

**TRI-STATE WEBINAR SERIES:
LESSONS LEARNED THROUGH
ECONOMIC DEVELOPMENT**



WELCOME



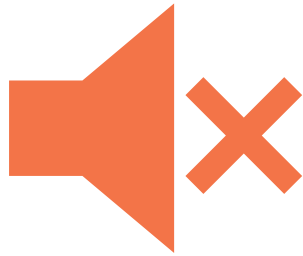
ANDREA JUDD-SHURMUR

*Director, Learning Services
Council of Michigan Foundations*

WELCOME TO
OUR TRI-STATE
PARTNERS



QUESTIONS AND DISCUSSION



We will mute participants' phone lines during the presentation to improve sound quality.



Please use the “chat” feature at any time to ask a question.

SPEAKERS



Tammy Carey, chief executive officer
Community Foundation for Oceana
County



Julie Hales-Smith, consultant,
Community Economic Development
Association of Michigan

HOW WE GOT HERE



Laying the groundwork – yes you can!



Providing tools and strategies – 2017 workshops with Aspen Community Strategies Group



Finding the right partner – Community Economic Development Association of Michigan + Julie



Building the cohort

RURAL ECONOMIC DEVELOPMENT COHORT

Julie Hales-Smith, North Coast Community
Consultants (NC3)



Cohort Objectives

- Foundations will build their leadership capabilities in economic development.
- Foundations will build relationships with other local actors working on economic development in their communities.
- Through this learning and relationship building, participants, and their respective partners, will identify an area of focus to help advance the economic development prospects in their community.

Process And Timeline

- Rural Foundations invited to apply (March 2018)
- Successful Foundations sign Participation Agreement (May 2018) committing to form a team and participate in educational webinars and a community assessment
- Kick-off Webinar including Economic Development 101 presentation (May 2018)
- Monthly webinars (June – Sept, 2018): Placemaking; Real Estate Development; State and Federal Resources for Economic Development; Best Practice Examples of Philanthropy and Economic Development
- Assessments Conducted (Aug – Oct, 2018)
- Mid-year Check in: Cross-cohort sharing (Oct 2018)
- Assessment Roll Outs to Communities (2019)

Assessment Methodology

- Community tour
- Focus groups
- Community wide Town Hall in evening
- Compile a report identifying overall major themes; includes recommendations on how to accomplish the goals and resources that can assist
- Community Roll Out of Results

Genesis of the Assessment Model

- Rural Partners of Michigan (Michigan Rural Council) “borrowed” from various state Rural Councils assessment models from early 2000’s
- Some states deployed entire teams of experts to work within each community
- Wyoming Rural Development Council published an analysis of their program
- Rural Partners invited communities to participate; used CEDAM staff and consultant to conduct approx 20 assessments from 2013 - 2018

Methodology in Detail: Focus Groups

- Pre-planning: work with Action Team to identify groups that need to be involved: Nonprofit and service organizations; local appointed and elected governmental officials; business/downtown/economic development leaders; youth; other special populations unique to that community.
- Modified SWOT analysis:
 - What are the major problems and challenges in your community?
 - What are the major strengths and assets in your community?
 - What would you like to accomplish in your community?
 - If money was no object, what would be your “dream” project? (we do this in a "lightening round" so everyone answers)

Community-wide Town Hall

- Describe assessment process
- Brief visioning session
- Break out into small groups and generate ideas for short term projects/actions to move toward vision
- Identify community volunteers to pursue

Report

- Verbatim (unattributed) collection of all comments
- Summary of process
- Summarize results
- Identify themes
- Recommend steps/resources to address focus areas

Assessment Results Roll Out

- Must be carefully crafted: this is where Foundation does “hand off” to community to take ownership of action steps
- Must be well marketed so that everyone has the opportunity to engage and learn where they can fit in the action plan
- Incorporate projects and volunteers generated in Town Hall
- Must leave the roll out with some concrete next steps

What did we learn?

- Carefully/strategically assemble action teams
- Strongly encourage action team members to participate in all aspects of assessment process (yes, this is hard work for Foundation leaders)
- Support cohort teams to share lessons learned as often as possible
- Carefully plan and execute assessment roll out

RURAL ECONOMIC DEVELOPMENT COHORT

Six Michigan Foundations





OCEANA COUNTY:

- Rural – 26,000 pop.
- 14% Hispanic
- 45 miles of Lake MI frontage
- Economy drivers – ag, tourism, mfg
- 7 food processors
- 2nd poorest county in MI
- 8 small towns
- High net worth 2nd home residents

NATIONAL HOMECOMING IN RURAL AMERICA

- Last year, Gallup found that while roughly 80 percent of us live in urban areas, [rural life was the most wished for](#).
- COVID has accelerated this wish, urban flight to rural / suburban locations with less density
- COVID has also found us lacking in infrastructure – housing & internet

<https://www.nytimes.com/2019/09/17/opinion/rural-america.html>

<https://www.washingtonpost.com/business/2018/12/18/americans-say-theres-not-much-appeal-big-city-living-why-do-so-many-us-live-there/>

WHAT WAS OUR CHALLENGE?

- Member of Michigan Community Leadership Network (9 CF's in 2015). 18-month peer-learning journey (cfleads.org)
 - is a community partner
 - that creates a better future for all
 - by pursuing the community's greatest opportunities and addressing the most critical challenges
 - inclusively unites people, institutions & resources from throughout the community
 - produces significant, widely shared and lasting results
- Board retreat & strategic planning
- Strategic plan goal: **needs assessment**

SELECTED SHELBY AREA



CONTINUOUS COMMUNICATION KEY



- All announcements & final reports were bilingual


SHELBY AREA
COMMUNITY ASSESSMENT RESULTS

JOIN US to hear the results of the Shelby Area Community Assessment that was held August 28, 2018 and sponsored by the Community Foundation for Oceana County. We will talk about the results, what they mean, progress to-date and the role Shelby community members can play in addressing needs AND opportunities identified in the assessment report.

WEDNESDAY, MAY 15
6:30–8:00PM

Shelby High School Cafeteria
641 N State St. Shelby





ZONA DE ESTANTE
RESULTADOS DEL INFORME DE EVALUACIÓN

ÚNASE A NOSOTROS para escuchar los resultados de la Evaluación de la Comunidad del Área de Shelby que se llevó a cabo el 28 de agosto de 2018 y patrocinada por la Fundación de la Comunidad para el Condado de Oceana. Hablaremos sobre los resultados, lo que significan, el progreso hasta la fecha y el papel que pueden desempeñar los miembros de la comunidad de Shelby para abordar las necesidades Y oportunidades identificadas en el informe de evaluación.

MIÉRCOLES 15 DE MAYO
6:30–8:00PM

Shelby High School Cafetería
641 N Estado St. Shelby





OBSERVATIONS

OBSERVATIONS:

- LEADERSHIP TEAM VERY COMMITTED & CRITICAL
- MEETINGS EXTREMELY WELL ATTENDED
- COMMUNITY ENGAGEMENT WAS UNPRECEDENTED
- SIGNAL THAT PEOPLE ARE INTERESTED AND READY TO DO THE WORK TO IMPROVE QUALITY OF LIFE



THEMES

- HOUSING
- DOWNTOWN
- JOBS/TALENT
- INCLUSIVE COMMUNITY

COMMUNITY FEEDBACK: FOCUS GROUPS

WHY DID WE DO A COMMUNITY ASSESSMENT?

To understand the needs of our community and residents, a cross-section of community leaders and residents shared thoughts, feelings and aspirations about the Shelby area. Consultants produced a report providing observations, suggestions and identified recommended focus areas.

BY THE NUMBERS:



BUSINESS OWNERS

- Need to nurture skilled workforce
- Lack of decent, affordable housing
- Need balanced government leadership

SERVICE PROVIDERS & CLUBS

- Generational poverty/related social issues
- Need better paying jobs
- Address lack of cultural inclusion

ELECTED & APPOINTED OFFICIALS/STAFF

- Housing stock – address blight & rental ordinances
- Desire to attract additional industry
- Downtown lacks retail/other amenities

SEASONAL RESIDENTS/ YOUNG ADULTS/ HISPANIC COMMUNITY MEMBERS

- Lack of cultural integration
- Revitalize the downtown
- More amenities for youth

“The vision for Shelby includes a more inclusive community, with a beautiful downtown that is connected to the Rail Trail. There would be a variety of attractive and affordable housing options, higher paying jobs, and lots of things for kids to do.”

MAJOR THEMES



HOUSING The Village has a high renter vs homeowner rate, and many of the properties are in need of upkeep. The affordable single family homes that are available, which are very few, are in need of repair. More housing types are desired (e.g. second floor housing in business district, mixed-use development).



DOWNTOWN The downtown is not “coherent.” The business mix is gradually changing, but could benefit from more diversity. The quality of building facades are spotty and some buildings are in need of total renovation. There is a missed opportunity to market the downtown by improving the rear of the buildings facing the Trail. The street scape needs to be updated and beautified.



QUALITY JOBS The area is predominantly agricultural and there is not a diverse business mix. Many of the existing jobs are low paying. Continue to build on the school-business collaborations within Oceana CAN!, MI Works and the Oceana County Economic Alliance.



INCLUSIVE COMMUNITY The Hispanic community is not represented in local leadership and staff positions. Across the broader community, there appears to be some fear or lack of understanding of the value of sharing and learning cross-culture.

FOCUS AREA: HOUSING

WHAT WE LEARNED:

- Blight, High Renter v Homeowner Rate (high rents)
- More housing types needed
- Barrier to companies trying to hire – no place to live

PROGRESS:

- County Housing Forum
- Met with state actors
- **Government ordinances passed** – blight, rental
- Barriers – nonprofit capacity to lead work, County board not committed to follow-up
- Large local employer built a supportive housing project
- New 15-unit supportive housing development pending funding
- Crisis persists

FOCUS AREA: THE DOWNTOWN

WHAT WE LEARNED:

- Want to see a major rehabilitation of downtown Shelby
- Need to get more people shopping and living downtown
- Downtown has underutilized storefronts, more diversity
- Façade program, missed opportunity of Trail users

PROGRESS:

- HUD Low/mod designation (Community Development Block Grants)
- 14 blighted properties ID'd, hosted several clean-up days
- Rental Ordinance enforcement concerns
- Alleyway Trail to Town project
- Redevelopment Ready Community program in-process
- Major park grant submitted

FOCUS AREA: JOBS/BUILD TALENT

WHAT WE LEARNED:

- Lower paying jobs
- Businesses want to cultivate local talent, local talent not educated/skilled
- Role of economic development agency

PROGRESS:

- Employer Resource Network: designed food processing apprenticeship
- Oceana College Access Network: increase business-student connections, mentoring w/business reps at all levels
- Oceana County Economic Alliance partnered with Regional partner
- Industrial Park Expansion & Marketing

FOCUS AREA: INCLUSIVE COMMUNITY

WHAT WE LEARNED:

- Struggle to build connections and access
- Need to build cultural appreciation
- “Personality” of Shelby to be an integrated community

PROGRESS:

- More bilingual staff at local businesses & agencies
- Community Center bilingual events/programs
- Downtown Farm To Table Event
- More bilingual communication at Village/Township level
- Cultivate Hispanic persons to run for govt/school boards

KEEPING COMMUNITY MOVING

- Follow-up training to help co-chairs lead committees, be patient, progress incremental
- Strengthened Government Leadership
 - Armed them with resident feedback & goals, increased collaboration
 - Used results to build master plan
- Strengthened Business Projects – armed with data
- Village awarded a Community Development Fellow



SECOND COMMUNITY – Pentwater – tourists & 2nd homes



PROCESS & OBSERVATIONS

- STRONG LEADERSHIP
- COLLABORATIVE APPROACH with TOWNSHIP, VILLAGE & SCHOOL
- MULTIPLE FEEDBACK LOOPS:
 - COMMUNITY ASSESSMENT (SUPPORTED BY DAF)
 - SUMMER VISITOR SURVEY
 - COMMUNITY SURVEY
- CONTINUOUS COMMUNICATION VIA WEBSITE, ENEWS
- PRIMARY GOAL – MASTER PLAN, INVITED COMMUNITY MEMBERS TO HELP DEVELOP
- VILLAGE JUST APPROVED ECONOMIC DEVELOPMENT COMMITTEE
- COMMITTED TO BUILDING COMPREHENSIVE PLAN



8 THEMES EMERGED

- ATTAINABLE HOUSING
 - Short-term rentals (70% vacant off season)
- BROADBAND ACCESS (remote workers)
- SHORT RETAIL SEASON
 - Lack of basic services
- WATERFRONT & RECREATIONAL USE
- INFRASTRUCTURE IMPROVEMENTS
- COLLABORATION

WHAT WE LEARNED

- Assessment provided organizational process, common language for all partners (**including businesses**)
- Provided a starting point & brought people together
- Ground-up, grass roots focus, resident-engagement
- Cross-community collaboration & appreciation
- Reduce project silos by groups, common goals
- Increased Oceana County visibility with state partners

- **CF gave it credibility & importance**
- CF built muscle & relationships, advocacy, donor participation
- Commitment - Impact initiative for CF (next town?)
- Lead story in Annual Report

REALITY CHECKS

- Big undertaking, hire consultant (proven approach)
- Need an indigenous leader, staff
- Needs strong local leadership/team, staff turnover
- Take long-term perspective (fits & starts)
- Big CF learning & PR potential
- Can get overwhelming but not a race
- Will look different with each community
- Exit strategy, community needs to own it



QUESTIONS?



CONTACT INFORMATION

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EVALUATE US!

Your feedback is important – our quick online evaluation can be completed in 3 minutes or less!

THANK YOU!

STAY IN TOUCH WITH CMF

