development.

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Michigan Knowledge Economy Index: A County-Level Assessment of Michigan's Knowledge Economy

Michigan State University
Center for Community and Economic Development





What's your identity?

- “Every place doesn't have everything. But virtually every place has something that can appeal to certain segments of the population and create prosperity for communities.”
- It comes down to competitive advantage.
- *It's as easy as ABCD* –
 - Asset-Based Community Development



Mi Strategic Growth

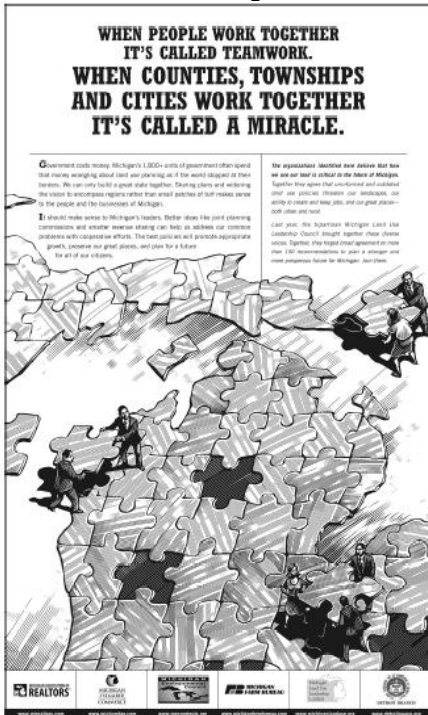
“Strategic growth must go beyond Smart Growth. It must be based on the principles of **the new economy**

where talent, knowledge and creativity are the currency.

But it must also build on **regional assets** and opportunities

to create a **unique regional competitive advantage** – an identity on the global stage.”

Principles of Strategic Growth



○ Principle 1 - Regionalism:

- The smallest unit of sustainable Smart Growth is a region, a metropolitan area.

○ Principle 2 - Urban-Rural Interdependency:

- A prosperous region has a thriving core with the necessary *gravitas* to benefit its surrounding communities.



Principles of Strategic Growth

- Principle 3 - Strategic Assets Assessment & Strategic Growth Plan:
 - Growth is a zero-sum game, especially in a tight economy. All communities seek prosperity and try to reshuffle the same deck of cards. Only those with strategies that match their regional assets can prosper.
- Principle 4 - Targeting of Resources:
 - Planning for inappropriate growth in the wrong place will result in wasted resources. Since public and private resources are limited (especially in a tight economy), all new development needs to be strategically placed.



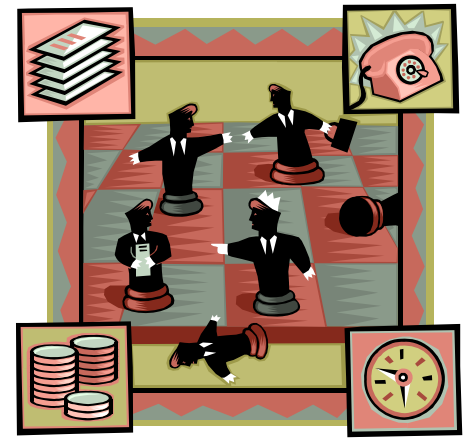
Strategic Assets & Placemaking

- Strategic assets are unique resources that make a region distinct.
- *Placemaking is the use of strategic assets to create attractive and sustainable high energy, high amenity, high impact, high income communities that can succeed in the New Economy.*
 - It involves creating, with what we have, a destination point for new economy attractors.
 - Positive identity, brand name and global visibility are key elements of placemaking.

Strategic Placemaking

- Leveraging strategic assets of the community to create a place (i.e. placemaking) that attracts certain segments of the population important for creating prosperity.

- Economic development is now all about economic, social and environmental **PLACEMAKING!**



The Plan: From 'Here' to 'There'

“Would you tell me please which way I ought to walk from here?’ [said Alice]. ‘That depends on where you want to get to’ [said the cat]. ‘I don’t much care where’ [said Alice]. ‘Then it doesn’t much matter which way you go’ [said the cat].”



Will the Master Plan Suffice?

- A ‘master plan’ is the statutorily required plan referenced in the MPEA and MZEA.
 - *“...a plan prepared by a planning commission authorized by this act and used to satisfy the requirement of section 203(1) of the Michigan zoning enabling act...”* (MPEA §3(g)(ii))
- A ‘master plan’ has strict preparation and adoption/amendment requirements.



Minimum Master Plan Elements

- The MPEA specifically mentions several different parts of a master plan (§33(1)):
 - Master plan itself: focus on physical development of land and infrastructure; recommendations on redevelopment (as pertinent); recommendations on plan implementation
 - Future land use map
 - Zoning plan (only if there is local zoning)
 - Major street plan (optional)
 - Subplans (optional)
- Should be a section on goals, objectives, policies and strategies, if not already found in each respective part of the plan.



Master Plan vs. Strategic Plan

- Minimum elements of a master plan that meet the statutory requirements are not enough to compete in the New Economy.
 - Some master plans do a very good job of incorporating asset-based economic development strategies.
 - Those master plans are still subject to the stringent adoption/amendment requirements in the MPEA.
- *In short, Master plan ≠ Strategic Plan*



Differences, In General

Master Plan:

- Longer-range planning (5-10 years)
- Inventory all facets of community
- Emphasis on physical infrastructure, design, and function of community

Strategic Plan:

- Shorter-range planning (2-10 years)
- Highlight competitive advantages
- Emphasis on marketing the community

- ● ● | Strategic Planning

A systematic approach to matching strengths with opportunities resulting in action framed by a vision for the future.

Strategic Planning

- An 'entrepreneurial process' with an emphasis on innovation and creativity.
- The community's environment and context primarily determine strategies, choices, and direction.
- Opinions and intuition play roles in the vision-directed process.



Strategic Planning

- Oriented toward change – Anticipates change
- Proactive not reactive
- Current decisions are based upon looking from the future

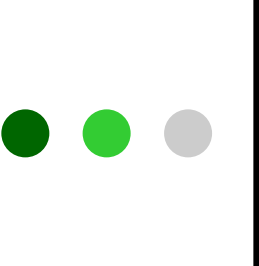
- It's a process – not a program or a project
- It needs to be motivational – to 'jar' people out of their comfort zones
- High involvement
- Committed leadership





A Little History

- Strategic planning entered the public sector in the 1980s.
 - Declining Federal resources and tough economic times necessitated a new approach.
- In Michigan, Governor Blanchard issued the report *Pathway to Prosperity: Michigan's Future*, which called for communities to develop locale-specific plans to emerge from the 1980s recession.



Why Develop a Strategic Plan for the Future?

- To improve performance
- To stimulate forward thinking and clarify future direction
- To solve major problems
- To survive – even flourish with less
- To build teamwork and expertise
- To influence rather than be influenced
- *To survive in the New Economy!*



Why Develop a Strategic Plan?

- To cope with Forces of Change:
 - Political Trends
 - Changing powers; Limited revenues; Demand for services
 - Demographic Shifts
 - Aging population; Smaller households; Greater minorities
 - Urban Patterns
 - Urban redevelopment; Aging industrial parks
 - Technological Changes
 - Information management; Telecommuting
 - Economic Factors
 - Higher energy prices; Greater accountability



The Process

- **Reviewing** history.
- **Envisioning** the future.
- **Assessing** reality.
- **Developing** options for change.
- **Prioritizing & Selecting** among options.
- **Planning** action.

● ● ● | Reviewing History

- Examine where the community has been.

Consider:

- Factors that lead up to a major event
 - Milestones or turning points
 - Consequences of past activities
 - Lessons learned
- To analyze a particular issue or track a change.
 - To strengthen the sense of community.

{ "THE GOOD,
THE BAD &
THE UGLY"

● ● ● | Envisioning the Future



- Where does the community want to be a year from now...2 years...5 years?
- Think about opportunities on which to capitalize for change/growth in the future.
 - Hopes, dreams, aspirations
 - Be creative, use future thinking
- The goal is to begin creating a shared future vision for the community.



Assessing Reality

- Examine where the community is now...and analyze what that information is telling you.
 - Trends, strengths, limitations, issues/concerns
 - Perceptions, hopes, fears, expectations
- Environmental Scan – Broad-scale information gathering, with both internal and external assessments.
- What is truly *unique* about the community?

Developing Options for Change

- Brainstorm major, new opportunities.
 - Think beyond the conventional
 - Explore broad alternatives with divergent interests and values
 - May need to gather technical data/outside expertise
- Contrast the current reality with the desired future – your options should *bridge the gap*.
- Options/ideas should extend the imagination and raise expectations about what might come to be in the future.



Prioritizing & Selecting Among Options

- Narrow the list by identifying the most critical issues that must be addressed to realize the desired future.
 - What is the low hanging fruit or most supported option/goal?
- This is a collaborative and consensus building process.
 - Not everyone has to agree, but there must be enough agreement to move forward.





Planning Action

- From goal statements to action statements
 - How the community will accomplish the prioritized goals (the specific strategies).
 - In a master plan, these are the policies for implementation
 - Should include expected outcomes, and measures.
- Participants of the process must make commitments and take responsibility for actions.
 - Establish who is responsible and when the task is needed or shall be completed.
- *Failing to plan is planning to fail!*



Implementation

- Continually monitor and evaluate progress
 - Benchmarks are needed to measure achievements
- Update the plan if needed to keep short-term objectives relevant and implementation moving forward.
 - Keep the community members engaged
- *Celebrate your successes!*



Successful Implementation

- Committed leadership
- Broad based participation
- Shared vision for the future
- Realistic goals and plan of action
- Good, effective communication

The future of every community lies in capturing the
PASSION, IMAGINATION, and RESOURCES
of its **PEOPLE.**



It takes a Leader

- Your job as a leader through this process requires you to have the ability to:
 - Listen to understand others' perspectives
 - Operate within high levels of complexity, change, and conflict
 - Bring diverse interests together for discussion
 - Facilitate problem-solving processes based on collaboration and consensus
 - Negotiate agreements for action
 - Mobilize and coordinate resources for action



Essential Elements of the Community Strategic Visioning Process

- Shared leadership and power among community leaders and citizens.
- The process used to work together and make decisions.
- The ability to articulate a direction.
- The ability to implement the plan of action.



Getting Started

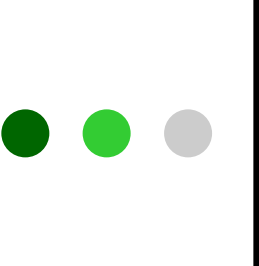
1. Make the decision to commit time, energy, and money to the process.
2. Secure an experienced facilitator.
3. Select a neutral, local leader/chairperson.
4. Assign a planning committee/task force.
5. Plan the strategic visioning process.
6. Legitimize the effort with key community members.
7. Identify and contact individuals to participate in the process.



Six months to a new you!

- Months:

1. Formalize commitment, select a facilitator, name a chairperson
2. Recruit task force co-chairs, select dates for focus groups, collect names for focus group participants, send invitations/post notices
3. Conduct facilitated sessions for each focus group area of interest
4. Convene interests to develop vision, goals, and strategies
5. Send draft plan to the printer
6. Hold forum to present plan and form action and implementation teams



Community and stakeholder collaboration: Who are the Players?

- Economic
 - Chambers of Commerce
 - Economic Development Corp
 - Individual businesses
- Agriculture, forestry
 - Farm Bureau
 - Soil conservation
 - Professional foresters
- Infrastructure
 - Road commission, bus system
 - Water & sewer
- Housing
 - Realtors
 - Housing authority
 - Health dept.
 - Retirees/seasonal residents
- Human Services
 - Human Services Collaborative Body
 - Churches
- Government
 - County's Michigan Townships Association
 - Cities and villages
 - County
- Environmental
 - Lake associations
 - Audubon, MUCC, other
- Education
 - University
 - Community College
 - Public schools
- Many others...



When to start Strategic Planning?

- Before updating the master plan
- After updating the master plan
- Before updating the zoning ordinance
- After updating the zoning ordinance
- Before actively engaging in Smart Growth
- After actively engaging in Smart Growth
- Before your largest employer leaves town
- After your largest employer leaves town
- *NOW!!!*



When not to get involved?

- If your community lacks the skills, resources, and commitment among key decision makers.
 - You will waste time – only raising expectations that will not be fulfilled.
 - The process needs to be legitimized by local officials.
- If implementation is unlikely.
 - *Just like a New Year's resolution!*

● ● ● | In-house or out?

- Do you have the skills?
- Do you have the time?
- Do you know who to involve?
 - There are many MSUE educators trained in facilitation and strategic planning.
 - Ask your County Extension Director for help.





Prevent SPOTS

Strategic Plan On The Shelf

1. Resistance to change
2. Lack of stakeholder buy-in
3. Lack of commitment / follow-through
4. Too many goals
5. Unrealistic goals
6. Lack of internal coordination
7. Conflict
8. Exhaustion
9. Lack of communication
10. Loss of momentum

Facilitation Tools for Community Strategic Planning

Prepared for: 2009 Citizen Planner Advanced Academy – *Creating a Local Strategic Growth Plan for the New Economy*

Tool - Purpose	Basic Steps	
Decade Brainstorming <ul style="list-style-type: none"> To gain a common sense of history. To better understand how the community has evolved. 	<ul style="list-style-type: none"> List decades of past that are relevant to the community on a flip chart or dry erase board. Ask those present from each decade to call out words or phrases that describe that period related to achievements, failures, valued leadership, hopes, feelings/tone, events, etc. In small groups discuss what three items from the decades were most positive and negative influences on the community. Report out to the larger group and consolidate ideas on a flip chart. Discuss what lessons have been learned. 	Reviewing History
Timeline Scroll <ul style="list-style-type: none"> To create a visual history of the community. To track changes. 	<ul style="list-style-type: none"> Draw and label a timeline on a paper scroll from left to right. As participants arrive ask them to add to the timeline when they arrived in the community and significant events thereafter related to the community's evolution. Use words, pictures, and diagrams for the timeline. Discuss feelings during changes or events, consequences of past activities, lessons learned. 	
Envision the Ideal <ul style="list-style-type: none"> To help identify and create a group vision of the preferred future. 	<ul style="list-style-type: none"> Participants individually make notes or sketches about what they would ideally like to see happen in the community 3-10 years from now (imagine you are flying over the community in a hot air balloon). Share the visions with each other - in small groups if the group is too large - and record the commonalities (if using small groups, do the same with the entire group). 	Envisioning the Future
Vision Talk <ul style="list-style-type: none"> To arrive at consensus about a group vision. To generate energy, enthusiasm, and momentum. 	<ul style="list-style-type: none"> Participants imagine the community 3-10 years in the future and individually write responses to questions like <i>What have we achieved? What positive changes have occurred? What problems have been solved? What are people saying about the community? What are relationships like?</i> Participants share thoughts with a partner for 3-5 minutes. Participants continue to find new partners and share ideas, each time prioritizing and incorporating their previous partners' good ideas. Discuss as a group, asking and recording, what themes emerged for each question initially posed. 	
Strengths, Need, Values <ul style="list-style-type: none"> To think analytically and realistically about current conditions; uncover values. 	<ul style="list-style-type: none"> Individually list responses to: <i>Knowing what I know about the community, this is what's working best.</i>; and <i>This is important because I believe...</i> In small groups compile individual lists and then share the collective list with the entire group. Discuss and record inherent values, conditions resulting from historic events, and lessons learned. 	Assessing Reality
Prouds and Sorries <ul style="list-style-type: none"> To identify strengths and shortcomings. 	<ul style="list-style-type: none"> In small groups, participants share what aspects of the community make them 'proud' and what aspects make them 'sorry'. One member of the group records. As a small group, select the three 'proudest prouds' and three 'sorriest sorries'. Each small group shares their lists with the entire group. 	
SWOT Analysis <ul style="list-style-type: none"> To determine where a community stands and what it needs to work on. 	<ul style="list-style-type: none"> Brainstorm and record ideas, without discussion, of the community's internal strengths; weaknesses. Do the same for external (out of the community's control) opportunities; threats. Discuss each category as a group and circle items the group feels are especially important. 	
What's Our Identity? <ul style="list-style-type: none"> To identify the unique features, strengths, limitations, and values of the community. 	<ul style="list-style-type: none"> Individually record responses to: <i>What is unique or special about your community? How would you describe it to a stranger? What are the limitations or challenges? What do you value most about it?</i> Share in a small group and draw a diagram or map of the picture of the community emerging. Share pictures with the entire group and record the attributes identified. 	

Tool - Purpose	Basic Steps	
Mind (Asset) Mapping <ul style="list-style-type: none"> To generate ideas through radiant thinking; promote systems thinking. To create a visual map of ideas or community assets. Asset Mapping uses a similar process focusing on mapping the community's assets. 	<ul style="list-style-type: none"> Agree on the central topic, question, or issue (e.g. <i>What exists that we want to enhance, and what doesn't exist that we want to create?</i>). On a large sheet of paper, write the key word(s) in the center and draw a circle around it. Draw lines going out from it in numerous directions. Participants silently write down ideas related to the issue and then begin round-robin sharing of the ideas out loud. The facilitator writes the idea on the paper and connects it to the central theme using one of the previously drawn lines. As new ideas are given, they are connected to the central theme or to previous ideas. Participants help direct the mapping process. Discuss the results. Prioritize ideas on which to take future action. 	Developing Options
Bridge Building <ul style="list-style-type: none"> To look at the gap between reality and the ideal. To generate goals for action. 	<ul style="list-style-type: none"> The group describes and records on a flip chart the 'Desired Future' of the community (or use the list generated with a visioning tool). The group then describes and records the 'Current Reality'. With the Current Reality and the Desired Future separated by a third flip chart in the center, the group is asked what actions could be taken to bridge the gap. The ideas are recorded as 'Bridges'. 	
Rank Voting <ul style="list-style-type: none"> To assess commitment to proposed goals; determine the priorities for action. 	<ul style="list-style-type: none"> Review the list of ideas, grouping like ideas and eliminating redundancies. Individually on a sheet of paper, participants list the ideas/goals to be voted on in an assigned order. In a column to the right, participants rate each item as: 5=high importance, 3=average importance, 1=low importance, such that 1/3 of the ideas gets a '5', 1/3 a '3', and 1/3 a '1'. Tally the results, list the priorities, and discuss as a group next steps and how to incorporate minority votes. 	Prioritizing
Paired Comparisons <ul style="list-style-type: none"> To help a group choose among many options or goals. 	<ul style="list-style-type: none"> Using a prepared worksheet, participants rate each goal by comparing it to each other goal and choosing the one preferred. Each goal is given a score based on how many times it was chosen over another. With results tallied, return the worksheets to participants and discuss as a group which goals should be carried forward, who is willing to help, and how to incorporate minority votes. 	
Strategic Action Planning <ul style="list-style-type: none"> To detail steps toward goal achievement. To encourage members to make commitments and take on responsibility. 	<ul style="list-style-type: none"> Using a set of goals previously identified, prepare a flip chart for each goal with the following listed down the left edge: 'Willing to Help'; 'Who else to involve'; 'What could be done'; and 'By when'. Create as many groups as there are goals (flip charts) and ask each group to add names/ideas to the list. Rotate groups from flip chart to flip chart so that each group has the opportunity to add to each goal area. The last group at each flip chart reports to the entire group the ideas that were collectively generated. Discuss leadership and deadlines for each goal area. 	Planning for Action
Goal Analysis <ul style="list-style-type: none"> To help a community plan action and achieve its goals. To break down a goal into its pieces, tasks, or steps. 	<ul style="list-style-type: none"> Using a set of goals previously identified, assign a small group to each goal area. Write the goal in the center of a flip chart and draw a circle around it. Brainstorm the major action steps to achieving the goal and write them in circles outside of the goal. Connect the major steps to the goal in the center by drawing lines out (spokes). Focus on each major action step and brainstorm pre-steps to achieving the major action step. Write these on the paper and connect them to the major action steps in a similar fashion as before. Continue until complete. Conclude by deciding when and how (by who) the steps will be completed. 	

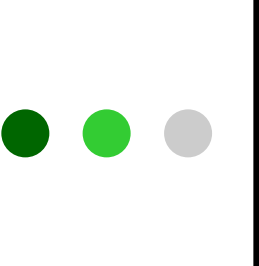
Sources: LeadNet, MSU Extension. March 2006. *Facilitator Excellence Participant's Guide*.

LeadNet, MSU Extension. October 2004. *Strategic Futuring: Resources for Working with Communities and Organizations*.

Prepared by: Brad Neumann, St. Joseph County MSU Extension. To find a qualified MSU Extension facilitator to help apply these tools in your community, contact your local MSU Extension office by calling 888-MSUE-4MI (888-678-3464) or visiting www.msue.msu.edu.



This is not a complete presentation of the facilitation tools. Seek help from an experienced MSUE facilitator.

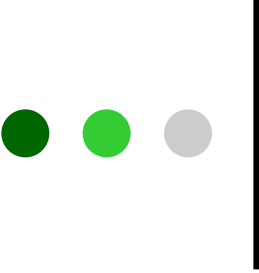


Case Study #1: Village of Constantine

Strategic Visioning Exercise:

- Session 1 (1.5 hours)
 1. Welcome; Statement of Goals
 2. Sticky Wall – To generate, organize, and evaluate ideas.
 3. Sticky Dot Voting – To prioritizing top ideas.

- Session 2 (1.5 hours)
 1. Rotating Flip Charts with Strategic Action Planning – To determine who is *Willing to help*; *Who else to involve*; *What can be done*; and *By when*.
 2. Report Out – Share the ideas generated for each strategy and assign co-chairs.

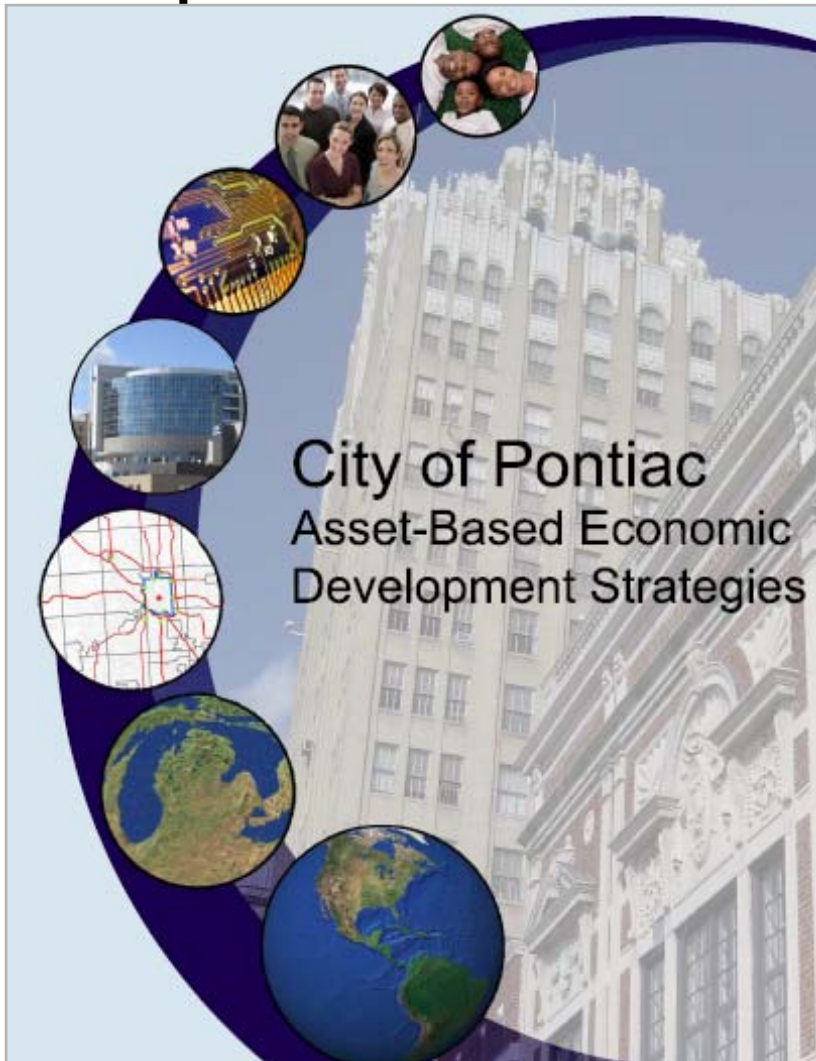


Case Study #2: City of Pontiac

A Futuring Session (2.5 hours):

- Welcome – Purpose; Why are we here?
- Looking at the Past – Take a journey into the community's past.
- 'Prouds' and 'Sorries' – To prioritize the *proudest prouds* and *sorriest sorries*.
- Trends and Conditions – A local perspective.
- Imaging or Visioning – What would you like to see happen in the community over the next 20 years?

Case Study #2: City of Pontiac



Asset	Communications and Information Technology Infrastructure
Opportunity	Market and support downtown as the premier location for starting or expanding communication and IT businesses in Southeast Michigan.
Strengths	<ul style="list-style-type: none"> • First County in America with county-wide WiFi. • Region is ranked 3rd in the nation for Broadband penetration rates. • Pontiac's most competitive industry and second fastest growing new economy sector. For every one job created in the Information sector 2.6 jobs are created elsewhere in the economy. • Historic buildings provide attractive locations for small and large scale IT and communication firms. • High demand for communication and IT services within growing regional economy expounds the benefits of central proximity. • Large quantity of diverse and affordable live-work and mixed-use options available in downtown. • Excellent regional highway access and parking availability. • Existing rail infrastructure provides potential for commuter services. • 24-hour downtown environment with diverse entertainment options capable of attracting young and talented entrepreneurs. • Potential to attract international firms and employees due to high acceptance of diversity.
Weaknesses	<ul style="list-style-type: none"> • Not creating the necessary support structure to give Pontiac a competitive advantage or competitive niche within the world communications and IT market. • Poor image <ul style="list-style-type: none"> ◦ Business climate does not appear to be innovative. ◦ Crime and safety are major concerns. ◦ Vacant lots and blight in downtown. • Current IT and communications industries lack diversity. • Under-performing business incubation facilities and other government initiated business support services. • Lack of venture capital. • Viable housing options for young professionals and families.
Threats	<ul style="list-style-type: none"> • Current industrial mix is expected to result in a decrease of information sector jobs. • Performance and continual upgrades of IT infrastructure. • High-risk start-ups without public and private support. • Fragmented approach to governmental decision making, finance, marketing and implementation and poor customer service.

Other Examples: Bloomfield Twp.



Bloomfield Township Issues-Based Strategic Plan 2009-2014

Objectives	Major Strategies or Programs	Action or Implementation Plans	Time Frame	Comments
I. Strive to maintain roads and water and sewer systems at current standards.	1. Implement less expensive methods of providing the same quality of road and water & sewer services.	1-a) Continue to evaluate and prioritize which specific road, water and sewer system operations could be privatized. 1-b) Contract with private business where appropriate. 1-c) Collaborate with other public entities; e.g., mutual aid programs and contracts with other government agencies. 1-d) Increase efforts of joint purchasing with other agencies. 1-e) Follow recommendations of Finance sub-committee in effort to consolidate services with other public entities.	7/09	
	2. Continue to implement Water & Sewer Capital Improvement Program.	2. Contract projects with private businesses	Current to 1/14	
	3. Continue to fund road replacements through Special Assessment District (SAD) programs.	3. Increase efforts to educate public via newsletter, direct mailings, website, cable programs.	Current to 1/14	
	4. Adjust funding mechanism for water & sewer operations and maintenance	4. Increase efforts to educate public via Newsletter, direct mailings, website, cable programs.	Current to 1/14	
	5. Lobby county, state and federal elected officials for more favorable revenue sharing and legislation.	5-a) Increase efforts to team up with administrations of neighboring locals to meet with elected officials. 5-b) Meet with editorial boards to explain position.	Current to 1/14	

Example: City of Manistee



"...the community of choice and destination for businesses, industry, tourists and families..."

CITY OF MANISTEE
Strategy Update 2008-09
 May 20, 2008

Three Year Goals

To make meaningful progress toward the Strategic Mission, City Council has identified seven priority areas of focus. They include:

1. **Forward-Looking Plan**
2. **Economic Development and Jobs**
3. **City Infrastructure**
4. **Beaches, Parks and Recreational Areas**
5. **Financial Stability**
6. **Intergovernmental Relationships**
7. **Housing, Homelessness & Senior Citizens** (New 2008-09)

Manistee's City Council has established goals for each of the seven areas of strategic priority. Manistee's City Government has established objectives and identified costs and primary responsibility for each goal.

1. Forward-Looking Plan

1.1 Goal To implement a forward-looking plan built around the unique selling features of Manistee, developed in partnership with stakeholders and the support of marketing expertise.

Objectives

1.1 (a) Branding and Marketing. In 2008, participate in a collaborative process led by the Chamber to develop unifying brand identities and marketing themes for Manistee County that will provide a baseline for future branding, marketing and differentiation of the City.

City Costs (000)			Lead Responsibility
08/09	09/10	10/11	City Manager, AES and other partners
\$5,000 (Fund Balance)			
<small>(Total cost for County wide plan estimated to be \$70-80K. The Chamber, with AES support, has submitted a UGDA application to support county-wide branding.)</small>			

Example: City of Frankenmuth

CITY OF FRANKENMUTH
Action Plan *
2003-2004

GOAL ONE:

STRENGTHEN AND DIVERSIFY THE ECONOMY

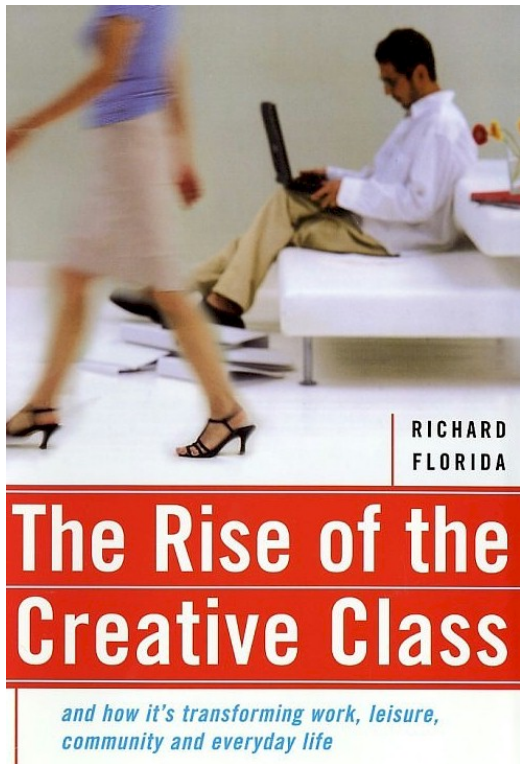
<i>Action Strategies</i>	<i>Tasks/Measures of Accomplishment</i>	<i>Who/When</i>
<p>1. Conduct a business recruitment effort and market Frankenmuth as a location for development</p>		<p>EDC, DDA, Council possibly the Chamber of Commerce City Manager, DDA Director</p>
<p>a. Build/develop the business park 1. Complete marketing plan for park 2. Aggressively recruit desired businesses</p>	<p>Identify target markets for promoting the business park</p>	
<p>b. Bring the community together to define/ identify what is unique about Frankenmuth and use as a strategy to "sell" the community</p>	<p>Complete collaborative process</p>	<p>Would the Chamber serve as a "host" for such a community wide process?</p>
<p>c. Identify in a collaborative fashion what types of businesses we want to attract and use in recruiting</p>	<p>Complete collaborative process</p>	
<p>d. Identify ideas for possible new businesses that complement community: e.g., arts and crafts supplies, leaded glass</p>		
<p>e. Advertise water and sewer capacity in our promotional efforts</p>		
<p>f. "Proclaim our Beauty" in marketing effort</p>		
<p>g. Identify vacant parcels for possible development in promotional materials</p>		

VI. Recommended Reading

The Rise of the
Creative Class

Richard Florida

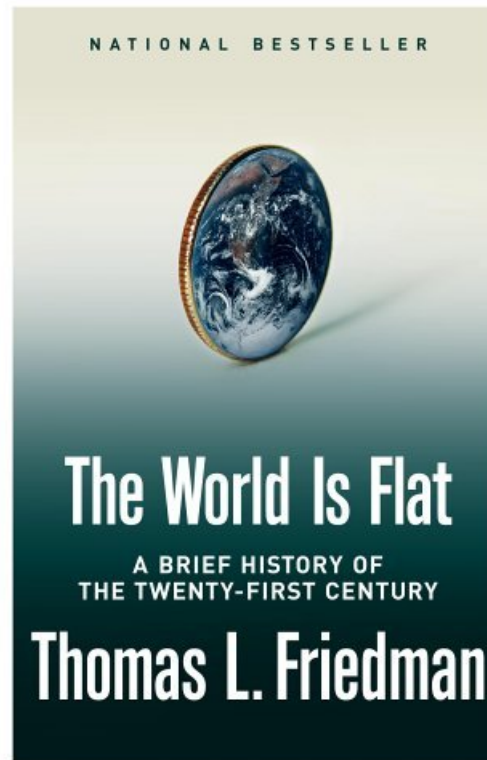
ISBN 0465024777



The World Is Flat

Thomas L.
Friedman

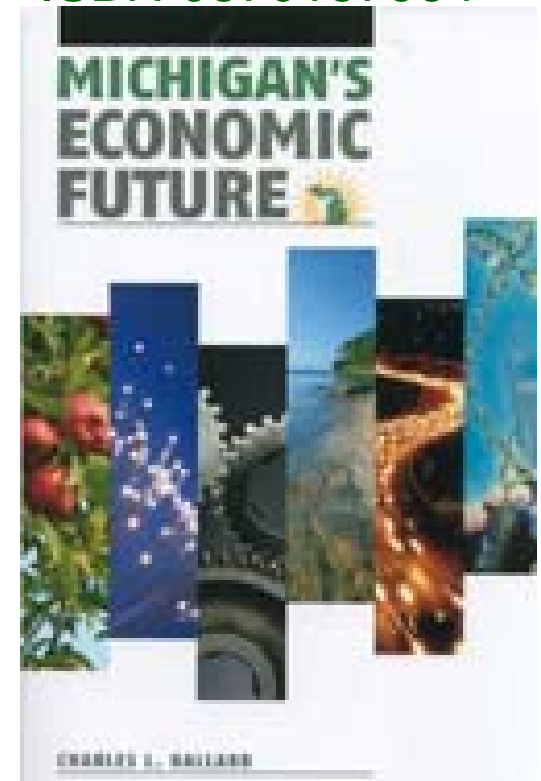
ISBN 0374292884



Michigan's Economic
Future

Charles L. Ballard

ISBN 0870137964

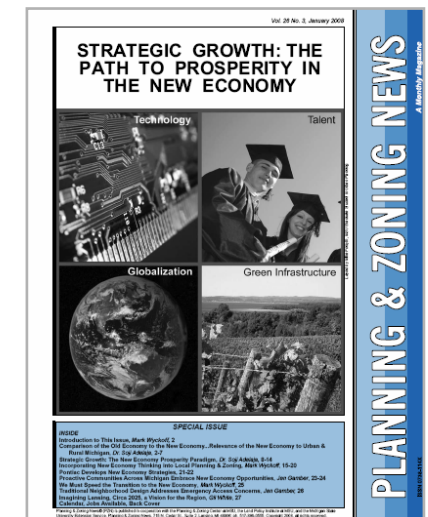
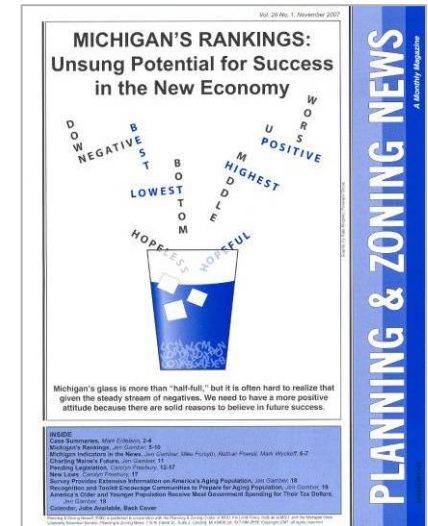


Recommended Reading (continued)

- November and December 2007 issues of *Planning & Zoning News*. Describe Michigan's economic woes, but also reasons to be optimistic. Lay out optional activities for local planners and planning commissioners to pursue in the down economy.

- January 2008 issue of *Planning & Zoning News*. Explains the *New Economy*, *Strategic Growth* and what needs to be done locally to integrate Strategic Growth into local plans and zoning regulations.

- For more information visit:
www.pznews.net



Recommended Reading (continued)

- MSU Land Policy Institute. *Chasing the Past Or Investing in Our Future.*
- Provides information on Old versus New Economy growth strategies based on a national county-level economic analysis to identify the drivers of growth in income, population and employment.
- Summary Report available at:





For more information...

- For facilitation help contact your local County Extension Director by visiting: www.msue.msu.edu or calling: 1-888-MSUE-4MI (1-888-678-3464)
- The Community Tool Box, University of Kansas. <http://ctb.ku.edu/en/>
- Asset-Based Community Development Institute, Northwestern University. www.abcdinstitute.org/
- Community & Economic Development Toolbox, Cornell University, Community and Rural Development Institute; Penn State University. www.cdtoolbox.net



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www.msue.msu.edu



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<http://www.rurdev.usda.gov/rbs/ezec/about/strategic.pdf>